

ACT Government

Annual Report 2025–26

Justice and Community Safety Directorate



The ACT Government acknowledges the Ngunnawal people as Traditional Custodians of the ACT and recognise any other people or families with connection to the lands of the ACT and region.

The Justice and Community Safety Directorate acknowledges the Ngunnawal people as Traditional Custodians of the ACT and recognises any other people or families with connection to the lands of the ACT and region.

We respect the Aboriginal and Torres Strait Islander people, particularly our Aboriginal and Torres Strait Islander staff, and their continuing culture and contribution they make to the Canberra region and the life of our city.

Contact for this report

General enquiries about this report should be directed to:

Justice and Community Safety Directorate

ACT Government, GPO Box 158, Canberra City ACT 2601

Or by emailing: JACSAnnualReportCoord@act.gov.au

Freedom of Information

Freedom of information requests can be made by emailing: JACSFOI@act.gov.au

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- TTY users call 13 36 77 and then ask for 13 22 81 or visit www.accesshub.gov.au to make an internet relay or captioned relay call.
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Information about the directorate and an electronic version of this annual report can be found on the website: act.gov.au

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Abbreviations and Acronyms

Acronym	Meaning
A2J	Access to Justice
AA	Alcoholics Anonymous
ABS	Australian Bureau of Statistics
ACAT	ACT Civil and Administrative Tribunal
ACCO	Aboriginal Community Controlled Organisation
ACT	Australian Capital Territory
ACTAS	ACT Ambulance Service
ACTCS	ACT Corrective Services
ACTEDU	Education Directorate
ACTF&R	ACT Fire & Rescue
ACTGS	ACT Government Solicitor
ACTIA	ACT Insurance Authority
ACTP	ACT Policing
ACTPS	ACT Public Service
ACTRFS	ACT Rural Fire Service
ACTSES	ACT State Emergency Service
ACT-SIP	ACT Support and Intervention Program
ACT TQI	ACT Teacher Quality Institute
ADACAS	ACT Disability, Aged and Carer Advocacy Service
AED	Automated External Defibrillator
AFAC	Australian and New Zealand Council of Fire and Emergency Services
AFP	Australian Federal Police
AGIS	Australian Government Investigation Standard
AI	Artificial Intelligence
AIAG	Artificial Intelligence Assurance Group
AMC	Alexander Maconochie Centre
ANU	Australian National University
ANZCTC	Australia-New Zealand Counter-Terrorism Committee
ANZEMC	Australia-New Zealand Emergency Management Committee
ARC	Audit and Risk Committee
ARK	Animal Response Kit
ATSICYPC	Aboriginal and Torres Strait Islander Children and Young Persons Commission
BER	Be Emergency Ready
CAFS	Compressed Air Foam System
CALD	Culturally and Linguistically Diverse
CAT	Confiscated Assets Trust
CCTV	Closed-circuit Television

Acronym	Meaning
CCMS	Coroners Case Management System
CDO	Court Duty Officer
CED	City and Environment Directorate
CEO	Cultural Engagement Officer
C&E	Communications and Engagement
CFC	Cultural Facilities Corporation
CFU	Community Fire Unit
CHaMP	Complaints Handling and Management Policy
CHRC	Canberra Harness Racing Club
CHS	Canberra Health Services
CIAC	Critical Infrastructure Advisory Council
CISAM	Capital Infrastructure and Strategic Asset Management Committee
CIT	Canberra Institute of Technology
CMoS	Cultural Model of Service
CMTEDD	Chief Minister, Treasury and Economic Development Directorate
CO2-e	Carbon Dioxide Equivalent
COO	Chief Operating Officer
CPCYC	Canberra PCYC
CPIL	Care and Protection Intensive List
CPR	Cardiopulmonary Resuscitation
CRA	City Renewal Authority
CRC	Canberra Racing Club
CRT	Courtroom Technology
CSG	Corporate Services Group
CSPP	Community Safety, Policy and Programs
CSU	Crisis Support Unit
CSW	Community Service Work
CSWU	Community Service Work Unit
CTU	Court Transport Unit
CVE	Countering Violent Extremism
CYF	Child, Youth and Families
CYPC	Children and Young People Commissioner
DAC	Disability Advisory Council
DAIP	Disability Action and Inclusion Plan
DAS	Domestic Animal Services
DASL	Drug and Alcohol Sentencing List
DATA	Drug and Alcohol Treatment Assessment
DATO	Drug and Alcohol Treatment Order
DCBR	Digital Canberra
DFSV	domestic, family and sexual violence

Acronym	Meaning
DIAP	Disability Inclusion Action Plan
DIGG	Digital Investment Governance Group
DIP	Disability Inclusion Plan
DLO	Disability Liaison Officer
DPP	Director of Public Prosecutions
DPR	Direct Personal Response
DRF	Disaster Ready Fund
DSR	Decision Summary Report
DSS	Department of Social Services
DVCS	Domestic Violence Crisis Service
E10	petrol containing 10% ethanol
EAP	Employee Assistance Program
EGM	Electronic Gaming Machine
EMU	Emergency Management Unit
EoGGA	Electrification of Government Gas Assets
ERC	Executive Risk Committee
ESA	ACT Emergency Services Agency
ESARC	ESA Resource Centre
ESAT	ESA Training Centre
ESBCC	Emergency, Security and Business Continuity Committee
ESD	Ecologically Sustainable Development
EV	Electric Vehicle
FASD	Foetal Alcohol Spectrum Disorder
FDI	Fleet Delivery Improvement
FMC	ACT Forensic Medicine Centre
FNJB	First Nations Justice Branch
FNLO	First Nations Liaison Officer
FOCI	Foreign Ownership, Control and Influence
FOI	Freedom of Information
FRNSW	Fire and Rescue NSW
FTE	Full-time Equivalent
GBI	Governance and Business Improvement
GS1	Government Solicitor 1
GS2	Government Solicitor 2
GST	Goods and Services Tax
HCSD	Health and Community Services Directorate
HEV	Hybrid Electric Vehicle
HQ	Headquarters
HR	Human Resources
HR Act	Human Rights Act

Acronym	Meaning
HRC	ACT Human Rights Commission
HRIMS	Human Resource Information Management System
HSR	Health and Safety Representative
HVAC	Heating, Ventilation and Air Conditioning
iCAN	Intensive Case Management
iCBR	Infrastructure Canberra
ICE	Internal Combustion Engine
ICP	Intensive Care Paramedic
ICS	Inspector of Custodial Services
ICO	Intensive Correction Order
IDAHOBIT	International Day Against Homophobia, Biphobia, Intersexism and Transphobia
IDEA	Inclusion, Diversity, Equity and Accessibility
IEP	Incentives and Earned Privileges
ICT	Information and Communication Technology
IPAA	Institute of Public Administration Australia
ISBSU	Information, Security and Business Solutions Unit
JACS	Justice and Community Safety Directorate (the Directorate)
JEC	JACS Executive Committee
JHP	Justice Housing Program
KC	King's Counsel
KPI	Key Performance Indicator
LAC	Legal Aid Commission
LGBTIQA+	Lesbian, Gay, Bisexual, Transgender, Intersex, Queer/Questioning, Asexual and Other Diverse Sexual Orientations and Gender Identities
LKPI	Lead Key Performance Indicator
LLN	Language, Literacy and Numeracy
LMS	Learning Management System
LPG	Liquefied Petroleum Gas
LPP	Legislation Policy and Programs
MACM	Ministerial Advisory Council for Multiculturalism
MAPS	Mapping and Planning Support
MARSS	Migrant and Refugee Settlement Services
MCCD	Mechanical Chest Compression Device
MJEX26	ACT Major Exercise 2026
MLA	Member of the Legislative Assembly
MoA	Memorandum of Agreement
MoC	Model of Care
MoU	Memorandum of Understanding
N/A	Not Applicable
NACC	National Anti-Corruption Commission

Acronym	Meaning
NAIDOC	National Aborigines and Islanders Day Observance Committee
NAJP	National Access to Justice Partnership
NBV	net book value
NEMA	National Emergency Management Agency
NMF	National Multicultural Festival
NPM	National Preventive Mechanism
NSW	New South Wales
OCC	Organisational Capability and Culture
PA	Public Advocate
PCO	Parliamentary Counsel's Office
PCOS	Polycystic Ovary Syndrome
PCWC	People, Culture and Wellbeing Committee
PEEP	Personal Emergency Evacuation Plan
PFAS	Per- and Polyfluoroalkyl Substances
PHEV	plug-in hybrid electric vehicle
PID	Public Interest Disclosure
PPE	Personal Protective Equipment
PRHAP	Public Rental Housing Assistance Program
PRS	Professional Standards
PSO	Peer Support Officer
PSM	Public Sector Management
PTG	Public Trustee and Guardian
PV	photovoltaic
QR	Quick Response
R&M	repairs and maintenance
RAFT	Remote Area Firefighting Team
RED	Respect, Equity and Diversity
RFFI	Request for Further Information
RFI	Request for Information
RJU	Restorative Justice Unit
RoGS	Report on Government Services
RPAS	Remotely Piloted Aircraft Systems
RSA	Responsible Service of Alcohol
RSPCA	Royal Society for the Prevention of Cruelty to Animals
RTA	Residential Tenancies Act
RTO	Registered Training Organisation
RUSH	Real Understanding of Self Help
RVWG	Retirement Villages Working Group
SAMP	Strategic Asset Management Plan
SAS	Sentence Administration Section

Acronym	Meaning
SBMP	Strategic Bushfire Management Plan
SBMPv4	Strategic Bushfire Management Plan Version 4
SBMPv5	Strategic Bushfire Management Plan Version 5
SC	Senior Counsel
SCAG	Standing Council of Attorneys-General
SCC	Social Cost of Carbon
SDR	Strategy, Data and Research
SDS	Safety Data Sheet
SEMC	Security Emergency Management Committee
SEMSOG	Security and Emergency Management Senior Officials Group
SERBIR	Senior Executive Responsible for Business Integrity Risk
SHARE	Safe, Healthy and Affirming Relationships and Experiences
SHFPACT	Sexual Health and Family Planning ACT
SHWC	Safety, Health and Wellbeing Committee
SIG	Specialist Intelligence Gathering
SIU	Supports and Intervention Unit
SLA	Suburban Land Agency
SMC	Strategic Management Committee
SOP	Standard Operating Procedure
SPOT	Single Point of Truth
TAP	Transitional Accommodation Program
TRC	Transitional Release Centre
TRP	Transitional Release Program
TWAHRR	Territory-Wide All Hazards Risk Register
UNEC	United Ngunnawal Elders Council
VMS	Volunteer Management System
VRP	Vehicle Replacement Program
VSACT	Victim Support ACT
WAS	Witness Assistance Service
WCAG	Web Content Accessibility Guidelines
WCC	Women's Community Centre
WESP	Work Experience and Support Program
WGAD	Working Group on Arbitrary Detention
WHS	Work Health and Safety
WIPLES	Women in Prison Legal Empowerment Session
ZEG	Zero Emissions Government
ZEV	Zero Emissions Vehicle

Foreword



I am pleased to present the 2025–26 Justice and Community Safety Directorate Annual Report.

Throughout 2025–26, the Directorate delivered reforms, services and infrastructure across justice, emergency services, regulation, policy and community safety. These achievements reflect the commitment of our staff, volunteers, statutory office holders and partners.

During the year, we delivered significant reforms to improve justice outcomes and community wellbeing. We strengthened responses to family and domestic violence, which included progressing coercive control as a criminal offence, delivered commissioning to improve how services are planned, funded and delivered, in partnership with Aboriginal and Torres Strait Islander community, and expanded restorative justice services to promote accountability, healing and repair.

We enhanced human rights protections and access to justice by establishing a right to housing in the ACT and commencing the National Access to Justice Partnership, with a focus on people experiencing vulnerability and disadvantage. Through cross-government collaboration and community partnerships, we worked to improve outcomes for people experiencing vulnerability and disadvantage and to ensure services remain responsive to community needs.

The Directorate improved community safety and emergency management capability through continued investment in preparedness, operational readiness and critical infrastructure. The opening of the new Molonglo Emergency Services Station represented a significant milestone in supporting frontline emergency services and the growing needs of the Territory. We also worked closely with ACT Policing to negotiate the next Purchasing Agreement and progressed key legislative reforms to assist police which included the Family Violence Safety Notice Scheme and Firearms Prevention Orders.

A key focus throughout the year was to improve how we worked in partnership with Aboriginal and Torres Strait Islander communities and organisations to strengthen participation in decision-making, support Closing the Gap priorities and improve justice outcomes through community-led approaches. The Directorate seeks to deepen our commitment to self-determination, cultural integrity and genuine partnership with Aboriginal and Torres Strait Islander peoples.

These achievements reflect the dedication and professionalism of our people and the value of strong collaboration across government, with the community sector and with our many partners.

I would like also to acknowledge the significant contribution of Kelly Williams, who concluded her roles as acting Deputy Director-General, Justice and Executive Group Manager, Legislation, Policy and Programs during the year, and thank her for her service to the Directorate.

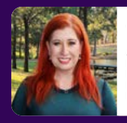
I thank our staff, volunteers, statutory office holders and partners for their ongoing commitment and contribution throughout the year. Together, we continue to advance our vision of a safe, just, resilient and inclusive community.

Ray Johnson APM
A/g Director-General

ACT Government
Justice and Community Safety



Marisa Paterson MLA
Minister for Police, Fire and Emergency Services
Minister for Women
Minister for Prevention of Family and Domestic Violence
Minister for Corrections
Minister for Gaming Reform



Tara Cheyne MLA
Attorney-General
Minister for Human Rights
Minister for City and Government Services
Minister for Night-Time Economy
Manager of Government Services



Suzanne Orr MLA
Minister for Aboriginal and Torres Strait Islander Affairs
Minister for Disability, Carers and Community Services
Minister for Climate Change, Environment, Energy and Water
Minister for Seniors and Veterans

Correct as at 30 June 2026



Ray Johnson
A/g Director-General
(David Pryce)



Kathryn Haigh
Deputy Director-General
Justice



Aaron Hughes
Chief Operating Offficer



Wilhelmina Blount
A/g Deputy Director-General
Community Safety
(Ray Johnson)

Bianca Kimber
Parliamentary Counsel
Parliamentary Counsels Office

- Savvas Pertsinidis — Deputy Parliamentary Counsel
- Abbie Hartley — Deputy Parliamentary Counsel

Daniel Ng
Executive Group Manager
Legislation, Policy & Programs

- Nadia Marjan — Executive Branch Manager Civil & Regulatory Law
- Zoe Hutchinson — Executive Branch Manager Human Rights
- Claire Buxton — Executive Branch Manager Criminal Law

Melissa Tetley
A/g Chief Finance Officer
Strategic Finance

- Melissa Tierney — Chief Information Officer, Chief Information Office
- Katie Dunn — Executive Branch Manager People, Culture and Safety
- Naveen Wijemanne — Executive Branch Manager Governance & Business Improvement
- Karen Broussard — Executive Branch Manager Communications & Engagement

Wayne Phillips
Commissioner
Emergency Services Agency

- Kaylee Rutland — A/g Assistant Commissioner, Emergency Management and Collaboration
- Glenn Brewer AFSM — Assistant Commissioner Capability
- Megan Davis ASM — Assistant Commissioner Corporate
- David Dutton BM ASM — Chief Officer, Ambulance Service
- Peter Cleary — Chief Officer, Fire & Rescue
- Rohan Scott AFSM — Chief Officer, Rural Fire Service
- Steve Forbes ESM — Chief Officer, State Emergency Service

Leanne Close
Commissioner
ACT Corrective Services

- Natalie Veenstra — Assistant Commissioner Community Corrections
- James Taylor-Dayus — Assistant Commissioner Custodial Operations
- Leigh Thompson — Assistant Commissioner Offender Reintegration
- Cherry Wang — Executive Branch Manager Corporate Services
- Cath King — Executive Branch Manager Operational Support

Caroline Marsh
Executive Branch Manager
First Nations Justice

Robyn Hakelis
A/g Executive Group Manager
Community Safety Policy & Programs

- Cameron Beresford ESM — Executive Branch Manager Emergency Management
- Laila Kazak — A/g Executive Branch Manager Security
- Julie Beddoe — Executive Branch Manager Justice Transformation and Community Safety
- Toni Burgess — A/g Executive Branch Manager ACT National Firearms Register Program

Independent Offices

- **ACT Government Solicitor** — Peter Garrisson AM SC * — Solicitor-General for the Australian Capital Territory
- **ACT Courts and Tribunal** — Ben Wickham * — Chief Executive Officer
- **Public Trustee and Guardian *** — Danae Lacey — A/g Chief Executive Officer
- **Legal Aid ACT** — Dr John Boersig — Chief Executive Officer
- **ACT Custodial Inspector** — Rebecca Minty *
- **A/g Aboriginal and Torres Strait Islander Children & Young People's Commissioner** — Barbara Causon *
- **Office of the DPP** — Victoria Engel SC * — Director of Public Prosecutions
  - Trent Hickey — Deputy Director of Public Prosecution
  - Melinda Grazcol — Deputy Director - Criminal Practice
- **ACT Human Rights Commission** — Pene Matthew * — President & Human Rights Commissioner
  - Jodie Griffiths-Cook * — Public Advocate and Children and Young People Commissioner
  - Juliette Ford * — Victims of Crime Commissioner
  - Karen Toohey * — Discrimination, Health Services, Disability Services, Community Services & Privacy Commissioner
- **Official Visitors Board ***
- **Sentence Administration Board ***

*Denotes Statutory Office Holder

Purchased Services

- **ACT Policing** — Scott Lee APM — Chief Police Officer
  Executive Assistant
  Kat Bayliss

Compliance Statement

The 2025–26 Justice and Community Safety Directorate Annual Report must comply with the Annual Report Directions (the Directions) made under Section 8 of the Annual Reports Act. The Directions are found at the ACT Legislation Register: www.legislation.act.gov.au.

The Compliance Statement indicates the subsections, under Parts 1 to 5 of the Directions, that are applicable to the Justice and Community Safety Directorate and the location of information that satisfies these requirements:

Part 1 – Directions Overview

The requirements under Part 1 of the Directions relate to the purpose, timing and distribution, and record keeping of annual reports. The 2025–26 Justice and Community Safety Directorate Annual Report complies with all subsections of Part 1 under the Directions.

To meet Section 15 Feedback, Part 1 of the Directions, contact details for the Justice and Community Safety Directorate are provided within the 2025–26 Justice and Community Safety Directorate Annual Report to provide readers with the opportunity to provide feedback.

Part 2 – Reporting Entity Annual Report Requirements

The requirements within Part 2 of the Directions are mandatory for all reporting entities and the Justice and Community Safety Directorate complies with all subsections. The information that satisfies the requirements of Part 2 is found in the 2025–26 Justice and Community Safety Directorate Annual Report as follows:

- Transmittal Certificate, see page 12
- Organisational Overview and Performance, inclusive of all subsections, see pages 13–245
- Financial Management Reporting, inclusive of all subsections, see pages 246–382

Part 3 – Reporting by Exception

The Justice and Community Safety Directorate has nil information to report by exception under Part 3 of the Directions for the 2025–26 reporting year.

Part 4 – Directorate and Public Sector Body Specific Annual Report Requirements

The following subsections of Part 4 of the 2025–26 Directions are applicable to the Justice and Community Safety Directorate and can be found within the 2025–26 Justice and Community Safety Directorate Annual Report:

- *Terrorism (Extra Temporary Powers) Act 2006*, section 98, refer page 384
- *Victims of Crime Act 1994*, section 18I, refer page 385
- *Carers Recognition Act 2021*, section 10, refer page 386
- *Victims of Crime Act 1994*, section 21 and *Victims of Crime Regulation 2000*, regulation 49.
  This is reported as part of the ACT Human Rights Commission Annual Report 2025–26
- *Corrections Management Act 2007*, section 26, has nil information to report as there were no section 26 emergency declarations in the 2025–26 reporting year.

Part 5 – Whole of Government Annual Reporting

All subsections of Part 5 of the Directions apply to the Justice and Community Safety Directorate. Consistent with the Directions, the information satisfying these requirements is reported in the one place for all ACT Public Service directorates, as follows:

- Bushfire Risk Management, see page 388;
- Human Rights, see page 401;
- Legal Services Directions, see page 459;
- Public Sector Standards and Workforce Profile, see the annual State of the Service Report; and
- Territory Records, see the annual report of Chief Minister, Treasury and Economic Development Directorate.

ACT Public Service Directorate annual reports are found at the following web address: https://www.act.gov.au/open/annual-reports.

Part 2A

Transmittal Certificate

Transmittal certificate

ACT Government
Justice and Community Safety

Ms Tara Cheyne MLA
Attorney-General
ACT Legislative Assembly
London Circuit CANBERRA ACT 2600

Ms Suzanne Orr MLA
Minister for Aboriginal and Torres Strait Islander Affairs
ACT Legislative Assembly
London Circuit CANBERRA ACT 2600

Mr Michael Pettersson MLA
Minister for Arts, Creative industries and Night-time Economy
ACT Legislative Assembly
London Circuit CANBERRA ACT 2600

Ms Marisa Paterson MLA
Minister for Police, Fire and Emergency Services
Minister for Gaming Reform
ACT Legislative Assembly
London Circuit CANBERRA ACT 2600

Ms Caitlin Tough MLA
Minister for Human Rights
Minister for Corrections
Minister for Prevention of Family and Domestic Violence
ACT Legislative Assembly
London Circuit CANBERRA ACT 2600

Dear Ministers

I am pleased to present the Justice and Community Safety Directorate Annual Report for the year ended 30 June 2026.

This report has been prepared in accordance with section 6(1) of the *Annual Reports (Government Agencies) Act 2004* and in accordance with the requirements under the Annual Report Directions.

It has been prepared in conformity with other legislation applicable to the preparation of the Annual Report by the Justice and Community Safety Directorate.

I certify that information in the attached annual report, and information provided for whole-of-government reporting, is an honest and accurate account and that all material information on the operations of the Justice and Community Safety Directorate has been included for the period 1 July 2025 to 30 June 2026.

I hereby certify that fraud prevention has been managed in accordance with the *Public Sector Management Standards 2006 (repealed)*, Part 2.3 (see section 113, Public Sector Management Standards 2016).

Section 13 of the *Annual Reports (Government Agencies) Act 2004* requires that you present the Report to the Legislative Assembly within 15 weeks after the end of the reporting year.

Yours sincerely

Ray Johnson APM
Director-General
2 October 2026

Justice and Community Safety Directorate
GPO Box 158 Canberra ACT 2601 | phone: 132 281 | www.act.gov.au

Part 2B

Organisational Overview and Performance

Organisational Overview

Vision

The Justice and Community Safety Directorate (JACS and/or the Directorate) supports a safe, just, resilient and inclusive community.

Purpose

The Directorate's purpose is to promote a safe, fair and just Canberra by maintaining the rule of law, enhancing access to justice, protecting rights, promoting community safety and supporting resilience to emergencies and disasters.

Through these functions, the Directorate contributes to the wellbeing of the ACT community by delivering responsive, inclusive and people-centred services that support safety, connection, opportunity and quality of life, consistent with the ACT Government Wellbeing Framework.

Values

The Directorate's attitudes and actions reflect the ACTPS values of respect, integrity, collaboration and innovation, as embedded in the JACS Strategic Plan 2024–2027.

Functions and Services

The budget papers define four strategic objectives:

- accessible justice system
- safe community
- safe community – emergency services, and
- promotion and protection of rights and interests.

The Directorate comprises two primary programs: Justice and Community Safety. The following business units and statutory or independent offices deliver services and functions within these programs:

Justice	Community Safety
ACT Courts and Tribunal (ACTCT)	ACT Corrective Services (ACTCS)
ACT Director of Public Prosecutions (DPP)	ACT Emergency Services Agency (ESA)
ACT Government Solicitor (ACTGS)	Community Safety, Policy and Programs (CSPP)
ACT Human Rights Commission (HRC)	First Nations Justice Branch (FNJB)
ACT Parliamentary Counsel's Office (PCO)	ACT Custodial Inspector
ACT Public Trustee and Guardian (PTG)	ACT Policing (ACTP) (Purchased Service)
Legislation Policy and Programs (LPP)	Sentence Administration Board
Aboriginal and Torres Strait Islander Children and Young Persons Commission (ATSICYPC)	
Official Visitors Scheme	

Clients and Stakeholders

The Directorate builds strong, sustainable relationships with clients and stakeholders to deliver effective community services.

The Directorate's key stakeholders and relationships include, but are not limited to:

- ACT Chief Minister and Ministers, ACT Cabinet and ACT Legislative Assembly
- ACT Government Directorates, Agencies and Authorities
- ACT Ombudsman
- Australian Government, State and Territory Governments, their Agencies, and Councils – including National Emergency Management Agency, Intelligence Agencies, Australian Cyber Security Centre
- ACT Bar Association, ACT Law Society and the ACT Legal Profession
- industrial stakeholders
- Australian Federal Police (AFP), ACTP
- Aboriginal and Torres Strait Islander Community and Elected Body
- ACT Multicultural Community, Canberra Restorative Community Network, ACT Community Clubs, ACT Council of Social Services and other non-government organisations
- ACT Legal Assistance Sector
- Statutory Office holders and related bodies
- community service providers
- statutory and non-statutory committees, including the Liquor Advisory Board, Multi-Hazard Advisory Council, Sentence Advisory Board and Victims Advisory Board
- volunteers, jurors, victims of crime, offenders, witnesses, detainees, suppliers, contractors and the media.

Our Governance Framework

Strategic Management Committee (SMC) members continued to formulate strategic direction and monitored the Directorate's performance, compliance and assurance against corporate commitments and regulatory responsibilities.

Strategic Management Committee (SMC)

As at 30 June 2026, SMC comprised the Director-General, the two Deputy Directors-General, and the Chief Operating Officer. A brief overview of these roles and sub-committees is provided below:

Director-General: David Pryce (appointed July 2025), Ray Johnson (Acting in the role from July 2025–June 2026)

The Director-General leads the Directorate, sets its strategic direction and is accountable for financial management and governance. The Director-General advises ministers on Directorate activities and, as a member of the ACTPS Strategic Board, contributes to whole-of-government leadership and implementation.

Community Safety

Deputy Director-General: Ray Johnson (July 2025), Wilhelmina Blount Acting in the role: (July 2025–June 2026)

The Deputy Director-General, Community Safety oversees operational services, including ESA and ACTCS, and leads community safety policy and programs. The role also oversees policing service purchasing arrangements and stewardship of Aboriginal and Torres Strait Islander justice matters.

Justice

Deputy Director-General: Kathryn Haigh (June 2026), Kelly Williams Acting in the role (July 2025-January 2026), Daniel Ng Acting in the role (January–June 2026)

The Deputy Director-General, Justice oversees the justice sector, including legal policy and programs, the legislative agenda, and engagement with statutory office holders.

Corporate Services

Chief Operating Officer: Aaron Hughes

The Chief Operating Officer (COO) is responsible for the delivery of corporate services across the Directorate including good governance and business improvement, effective people and financial management, work health and safety (WHS), capital works and infrastructure, information and technology, as well as communications and engagement.

There are a range of committees supporting SMC and these committees operate in the following manner:

- Independent
- Informational
- Consultative
- Advisory/Decision Making

The committees established under SMC include:

Independent Committees

Audit and Risk Committee (ARC) (Independent Membership)

The ARC provides independent advice and assurance to the Director-General about the appropriateness of the Directorate's financial reporting, performance framework reporting, accountability indicators, annual statement, fraud control system, risk framework oversight, audit agenda and the overall control environment.

Informational Committees

JACS Executive Committee (JEC)

JEC is an information sharing committee to ensure all business units are aware of what is happening across government, changes in policy etc.

Consultative Committees

Tier 1 Safety, Health and Wellbeing Committee (SHWC)

The SHWC has been established in accordance with the *Work Health and Safety Act 2011* to ensure the ongoing health and wellbeing of JACS employees and volunteers. The committee focuses on legislated Work Health and Safety (WHS) obligations, reviewing risk management, WHS issue resolution and oversight of corrective actions.

Advisory/Decision Making Committees

Capital Infrastructure and Strategic Asset Management Committee (CISAM)

CISAM works to provide oversight and strategy for the capital investment and strategic management of ACTP, ACT Emergency Services Agency (ESA), ACT Corrective Services (ACTCS) and ACT Courts and Tribunal (ACTCT) infrastructure to inform business case development.

Digital Investment Governance Group (DIGG)

DIGG supports implementation of the Information and Communication Technology (ICT) Strategic Plan, including development and monitoring of the JACS Digital Investment Pipeline.

People, Culture and Wellbeing Committee (PCWC)

PCWC provides a forum for discussion, innovation and decision making across JACS in relation to supporting our people and being an employer of choice.

Executive Risk Committee (ERC)

The ERC assists the Director-General in the implementation and sustainability of the Directorate's risk management framework, by ensuring processes are in place to identify, report and where appropriate, make recommendations regarding key risks that may impact the delivery of the Directorate's strategic objectives.

First Nations Executive Forum

This forum provides collective oversight, focus and accountability for the Directorate's delivery of commitments to improve outcomes for Aboriginal and Torres Strait Islander peoples.

Emergency, Security and Business Continuity Committee (ESBCC)

The ESBCC provides the Director-General with assurance that the Directorate is meeting its legislative and policy obligations relating to emergency management, protective security and business continuity.

Executive Remuneration

Remuneration of ACTPS executives and statutory office holders is set by the ACT Remuneration Tribunal. Further information can be found on the ACT Remuneration Tribunal website.

Leadership Transitions

In 2025–26, the Directorate welcomed:

- **Kathryn Haigh** as Deputy Director-General, Justice
- **Barbara Causon** as interim Aboriginal and Torres Strait Islander Children and Young People Commissioner
- **Juliette Ford** as ACT Victims of Crime Commissioner.

Performance During 2025–26

In 2025–26, JACS delivered essential justice, community safety and emergency services while progressing government commitments, legislative and policy reforms, access to justice, support for vulnerable Canberrans, and partnerships with Aboriginal and Torres Strait Islander peoples and organisations.

Amid rising service demand, evolving security and emergency risks, population growth and national reforms, the Directorate strengthened its workforce, systems, infrastructure and partnerships while maintaining a focus on human rights, inclusion, cultural integrity and evidence-based decisions.

Delivering Accessible and Responsive Services

JACS continued to deliver accessible, responsive and person-centred services that support the diverse needs of the ACT community. Specialised court and tribunal services supported people with complex needs, while forensic counselling and family liaison services provided support to families engaging with the Coroner's Court. Flexible participation options, newly established tribunal jurisdictions, intensive care case management and trauma-informed approaches strengthened access to justice and improved participation for vulnerable Canberrans. The Directorate continued to strengthen restorative justice services, supporting victim-survivors and people who have caused harm to participate in processes that promote accountability, healing and the repair of relationships affected by crime.

Advancing Rights, Reform and Access to Justice

JACS strengthened human rights protections and access to justice through major legislative and policy reforms. Achievements included introducing a right to housing under the *Human Rights Act 2004*, commencing the National Access to Justice Partnership, and advancing reforms to victim support and justice services.

The Directorate supported legal assistance, victims and restorative justice services, and improved access for people with disability, culturally and linguistically diverse (CALD) communities, self-represented parties and others needing additional assistance.

Partnering with Aboriginal and Torres Strait Islander Peoples and Organisations

JACS continued to work in partnership with Aboriginal and Torres Strait Islander peoples and organisations to support self-determination, improve justice, safety and wellbeing outcomes, and reduce overrepresentation in the justice system. The Directorate progressed commitments under the ACT Aboriginal and Torres Strait Islander Agreement 2019–2028 (the ACT Agreement) and the National Agreement on Closing the Gap (the National Agreement) through strengthened partnerships, culturally responsive services and community-led approaches. Key achievements included continued delivery of Circle Sentencing through the Galambany and Warrumbul Circle Courts, culturally responsive support for Aboriginal and Torres Strait Islander peoples and families engaging with the coronial jurisdiction, implementation of the ACTCS Cultural Model of Service (CMoS), ongoing engagement with the Aboriginal and Torres Strait Islander Elected Body and Aboriginal community-controlled organisations, and progression of justice transformation initiatives and work arising from the *Review into Overrepresentation of Aboriginal and Torre Strait Islander people in the ACT justice system (Review into Overrepresentation)*.

Strengthening Community Safety, Rehabilitation and Reintegration

JACS continued to strengthen community safety through rehabilitation, reintegration and evidence-based approaches that support positive outcomes for individuals, families and the broader community. Significant achievements included securing ongoing funding for the Justice Housing Program, Transitional Accommodation Program and Intensive Case Management Program, expanding education, vocational training and employment opportunities, improving support for detainees and offenders with complex needs, and releasing the ACTCS Population Dashboard to improve transparency and public access to information. Work also continued to strengthen staff capability, wellbeing and leadership, while progressing responses to recommendations arising from significant reviews.

Enhancing Emergency Preparedness and Community Resilience

JACS strengthened community safety and resilience through strategic reform, capability enhancement and investment in frontline services. Key achievements included completion of outcomes under the ACT Countering Violent Extremism Strategy 2023–26, delivery of ACT Major Exercise 2026, progression of national firearms reforms and the ACT's digital firearms registry, securing Commonwealth disaster resilience funding, and commencement of the statutory review of the *Emergencies Act 2004*.

The Directorate also strengthened emergency services capability through investment in people, infrastructure, technology and operational readiness, including the completion of the Molonglo Emergency Services Station. ESA worked closely with volunteers and the community to improve fire safety awareness, support emergency preparedness, encourage participation in emergency services and strengthen community resilience. Continued investment in workforce capability, vehicles, equipment and emergency management technology enhanced the ACT's ability to prepare for and respond to emergencies.

Driving Strategic Reform and Legislative Excellence

JACS continued to support the Government's legislative and reform agenda through strategic policy development, law reform, legislative drafting and cross-government coordination. The Directorate progressed significant reforms across justice, human rights, community safety and emergency management portfolios, including coercive control reform, family, domestic and sexual violence initiatives, right to housing reforms, firearms reform, emergency management reform and broader justice transformation priorities. The Directorate also continued to support delivery of the Government's strategic objectives through significant legislative and policy reform, cross-government coordination and expert legislative drafting services.

Looking Ahead

In 2026–27, JACS will continue to deliver reforms and services that support a safe, just, resilient and inclusive community. Key priorities include:

- progressing legislative, policy and service reforms that strengthen access to justice, protect human rights and improve community safety, emergency preparedness and service responsiveness
- implementing the *ACT Agreement* and the *National Agreement*, advancing justice transformation and supporting community-led approaches to reduce overrepresentation
- investing in rehabilitation, reintegration and support for people with complex needs, victim-survivors and vulnerable community members
- responding to major reviews, including the *Review into Overrepresentation and Healthy Prison Review 2025*
- progressing the Board of Inquiry into Aboriginal and Torres Strait Islander deaths in custody at the Alexander Maconochie Centre (AMC)
- embedding cultural integrity, trauma-informed practice and inclusive service design, supported by investment in workforce capability, leadership, digital systems and evidence-based decision-making
- implementing national firearms reforms and the National Firearms Register, and progressing outcomes from the review of the *Emergencies Act 2004*
- enhancing digital justice services and strengthening emergency services capability, infrastructure, technology, operational readiness and community resilience.

Output 1.1 Policy Advice and Justice Programs

Output Description

Output class 1.1 is delivered primarily through the Legislation Policy and Programs Group, Community Safety Policy and Programs Division, and First Nations Justice Branch. It provides high quality policy, legislation, ministerial support and advice to portfolio Ministers, Cabinet and other agencies on justice and community safety matters. Administer security coordination and emergency management policy, and innovative justice and crime prevention programs (including the Restorative Justice Program) across government and the community.

Legislation Policy and Programs Division

The Legislation Policy and Programs Division delivered a significant program of legislative and policy reform supporting the Directorate's strategic objectives of improving access to justice, promoting and protecting rights and interests, and building safer communities. Key achievements included reforms to strengthen protections for victim-survivors of child abuse and family violence, expansion of access to all legal assistance services, progression of renter reforms, implementation of human rights initiatives, and continued growth in restorative justice participation.

Highlights

Civil and Regulatory Law Reforms

Reforms to support survivors of child abuse

The *Civil Law (Wrongs) Amendment Act 2026* was passed by the Legislative Assembly in May 2026. The legislation established a legislative framework in the *Civil Law (Wrongs) Act 2002* and *Legal Profession Act 2006* to protect victim survivors of child abuse and community members who have experienced personal injury, by establishing offences for the conduct of claim farming. This reform provides protection for victim survivors and personal injury claimants from harassment and exploitative practices, and to prevent the risk of re-traumatising and deterring victims from making informed choices about redress. The reform also introduced a statutory duty of care on institutions to take reasonable precautions to prevent child abuse by individuals associated with the institution.

Government also supported the passage of the *Civil Law (Wrongs) (Organisational Child Abuse Liability) Amendment Act 2025*. With passage of this reform, the ACT became the first Australian jurisdiction to retrospectively extend organisational vicarious liability for child abuse perpetrated by individuals akin to an employee of the organisation in response to the High Court's decision in *Bird v DP (a pseudonym)* [2024] HCA 41.

Renter Reform

JACS improved protections for renters and ensured tenancy laws continue to meet contemporary needs. Amendments were made to the *Residential Tenancies Act 1997* (the RTA) to allow condition reports to be provided electronically and to expand the application of the posting clause so that it can be used when either the landlord or tenant's domestic partner is the person being partnered (in circumstances where the domestic partner is not a joint landlord or co-tenant). These amendments ensure the RTA meets contemporary needs while protecting the interests of both landlords and tenants.

JACS continued to progress work in relation to the commitments under the National Cabinet's Better Deal for Renters reforms, this included preliminary policy work on introducing a set of minimum standards for rental properties as well as potential limitations on the information that can be requested through a tenancy application and considering measures to protect the privacy of tenant information held by the landlord.

JACS also progressed potential reforms to facilitate better outcomes for occupancy agreements, including:

- Introducing maintenance and repair obligations for grantors
- Introducing grounds for occupants to end an occupancy agreement (including where they are experiencing domestic and family violence, hardship or when the grantor is in breach of the agreement)
- Clarifying the ownership of fixed structures in caravan parks, where a resident owns their dwelling but has a site agreement.

Retirement Villages Reform

JACS continued reforms that improved consumer protections and supported the effective operation of retirement villages. Residents, operators and government stakeholders provided advice through the Retirement Villages Working Group (RVWG) to guide the reforms. The RVWG, convened by JACS, is a group comprised of ACT Government agencies and external stakeholders, which provides advice and feedback to the ACT Government on issues regarding retirement villages. The RVWG met in October 2025 and April 2026 and has been providing ongoing feedback on proposed amendments to the *Retirement Villages Act 2012* and the *Retirements Villages Regulation 2013*.

Petition to establish a Rental Commissioner

Community advocacy and a Legislative Assembly petition raised concerns about tenancy dispute resolution in the ACT and called for a Rental Commissioner. The Government considered these views and committed to further develop policy options for a Rental Commissioner or other regulatory approach, informed by the outcomes of the Inquiry into the Management of Strata Properties.

Strata Reform

Work continued to improve the management of unit-titled properties in the ACT. In April 2026, the Standing Committee on Legal Affairs published its report on the management of strata properties, making 33 recommendations aimed at improving consumer protections, governance arrangements and information available to owners and residents.

The recommendations include several legislative reforms, improvements to information resources, support for the establishment of a strata commissioner and further consideration of issues affecting owners corporations, including parking, noise and dispute management.

To support the inquiry, JACS prepared the ACT Government's submission and assisted the Attorney-General during public hearings. The Government's response to the Committee's report is due in 2026–27.

Integrated Energy Plan

The Directorate is reviewing the *Unit Titles (Management) Act 2011* as part of the Government's commitment to the Integrated Energy Plan. In collaboration with officers across the City and Environment Directorate and the Chief Minister, Treasury, and Economic Development Directorate, JACS has been working to identify potential opportunities to support the electrification of complex buildings and provide mechanisms to help unit titled properties prepare to transition away from gas reliant infrastructure and appliances.

Sex Work Reforms

In November 2025, the Attorney-General announced the ACT Government would consider reforms to the regulation of sex work in the ACT.

From 4 March 2026 to 1 April 2026, JACS undertook public consultation through the YourSay Consultation on 'Fairer and safer regulation of sex work' (YourSay Consultation). The YourSay Consultation paper outlined the existing approach in ACT, issues faced by sex workers, approaches in other jurisdictions, and sought feedback on a variety of issues including:

- registration requirements and location restrictions for brothels and escort agencies
- sex work specific criminal offences
- the protection of children and vulnerable people from exploitation
- WHS issues
- mandatory prophylactic use
- discrimination of sex workers
- Police powers of entry into sex work businesses
- liquor licensing of sex work businesses.

The YourSay Consultation received 195 submissions, with 28 submissions received from organisations.

JACS is considering feedback received through consultation on sex work reforms and informing the Government's consideration of next steps.

Provide an Accessible Justice System

Disability Justice Strategy

Implementation of the Second Action Plan (2024–2028) for the Disability Justice Strategy 2019–29 continued across the ACT justice system. The Second Action Plan builds on the achievements of the First Action Plan and includes 36 actions across the Strategy's 5 focus areas:

- information and communication
- education and guidance
- identification, screening and assessment
- better service delivery
- data, research and review.

The Second Action Plan is designed to improve the experiences of people with disability when interacting with the justice system, while supporting broader organisational and system change. Through continued delivery of the Plan, JACS is working to ensure that people with disability can access a justice system that is responsive, inclusive and accessible.

Further information about work undertaken under the Disability Justice Strategy during 2025–26 is provided in B10: *Disability Inclusion Act 2024* Reporting.

National Redress Scheme for Institutional Child Sexual Abuse

The Directorate is leading the ACT's implementation of the National Redress Scheme for Institutional Child Sexual Abuse (the Scheme). The Scheme supports survivors of institutional child sexual abuse through monetary payment, counselling and psychological services, and a Direct Personal Response (DPR) from participating institutions.

During the reporting period, the Directorate:

- Received 135 new Requests for Information (RFIs) from the Scheme Operator:
  - 105 requests related to applications naming the ACT Government as the responsible institution or as holding relevant information
  - 30 related to applications naming pre-self-government institutions.
- Provided responses to 119 RFIs. Facilitated 3 offers of redress and 4 non-eligible outcomes made by the Scheme Operator for applications relating to ACT Government institutions.
- Received an additional 15 Requests for Further Information (RFFI) from the Scheme Operator.
- In 2025–26, 10 survivors indicated they would like a DPR from the ACT Government institution responsible for their abuse.

The Directorate also contributed to preparations for the National Redress Scheme Eighth Anniversary Review and participated in inter-jurisdictional forums to consider appropriate arrangements for the legislated end of the Scheme. The Directorate continues to collaborate with the Department of Social Services (DSS) and with partnering ACT Government Directorates, through the Redress Implementation Group, to ensure that the Scheme is accessible and responsive to survivors in the ACT

Funding for the legal assistance sector

The 2025–26 Budget provided $2.476 million over 2 years for critical programs and services delivered by the ACT's legal assistance sector, ensuring continued and equitable access for vulnerable members of the community. This funding included $1.757 million in funding in 2025–26 for the community legal sector, comprised of:

- Women's Legal Centre ACT's *Mulleun Mura Aboriginal and Torres Strait Islander Women's Access to Justice Program* and Employment and Family Law Practices, funding critical legal services for women in the ACT.
- Canberra Community Law's baseline funding for housing and social security legal services
- Care Consumer Law's Mobile Debt Clinic which provides legal assistance to clients experiencing financial issues including debt and financial abuse.
- Aboriginal Legal Service NSW/ACT's Trial Advocate and First Nations paralegal programs, supporting legal assistance services for Aboriginal and Torres Strait Islander community members.
- Canberra Community Law's *Dhurrawang Aboriginal Human Rights Program*, providing culturally appropriate legal advice, assistance and representation to Aboriginal and Torres Strait Islander people across housing, tenancy, social security, discrimination and human rights matters.

The budget also provided 2 years of funding for Legal Aid ACT to continue 3 Aboriginal and Torres Strait Islander and Cultural and Linguistically Diverse Liaison Officer positions.

The Directorate worked closely with legal assistance providers through collaborative service planning arrangements to improve service delivery and support access to justice outcomes for the vulnerable members of the community.

National Access to Justice Partnership 2025–2030

The National Access to Justice Partnership 2025–2030 (NAJP) commenced on 1 July 2025 and will provide approximately $75.790 million in funding over 5 years to support critical legal assistance services in the ACT.

JACS administers this funding and engages with the Commonwealth, states, territories and the national legal assistance sector to support implementation of the agreement.

The NAJP also includes a program of long-term reform focused on service outcomes, workforce strategy, data and reporting, and Closing the Gap priorities. JACS has supported work on these long-term reforms in 2025–26, including through participation on national working groups with government and legal assistance sector representatives.

Promote and Protect Rights and Interests

Hate Crime Vilification reform

JACS reviewed the ACT's hate crime and vilification laws to ensure they continue to protect the community from hate-motivated conduct, including antisemitism, Islamophobia and abuse directed at LGBTIQA+ people. The review included targeted consultation with community, multicultural, religious and legal stakeholders and is expected to be finalised in 2026–27.

Human Rights Education for the ACTPS

JACS and the ACT Human Rights Commission continued to build capability across the ACTPS through communities of practice and targeted training on the application of the *Human Rights Act 2004* (HR Act). This work supports better consideration of human rights in government policy development, decision-making and service delivery.

Right to Housing

The ACT strengthened human rights protections through the introduction of a right to housing under the HR Act.

JACS worked closely with agencies across the ACT Government to assess the implications of the right, and to develop practical responses to support its implementation.

On passing the legislation for commencement on 1 January 2027, LPP developed and published guidance material for the community, practitioners and the ACTPS on its content and interpretation of the right. The Human Rights Community of Practice considered the right and LPP convened a cross-directorate information session to educated staff.

Support for Trans and Gender Diverse Canberrans

The ACT Government removed and waived fees for updating registered sex, name and identity documents for trans and gender diverse people. This reform recognises that trans and gender diverse individuals often experience discrimination which can lead to financial hardship, and that registration fees can pose a barrier for people obtaining documents that support their gender identity. This reform supports the Capital of Equality Strategy 2024–2029.

Consultation on Pathway to ACAT for Human Rights Complaints

JACS consulted on options to strengthen pathways for alleged breaches of human rights under the HR Act. This included consideration of a pathway for human rights complaints to be referred to the ACT Civil and Administrative Tribunal (ACAT) for determination.

This work follows the first stage of reform which established a pathway for human rights complaints to be considered by the ACT Human Rights Commission. This came into effect on 11 June 2024.

Victims Rights and Support

The Directorate continued the review of the Charter of Rights for Victims of Crime to ensure it continues to meet the needs of victims and supports an effective justice system.

The Review sought feedback from victims of crime, their families and justice agencies to understand whether the Charter is operating effectively for organisations and people who support victims. Consultation generated 17 written submissions and 40 survey responses.

A listening report summarising feedback was published on the ACT Government's YourSay website in March 2026. The findings will inform recommendations to strengthen support and protections for victims of crime, with the final report to be tabled in 2026–27.

Safe Community

Domestic, Family and Sexual Violence Reform

The Directorate progressed significant reforms to strengthen responses to domestic, family and sexual violence in the ACT. Reforms included removing consideration of good character as a mitigating factor in sentencing for child sexual abuse matters, introducing a police-issued Family Violence Safety Notice scheme and introducing legislation to establish a standalone offence of coercive control. These reforms were progressed through the *Family, Personal and Sexual Violence Legislation Amendment Bill 2025* and the *Crimes (Coercive Control) Amendment Bill 2026*.

These reforms were informed by comprehensive consultation with key justice, community sector and victim-survivor stakeholders in the ACT. The Directorate also co-chaired the Steering Committee on the Criminalisation of Coercive Control with Victim Support ACT to support development of the offence and provide advice on the legislative model.

The Directorate also contributed to national reform efforts in response to domestic, family and sexual violence, including through the Standing Council of Attorney Generals (SCAG) and associated working groups.

Statutory Review of the *Crimes (Consent) Amendment Act 2022*

The Directorate led the Statutory Review of the *Crimes (Consent) Amendment Act 2022*. The Review commenced on 1 October 2024 and the final revised edition of the Review was published in December 2025. The *Crimes (Consent) Amendment Act 2022* introduced an affirmative communicative consent model in the ACT. The Review assessed whether the laws had been working effectively and achieving their intended purpose, as well as whether they could be improved to strengthen responses to sexual violence. The Review received 10 submissions from stakeholders, including stakeholders representing the legal profession, organisations working directly with victim-survivors, and other interest groups.

The Review concluded that the affirmative consent laws are effective, clear and operating as intended. The Review also identified some areas for the Government to further consider and determine if future reform is needed.

Statutory Review of the *Crimes (Child Sex Offenders) Amendment Act 2025*

The Statutory Review of the *Crimes (Child Sex Offenders) Amendment Act 2025* (CSO Amendment Act) was tabled in the Legislative Assembly on 1 December 2025. A subsequent amendment was made to the *Crimes (Child Sex Offenders) Act 2005* through the *Crimes Legislation Amendment Bill 2025* to expand the definition of 'child-related employment' to apply to all legal services related to a child.

Statutory Review of section 70 *Corrections Management Act 2007*

The Statutory Review of section 70 of the *Corrections Management Act 2007* considered the 2023 amendments to that provision and was tabled on 20 February 2025. The Statutory Review considered the changes to section 70 progressed through the *Corrections and Sentencing Legislation Amendment Act 2023*. The Statutory Review found the amendments were working as intended and noted a reduced reliance on strip searches across the AMC as a whole.

Firearms Reform

The ACT Government introduced reforms to strengthen firearms laws and improve community safety. Reforms included restrictions on high-capacity and rapid-fire firearms and the establishment of a Firearm Prohibition Order scheme for high-risk individuals. These reforms were progressed through the *Firearms (Public Safety) Amendment Bill 2026* and the *Firearms (Firearm Prohibition Order) Amendment Bill 2026*.

Bail Reform

In May 2026, ACT Government progressed reforms to improve transparency in bail decision-making and to strengthen consideration of victims' interests during bail processes. These measures were included in the *Bail Amendment Bill 2026*.

Mental Health Reform

In April 2026, the ACT Government strengthened community safety by amending the *Mental Health Act 2015* to authorise ACTP to return a patient, who meets specific criteria, and who absconds from a mental health facility, to the facility. This amendment addresses a gap in the legislation in response in part to Recommendation 31 of the Chief Psychiatrist's Report, which was made following an incident at the ANU which involved an inpatient residing at the Gawanggal Mental Health Unit. The amendments contribute to the safety of both the community and individuals on Conditional Release Orders.

Evidence Reforms

Legislative reforms were introduced to better support dangerously ill witnesses participating in legal proceedings. Amendments to the *Evidence (Miscellaneous Provisions) Act 1991* now allow the pre-recorded evidence of a dangerously ill witness to be admitted where the court is satisfied it is in the interests of the administration of justice to do so.

Sentencing Reforms

Sentencing reforms were introduced to improve court efficiency and support earlier resolution of criminal matters. These reforms were progressed through amendments to the *Crimes (Sentencing) Act 2005* and the *Magistrates Court (Indicative Sentencing) Amendment Bill 2025*. Amendments to the *Crimes (Sentencing) Act 2005* allow Magistrates and Registrars to order a pre-sentence report once a defendant has indicated an intention to plead guilty. This will help reduce delays, improve court efficiency and enable matters to be resolved more quickly for victims and defendants.

The *Magistrates Court (Indicative Sentencing) Amendment Bill 2025* was introduced in December 2025. The Bill would allow defendants to seek an indication of the sentence they would receive if they entered a guilty plea, supporting earlier resolution of matters and improving efficiency in the Magistrates Court.

In addition, a framework was developed to monitor and evaluate outcomes from participation in the Drug and Alcohol Sentencing List (DASL). The framework will support ongoing assessment of the program's effectiveness and inform future improvements or potential expansion.

Restorative Justice

Since 2005, JACS has delivered the world class Restorative Justice Scheme (the Scheme) that enables people most affected by a crime – the victim, their family and friends – the opportunity to meet with an offender to talk about how an offence has affected them and others close to them. The Scheme provides a forum for offenders to accept responsibility for their actions and make amends.

Administered by the Restorative Justice Unit (RJU), the Scheme is voluntary and victim-centred, prioritising the safety and interests of people impacted by crime. RJU Conveners support eligible and suitable participants to participate in a restorative justice conference.

The RJU prioritises the safety and wellbeing of all concerned in a crime, especially victims of crime. RJU convenors conduct extensive preparation and assessment with victims and offenders to ensure that a referral only proceeds to conference where it is safe and will meet the victim's needs.

In 2025–26, the RJU received

136 referrals involving **229 victims,** **154 offenders** and **302 offences**

In 2025–26, the RJU convened **29 conferences** involving **31 victims** and **39 offenders**

37 Aboriginal and Torres Strait Islander people were referred to restorative justice in 2025–26. Two cases progressed to formal conferences in the financial year.

The **satisfaction rate** for 2025–26 was **94%**

2025–26 activity

- The total number of referrals received by the RJU increased by 16% between 2024–25 and 2025–26.
- The total number of conferences held by the RJU increased by 32% between 2024–25 and 2025–26.
- ACTP and ACTCT continue to be the biggest source of referrals for restorative justice in the ACT.
- RJU formed 34 agreements, including 25 where the conference itself satisfied the victim's needs.
- Excluding agreements still being monitored, 100% of agreements were complied with at the end of the reporting period.
- An independent agency administered client feedback surveys. The satisfaction rate was 94%.

Common reasons conferences did not proceed, included participants not being contactable, declining to participate or the victim wanting to move on and put the matter behind them.

Domestic Family and Sexual Violence

Restorative justice continues to support carefully assessed domestic and family violence and sexual violence matters. Cumulative data since 2018:

- Domestic and family violence: 483 offences involving 269 offenders and 336 victims were referred to RJU. 40 conferences have been held.
- Sexual violence: 64 offences involving 33 offenders and 35 victims were referred to RJU. Seven conferences have been held.

Aboriginal and Torres Strait Islander Participation

The Galambany Circle Sentencing Court made the highest number of referrals of Aboriginal and Torres Strait Islander peoples to restorative justice. The RJU has 2 Aboriginal and Torres Strait Islander identified roles to support cultural safety in restorative justice processes.

RJU also started attending Galambany Circle Sentencing Court one day per week to meet with potential participants, explain the RJU's work and rapidly ascertain referral eligibility. This presence enabled closer collaboration with court stakeholders and supported timely progression of Aboriginal and Torres Strait Islander referrals. The RJU also continued to work with ACTP to increase appropriate early referrals of Aboriginal and Torres Strait Islander participants to restorative justice.

Partnerships and processes

Targeted engagement with referring agencies contributed to a 117% increase in referrals from ACTP and a 300%t increase in referrals from the Director of Public Prosecutions (DPP) between 2024–25 and 2025–26.

The RJU has been working on increasing referrals and conference rates through building partnerships. The RJU has been developing and maintaining key stakeholder relationships with a particular focus on engagement with referring entities. This stakeholder engagement included the RJU attending ACT Policing's six-week mandatory training to educate police officers and answer questions about potential referrals. It also included a meeting with the DPP and Director of the Witness Assistance Service (WAS), as well as a professional development session with staff from the DPP focused on 'Understanding Conferences: Approaches, Referrals and Results.'

RJU also introduced a dedicated Diversionary Team in February 2026. This diversionary team has been created through reorganising work streams internally and leveraging off temporary resources. This team prioritised diversionary referrals and implemented target timeframes of 2 working days for a referral to be allocated and then an eight-week timeframe from date of allocation to finalisation of a matter.

Liquor, Racing and Gaming

Proposed regulatory reform to same day delivery of alcohol

Following community consultation on same day delivery of alcohol in the ACT in 2024, the ACT Government introduced the *Liquor Amendment Bill 2025* in October 2025. The Bill proposed to establish a regulatory framework for same day delivery of alcohol, including delivery time restrictions, a delivery delay and safety obligations. It also included provisions to improve administration of liquor laws, including powers for the Commissioner for Fair Trading to cancel licences for non-payment of fees. The Bill also supports the ACT's delivery of commitments agreed through National Cabinet to review alcohol laws to reduce family and domestic violence.

Racing Policy

The Directorate oversees the Memorandum of Understanding (MoU) between the ACT Government and the Canberra Racing Club (CRC) and the Canberra Harness Racing Club (CHRC). The MoU reflects the principles guiding the ongoing working relationship between the parties, including the current funding arrangement, and sets out medium and longer-term policy objectives.

The current MoU is effective from 1 July 2022 to 30 June 2027. Under the MoU, the ACT Government provided $8.514 million in funding to the Racing Clubs for the 2025–26 financial year.

The MoU includes a performance framework requiring the racing clubs to report to government, including key performance indicators (KPIs) aimed at providing a standard performance framework for the ongoing viability, integrity, governance, accountability and efficiency of the industry and animal welfare obligations.

During 2025–26, the racing clubs continued their progress against the KPIs including:

- reporting on participation in and financial commitment to horse training and rehoming schemes relevant to their specific racing codes, and associated traceability matters
- maintaining facilities and infrastructure, including maintenance of stabling to suitable safety standards
- pursuing activities to optimise existing income streams and develop new external income streams. For example, CRC has continued to grow its Canberra Festival of Speed event and CHRC has made its facilities available for other events including the 2026 National Folk Festival
- reporting breaches of applicable racing rules.

The CRC reportable incidents during 2025–26:

- retirement of 9 horses following injury
- euthanasia of 4 horses on welfare grounds due to training or racing injuries, and a further 4 horses at relevant training or racing facilities.

First Nations Justice Branch

The First Nations Justice Branch (FNJB) leads and coordinates initiatives that advance Aboriginal and Torres Strait Islander justice outcomes through partnership, policy reform, programs and community engagement. Working in partnership with Aboriginal and Torres Strait Islander peoples, organisations and communities, FNJB supports justice initiatives that strengthen wellbeing, support self-determination and create opportunities for positive engagement with the justice system.

At the heart of FNJB's work is a relational approach, recognising that meaningful and lasting change is built through trust, connection and shared understanding. FNJB brings together Aboriginal Community Controlled Organisations (ACCOs), people with lived experience, Elders, community leaders and government partners to develop responses that are grounded in culture, informed by lived experience and shaped by community priorities.

FNJB's work recognises the importance of culture, family and community in supporting positive outcomes and reducing the likelihood of future justice system involvement. Through partnership, shared decision-making and community-led solutions, FNJB continues to support a justice system that is more culturally responsive, accessible and connected to the needs and aspirations of Aboriginal and Torres Strait Islander peoples.

Highlights

During 2025–26, FNJB:

- progressed implementation of commitments under the ACT Agreement and the National Agreement
- led the Aboriginal and Torres Strait Islander Justice Programs Commissioning Process, bringing together the Aboriginal and Torres Strait Islander Elected Body, ACCOs, people with lived experience, community members and government stakeholders to identify priorities for future investment and reform
- progressed implementation of the Phase 3 Justice Action Plan, with all JACS-led actions remaining on track
- invested in community-led justice programs delivered by ACCOs and Aboriginal-led organisations to support diversion, rehabilitation, reintegration and cultural healing
- continued involvement in the Justice Policy Partnership to strengthen shared decision-making and collaboration between government and Aboriginal and Torres Strait Islander stakeholders
- strengthened partnerships with Aboriginal and Torres Strait Islander communities, organisations and people with lived experience to embed shared decision-making and community leadership in justice reform.

National Agreement on Closing the Gap and Overrepresentation of Aboriginal and Torres Strait Islander Peoples in the Justice System

Through FNJB, the Directorate partners with ACCOs, people with lived experience and community stakeholders to design and deliver culturally responsive justice initiatives.

This work contributes to the ACT Government's commitments under the National Agreement and the ACT Agreement, including efforts to reduce Aboriginal and Torres Strait Islander overrepresentation in the criminal justice system and strengthen community-led approaches to justice reform, including implementation of the Phase 3 Justice Action Plan.

FNJB delivered a range of initiatives focused on strengthening diversion, rehabilitation, reintegration and culturally responsive justice outcomes, while progressing key reform activities under the ACT Agreement and National Agreement.

Further information on the Directorate's contribution to the ACT Agreement, the National Agreement and implementation of the Phase 3 Justice Action Plan is provided in **B9: Aboriginal and Torres Strait Islander Reporting**.

Commissioning

Commissioning is the ACT Government's approach to designing, funding and delivering a fit-for-purpose human services system that is responsive to community needs. It involves working collaboratively with community, service providers, people with lived experience and government stakeholders through the stages of Discover, Strategise, Design, Invest, Deliver and Integrate.

During 2025–26, the FNJB completed the Design Phase of the Aboriginal and Torres Strait Islander Justice Programs Commissioning Process. The commissioning process brought together the Aboriginal and Torres Strait Islander Elected Body, Justice Caucus representatives, Aboriginal Community Controlled Organisations (ACCOs), people with lived experience, community members and government stakeholders to identify service gaps, strengthen justice responses and inform future investment decisions.

The commissioning process examined three key stages of the justice journey through three workshops:

- Diversion from Custody (55 participants)
- Diversion from the Justice System (61 participants)
- Breaking the Cycle (82 participants)

Each workshop was supported by a Discovery Document, Listening Report and Working Group process, enabling communities and government to work together to identify priorities and agree on actions.

The commissioning process demonstrates the Directorate's commitment to shared decision-making and community-led reform. It aligns with the National Agreement Priority Reforms by strengthening partnerships with Aboriginal and Torres Strait Islander peoples, supporting Aboriginal Community Controlled Organisations and ensuring community voices inform future service design and investment decisions.

The commissioning process is intended to inform future investment decisions, service design and justice reform activities across the ACT – with several recommendations having already resulted in practical improvements across FNJB-funded services.

Cultural Programs and Services

FNJB provided funding to ACCOs and Aboriginal-led organisations to deliver a suite of culturally responsive prevention, diversion, healing, rehabilitation and reintegration programs. These programs supported people at different stages of the justice journey, from early intervention and prevention through to post-release support and community reintegration.

Through these investments, FNJB supported initiatives that strengthen cultural identity, deepen connection to culture, family and community, improve access to support services, promote diversion from the justice system, and assist people to successfully reintegrate into family, community, education and employment.

These programs contribute to Closing the Gap Targets 10 and 11 and the ACT Agreement focus areas of Justice, Community Leadership, Cultural Integrity and Connecting the Community.

Good News Story: From Cultural Connection to Employment and Leadership

The *Young Bruthas Healing Men's Group* continued to provide culturally grounded support for Aboriginal young men through mentoring, cultural learning, wellbeing activities and pathways into education and employment.

Delivered by the Worldview Foundation in partnership with Gugan Gulwan, the program supported 10 young Aboriginal men during Phase 4 (March to June 2026) through a combination of On Country learning, cultural mentoring, leadership development, health and wellbeing activities, and exposure to education and employment opportunities. The program recorded 77 participant attendances across 12 sessions, including a three-day On Country camp in the Snowy Mountains region.

A key strength of the program was its ability to connect participants to practical opportunities beyond the program itself. Six participants were linked to Worldview Foundation's Intensive Holistic Employment Pathways Program, with several participants progressing into employment and training outcomes. These included:

- two participants securing full-time employment
- two participants obtaining forklift licences
- one participant transitioning directly into the Intensive Holistic Employment Pathways Program following consistent attendance and engagement
- one participant receiving the 2026 ACT NAIDOC Rising Star of the Year Award in recognition of leadership, personal growth and positive contributions to community.

The program combines cultural connection, mentoring and positive pathway development to support young Aboriginal men to build confidence, strengthen identity and pursue future opportunities. Through partnerships with organisations including Gugan Gulwan, CIT Yurauna, Directions Health, the Australian Defence Force and community Elders, participants were provided with opportunities to develop new skills, build supportive relationships and explore education, training and employment pathways.

The *Young Bruthas Healing Men's Group* contributes to Closing the Gap outcomes relating to education, employment, economic participation and reducing overrepresentation in the justice system by strengthening protective factors such as cultural identity, belonging, wellbeing, leadership and connection to positive opportunities.

FNJB-funded initiatives during 2025–26 include:

Yarrabi Bamirr

Yarrabi Bamirr is a family-centred justice reinvestment initiative that supports Aboriginal and Torres Strait Islander families experiencing complex challenges and current or previous involvement with the justice system.

Service Provider	Key activities and outcomes
Winnunga Nimmityjah Aboriginal Health and Community Services (program name Justice Reinvestment)	• 13 families/clients supported • 333 participant contacts • referrals across housing, health, mental health, legal, AOD and education services • support provided for training, employment, housing and justice-system engagement.
Clybucca Dreaming	• 6 families/women supported • weekly engagement activities delivered • referrals across housing, mental health, legal, child protection and cultural support services • training and employment pathway support provided.
Yeddung Mura (Good Pathways) Aboriginal Corporation	• 5 families • 40 client engagements • 54 case management contacts • 86 outreach visits • 80 family support interventions • referrals across education, housing, mental health, rehabilitation and employment services • housing and reintegration support provided.

Through Care Program

Delivered by Yeddung Mura (Good Pathways) Aboriginal Corporation, the *Through Care* Program provides culturally informed transition support to Aboriginal and Torres Strait Islander peoples transitioning from custody back into the community. Working in partnership with ACTCS, the program provides intensive case management and practical assistance to support successful reintegration and reduce the risk of reoffending.

Service Provider	Key activities and outcomes
Yeddung Mura (Good Pathways) Aboriginal Corporation	• 364 client engagements across the reporting period • 1 406 case management and client check-in services delivered • 1 019 face-to-face outreach contacts completed • 202 family and social support interventions provided • 43 health support interventions delivered • 32 mental health and social and emotional wellbeing interventions provided • 16 Care and Protection matters supported • positive reintegration outcomes demonstrated through increased engagement with education, training and employment pathways • 100% compliance with post-detention contact requirements

Empowerment Yarning Circles for Men and Women

Delivered by Yeddung Mura (Good Pathways) Aboriginal Corporation, the Yarning Circles provide culturally safe spaces for Aboriginal and Torres Strait Islander peoples to strengthen cultural identity, reconnect with community and access support through shared experiences and cultural connection.

Service Provider	Key activities and outcomes
Yeddung Mura (Good Pathways) Aboriginal Corporation	• 188 participant attendances across community, AMC and Bimberi program activities • weekly and fortnightly programs delivered from February to June 2026 • participants engaged in mentoring, Elders-led yarning circles, AOD education, Mental Health First Aid, and recovery support programs • 100% completion and accreditation for participants undertaking Mental Health First Aid training • positive participant outcomes reported, including employment, strengthened family responsibilities and continued recovery engagement • supported cultural healing, addiction recovery, anger management and healthy relationship education • strong and sustained participant engagement demonstrated across the reporting period.

Galambany Court Support

Delivered by Yeddung Mura (Good Pathways) Aboriginal Corporation, the Galambany Court Support Program assists Aboriginal and Torres Strait Islander peoples participating in the Galambany Circle Sentencing Court process by providing practical support and facilitating engagement with programs and services identified through the Court process.

Service Provider	Key activities and outcomes
Yeddung Mura (Good Pathways) Aboriginal Corporation	• 187 client engagements • 173 face-to-face outreach contacts completed • 122 case management and client check-in services delivered • 18 family and social support interventions provided • 8 housing support interventions delivered • 4 mental health and social and emotional wellbeing interventions provided • 2 health support interventions delivered • 5 Care and Protection matters supported.

Ngurrambai Bail Support Program

Delivered by the Aboriginal Legal Service (NSW/ACT), the *Ngurrambai Bail Support Program* assists Aboriginal and Torres Strait Islander peoples applying for, or subject to, bail conditions. The program provides advocacy, practical support and case management to help participants comply with bail conditions and avoid unnecessary remand.

Service Provider	Key activities and outcomes
Aboriginal Legal Service (NSW/ACT)	• 110 clients supported through bail support services • 139 applications received during the reporting period • 58 males (53%) and 52 females (47%) supported • 78 new clients engaged • participants represented across all adult age groups • 97 clients received bail support services • strong referral partnerships maintained across legal, justice, health and community service providers.

Front Up Program

Delivered by the Aboriginal Legal Service (NSW/ACT), the *Front Up Program* supports Aboriginal and Torres Strait Islander peoples who have outstanding warrants or who have breached bail or community-based orders. The program assists participants to voluntarily engage with the court process and resolve outstanding matters while reducing avoidable contact with custody.

Service Provider	Key activities and outcomes
Aboriginal Legal Service (NSW/ACT)	• 28 clients supported (20 males, 8 females) • referrals received from police, courts and corrections • 100% of clients requiring court support assisted • 100% of referrals contacted within 24 hours • supported resolution of warrants and bail matters • maintained partnerships across justice, housing and community services • no complaints received • increased client and stakeholder engagement during the reporting period.

Yurwan Ghuda

Yurwan Ghuda is an On Country cultural learning initiative designed to strengthen cultural identity, belonging and resilience for Aboriginal and Torres Strait Islander children and young people. Through immersive, land-based learning experiences, participants build connections to culture, Country and community while developing protective factors that support positive life outcomes.

Service Provider	Key activities and outcomes
Yurwan Ghuda	• delivered over 8 weeks during school terms • 58 attendances and between 5 and 9 participants attending each session. • the program provided culturally informed activities through partnerships with schools, community organisations and cultural stakeholders • focus on early intervention, cultural connection and participant engagement.

Young Bruthas Healing Men's Group

Delivered by the Worldview Foundation in partnership with Gugan Gulwan Youth Aboriginal Corporation, the Young Bruthas Healing Men's Group supports young Aboriginal and Torres Strait Islander men impacted by trauma, substance misuse, social disconnection and justice system involvement. Through mentoring, cultural activities and life-skills development, the program promotes healing, resilience and stronger connections to culture and community.

Service Provider	Key activities and outcomes
Young Bruthas Healing Men's Group	• 10 participants supported during 2025–26 • referrals provided across mental health, cultural, education and employment pathways. • the program recorded 77 attendances across 117 scheduled opportunities • delivered mentoring, justice diversion and cultural engagement activities, including On Country experiences • participants were also supported to access employment and training pathways.

Community Safety Policy and Programs

Community Safety Policy and Programs (CSPP) works across the ACT Government, with Australian Government agencies, industry and the community sector to strengthen the Territory's preparedness, security and disaster resilience. CSPP's responsibilities expanded to include support for implementation of national firearms reforms through the development of the ACT's digital firearms registry, justice transformation initiatives and broader community safety and policing priorities.

Highlights

In 2025–26, CSPP continued to strengthen whole-of-government security, emergency management and disaster resilience arrangements while supporting an expanding portfolio of national and Territory priorities.

CSPP completed the delivery of outcomes under the *ACT Countering Violent Extremism (CVE) Strategy 2023–26*, resulting in significant improvements in capability and capacity to understand and address CVE concerns and challenges, while continuing to support national programs and initiatives. As a result of this work, the ACT has significantly increased CVE capability in case management, training coordination and delivery, policy and program development, exercise management, cross-jurisdictional and national strategic engagement, and CVE subject matter expertise. This is critical in a heightened threat environment and to support future implementation of outcomes arising from the Royal Commission into Antisemitism and Social Cohesion.

CSPP also progressed development of Cross-Government Coordination Protocols to improve the ACT Government's ability to manage significant disruptions that do not meet the threshold of a declared emergency. Lessons from recent processes, including the Fyshwick Data Centre disruption and fuel supply chain disruption, informed the development of these protocols. Once implemented, they will provide clearer coordination arrangements for managing business disruptions and emerging risks across government.

Work continued to enhance the Territory-Wide All Hazards Risk Register (TWAHRR), which provides the ACT Government's central source of hazard and threat risk intelligence. Enhancements delivered during the year strengthened the depth, reliability and strategic value of risk information available to government decision-makers including the Security and Emergency Management Senior Officials Group (SEMSOG). The register now integrates horizon modelling of climate risks through to 2090, with new categories also added during the reporting period for heatwave and stormwater risks. The register will continue to act as the foundation for understanding Territory-level security, cyber and natural hazard risks to the ACT.

CSPP coordinated and supported ACTP and the Emergency Services Agency to deliver ACT Major Exercise 2026. The exercise tested counter-terrorism arrangements, validated lessons from MJEX25 and strengthened interagency coordination against contemporary threat scenarios. Further work on strategic consequence management, long-term impacts and recovery will continue in 2026–27.

National programs of work

CSPP played a key role in representing or coordinating the Territory's involvement in several Australian Government and national policy initiatives.

Key areas of engagement included:

- supporting delivery of national firearms reforms and the National Firearms Register.
- policy responses arising from the Bondi terrorist attack.
- national counterterrorism and countering violent extremism initiatives.
- security of critical infrastructure reforms.
- disaster recovery funding arrangements.
- work relating to community cohesion.

Emergency Management

CSPP continued to lead whole-of-government policy, planning and coordination activities to strengthen preparedness, response, recovery and resilience.

Significant progress was made on modernising emergency management arrangements to support contemporary approaches to disaster resilience, preparedness, response and recovery. CSPP progressed the *Emergencies Amendment Bill 2026* to repeal outdated governance models and support establishment of new advisory bodies focused on Strategic Bushfire Management and Disaster Resilience.

During the reporting period, work commenced on the statutory review of the *Emergencies Act 2004*, supported by a cross-government Steering Committee. The review fulfils the requirements of section 203 of the Act, which requires the Minister for Police, Fire and Emergency Services to review the operation of the Act every 5 years following the commencement of the most recent amendments. Once complete, findings and recommendations of the review will be presented to the Legislative Assembly.

With the University of Canberra and Natural Hazards Research Australia, CSPP delivered the Disaster Resilience Research Forum, connecting research, policy and practice and identifying opportunities to improve Territory resilience and research capability.

CSPP also worked during the reporting period on cross-government and inter-government approaches to emergency management and security, including through coordination of the Defence Industry Forum with the Australian Government Department of Defence. This forum, which brings together senior officials from the ACT and Australian Governments, aims to build connections across governments on matters of mutual interest.

CSPP coordinated ACT project implementation for Round 3 of the Australian Government's Disaster Ready Fund (DRF), prioritising projects that aligned with the ACT's disaster resilience objectives and strategic priorities. On 17 November 2025, the Australian Government announced the successful funding of 6 ACT projects, securing $3.88 million to strengthen disaster resilience and risk reduction across the Territory through initiatives aligned with ACT strategic priorities. Following the announcement, CSPP worked closely with successful project leads to establish project plans and support delivery.

CSPP also coordinated applications from government and non-government organisations for Round 4 of the DRF, with proposed projects aligned to ACT's established disaster resilience and risk reduction strategies, plans and frameworks. These projects are designed to reduce disaster risk, strengthen resilience and adaptive capacity, improve disaster preparedness, and enhance understanding of natural hazard impacts across the ACT. The Australian Government is expected to announce Round 4 funding outcomes in November 2026.

CSPP finalised the ACT's 2023–24 Disaster Recovery Funding Arrangements claim, securing $244,581 in Commonwealth reimbursement for eligible recovery expenditure from two storm events. The successful claim strengthened the Territory's disaster recovery funding arrangements and ensured eligible recovery expenditure incurred by ACT Government agencies was reimbursed by the Commonwealth.

CSPP made significant progress in implementing a whole-of-government Lessons Management Framework, establishing a consistent approach across government to capturing, monitoring and implementing lessons identified through incidents, emergencies and exercises. Together, these deliverables provide a consistent approach to Lessons Management that facilitates continual improvement and enhanced outcomes for community and government.

In the reporting period, CSPP continued to deliver on core delivery responsibilities, including:

- oversight of emergency management sub-plan reviews
- cross-government coordination of emergency exercises, including activities supporting the National Multicultural Festival (NMF) and continuity of critical government services, strengthening interoperability, readiness and whole-of-government decision-making capability
- management of the ACT Disaster Recovery capability, maintaining a whole-of-government framework for coordinating social, economic, built and environmental recovery needs following emergencies, reducing recovery timeframes, improving community outcomes and supporting access to Commonwealth recovery funding.

CSPP's whole-of-government recovery and resilience work is supported by operational activities across the emergency management sector. ESA continued to support community recovery following emergencies and strengthen preparedness for future events.

Helping People Recover After a Fire

ACT Fire & Rescue (ACTF&R) provided information and support to people affected by fires to help them begin the recovery process. Following an incident, affected residents receive practical guidance on staying safe, dealing with immediate challenges and restoring their homes and living conditions. The information also connects people with support services that can assist with the emotional and psychological impacts of experiencing a fire.

Recovering from a fire can be overwhelming. Providing clear information and access to support helps people take the next steps with confidence and reduces the stress and uncertainty that often follow an emergency.

Supporting Recovery After Severe Storms

During the January 2026 storms, ESA activated its Emergency Coordination Centre to assess damage and coordinate response and recovery efforts. Teams gathered information about affected areas, identified where damage had occurred and helped prioritise response and recovery activities. This allowed agencies to direct assistance where it was needed most and begin recovery work sooner.

By quickly understanding the impacts of the storms, ESA and partner agencies were able to make informed decisions, support affected communities and transition more efficiently from emergency response to recovery.

Collectively, these activities strengthened the ACT's emergency management arrangements across preparedness, resilience, recovery and governance. Through legislative reform, disaster resilience initiatives, recovery funding administration, lessons management and cross-government exercises, CSPP continued to support a coordinated, whole-of-government approach to emergency management.

Security

The increasing complexity and dynamic security environment facing Australia was characterised by evolving national security threats including terrorism and politically motivated violence, and foreign interference during the reporting period.

From 1 July 2025, the Territory's new CVE program, the ACT Support and Intervention Program (ACT-SIP) commenced operations following an internal review to align delivery of functions between JACS and ACTP. The new ACT-SIP model allows ACTP to consider matters as they relate to suitability and community safety, with JACS delivering case management through a needs-based and therapeutic approach.

The national rollout of the Step Together website supported CVE awareness-raising and engagement work in the Territory from 1 July 2025, providing a digital support service with a website, helpline and chat service for people seeking information and advice about violent extremism. Information on the ACT-SIP and how to refer can be found on the Step Together website.

To strengthen awareness of the ACT-SIP, CSPP has uplifted communications and awareness raising activities with the community sector. CSPP developed a *CVE Communications Strategy* to guide awareness raising with supporting action plans to ensure ongoing community and government awareness and understanding of violent extremism and the intervention program.

During the reporting period, CSPP hosted an information session '*Countering Violent Extremism in the ACT: A whole of community effort*' for the community sector. This was the first public government information session on CVE for the Territory and featured speakers from academia, human rights as well as information on how to respond to concerns about violent extremism.

Maintaining strong security capabilities is essential to protecting the ACT community, government people, information, assets and services. CSPP continued to strengthen the Territory's security policy framework by undertaking consultation and design on new policy settings for international travel and foreign delegations. CSPP piloted an approach to assessing Foreign Ownership, Control and Influence (FOCI) risk in partnership with directorates to assess future service delivery options. Responsibility for security zoned facilities in the Territory transitioned to CSPP during the reporting period to provide a consolidated and consistent management model.

On 20 May 2026, CSPP delivered an internal security conference that brought together security professionals from directorates and statutory authorities to hear from a range of internal and external speakers. The conference increased awareness of the current security environment, strengthened understanding of government security policies and promoted collaboration across agencies. It also highlighted the role of executive leadership in building a strong security culture across government.

CSPP replaced 10 mobile solar-powered CCTV cameras within the Public Safety CCTV Network during the reporting period. In the 2023–24 Budget Review, the ACT Government provided capital funding of $207,000 for the design and delivery of the new cameras, with ongoing funding to support licencing, data and other operational expenses. These improved cameras strengthen community safety at events and public places throughout the ACT, and were utilised at the NMF, New Years Eve, Enlighten, Floriade and Balloon Festival during the reporting period. CSPP also temporarily deployed new cameras to the Dickson and Watson shopping precincts to support public safety in consultation with ACTP.

CSPP maintained the Territory-Wide All Hazards Risk Register as the central source of all-hazards risk intelligence. Climate horizon modelling for 2030, 2050 and 2090 was integrated for natural hazards; heatwave and stormwater risks were added; catastrophic-consequence risks were reviewed; and work commenced with directorates and the ACT Insurance Authority to assess control effectiveness.

Central service delivery security functions continued to be delivered during the reporting period, including:

- national security and protective security advice and coordination
- consequence management of significant cyber incidents and emergencies
- administration of security clearances
- management of the Public Safety CCTV Network.

National Firearms Register

CSPP continued work with Digital Canberra (DCBR) and ACTP to replace the paper-based firearms registry with a digital system. The uplift supports National Cabinet's commitment to implement the National Firearms Register by mid-2028 and will enable near-real-time information sharing to assist frontline officers to assess firearms-related risks.

Justice Transformation and Community Safety

CSPP supported significant ACT Government reforms to improve justice outcomes for Aboriginal and Torres Strait Islander peoples. This included supporting the Government's response to the *Review into Overrepresentation* and progressing the establishment of a Board of Inquiry into Aboriginal and Torres Strait Islander deaths in custody at the AMC. These initiatives contribute to ACT Government commitments under the National Agreement and the ACT Agreement. Further information is provided in B9: Aboriginal and Torres Strait Islander Reporting.

During the reporting period, CSPP undertook community-based programs that support crime prevention, early intervention and safer communities. Activities included:

- Canberra PCYC - increased program capacity and helped reduce wait times for young people accessing early intervention support.
- ACT Crime Stoppers - supported upgrades to reporting and ICT systems to improve crime reporting, analysis and community engagement.
- Affirmative Consent Campaign – Delivered in partnership with the Community Services Directorate, the campaign promoted awareness of respectful relationships and consent through targeted community messaging.

CSPP completed the following projects during 2025–26 after funding them in 2024–25:

- an evaluation of Canberra PCYC's P180 Program by the University of Canberra
- a sport-based engagement program for at-risk young people delivered by EveryChance
- a cultural evaluation of Toora's Coming Home Program.

CSPP also continued to support long-term community safety programs, including:

- Strong Connected Neighbourhoods, delivered by Reclink Australia, which supports vulnerable public housing tenants who are at risk of involvement with the justice system.
- SafeHome, delivered by SupportLink, which provides home safety assessments, security improvements and safety education for vulnerable community members.

These initiatives support early intervention, strengthen community connections and help address the factors that contribute to crime and vulnerability.

Committees

CSPP continued to provide policy advice, governance support and secretariat functions to key whole-of-government committees including:

- Security and Emergency Management Committee of Cabinet
- SEMSOG
- ACT Recovery Committee
- National Security Group
- ACT Countering Violent Extremism Committee.

SEMSOG remained the principal forum for whole-of-government oversight of security, resilience and emergency management matters.

CSPP supported SEMSOG through:

- strategic risk reporting
- security and preparedness briefings
- oversight of emergency planning
- coordination of national issues affecting the Territory.

CSPP also supported territory representation on national committees, including but not limited to:

- ANZCTC and its subcommittees
- Australian Transnational, Serious and Organised Crime Committee
- Critical Infrastructure Advisory Council (CIAC)
- Australia-New Zealand Emergency Management Committee (ANZEMC) and its subcommittees
- National Emergency Management Ministers' meeting
- Police Ministers Council
- National Firearms Register Intergovernmental Steering Committee.

Future Direction

In 2026–27, CSPP will focus on:

- **Security and resilience:** implement Cross-Government Information Coordination Protocols; complete the ACT Critical Infrastructure Register's first phase; improve the Territory-Wide All Hazards Risk Register; uplift strategic consequence management and protective security maturity; expand awareness of ACT-SIP; and implement the ACT Strategic Approach to Countering Violent Extremism.
- **Emergency management:** complete the *Emergencies Act 2004* review and progress disaster recovery funding reform with the National Emergency Management Agency.
- **Firearms and policing:** lead ACT participation in the National Firearms Register Program, support the proposed firearm buyback scheme and progress police purchase agreement negotiations.
- **First Nations justice reform:** partner with the Elected Body and community organisations to implement Phase 3 Agreement actions, develop the *Review into Overrepresentation* Implementation Plan and governance arrangements, establish the Board of Inquiry, advance the Reducing Recidivism agenda, deliver diversion programs and the next commissioning phase, and progress the Justice Policy Partnership.

These priorities will strengthen the ACT Government's capacity to prevent, prepare for, respond to and recover from security threats, emergencies and disasters, while advancing justice reforms that reduce offending and Aboriginal and Torres Strait Islander overrepresentation in the justice system.

Output 1.2 Legal Services to Government

Output Description

Output class 1.2 covers the legal services delivered by the ACTGS and Solicitor-General. These services provide high quality and timely legal advice and representation for the Attorney-General and Government.

Highlights

The ACTGS provided responsive legal service delivery across government. In 2025-26, court activity increased for the ACTGS and it established a new regulatory prosecutions function. During 2025–26:

- court and tribunal attendances increased by approximately 17% from 1 861 in 2024–25 to 2 182
- ACTGS provided 81% of opinions to directorates, agencies and statutory office holders within 28 days
- 98% of regulatory prosecutions were found proved or the defendant accepted liability prior to finalisation in court.

Regulatory prosecutions

The Attorney-General authorised the ACTGS to undertake regulatory prosecutions from 1 July 2025, a function previously conducted by the DPP. ACTGS established a new Regulatory Prosecutions practice area, which provides legal advice and representation to support the Territory, its agencies and statutory officeholders exercising regulatory functions. In its first 12 months, the practice area received 2 863 new matters.

External legal services

ACTGS coordinated legal services through the Territory Legal Services Panel to meet demand for legal support on significant commercial projects, including probity services. Client agencies generally fund these services, in accordance with the Law Officers Legal Services Directions 2023 (the Directions). Agencies reported approximately $11.6 million in expenditure on external legal services in 2025–26, down from $12.9 million in 2024–25.

Legal assistance

The Directions provide a framework for supporting current and former public officials and employees involved in legal, investigative or other proceedings arising from their official duties. ACTGS provides legal assistance in circumstances including inquests and inquiries, applications for personal protection or like orders, claims made against individuals performing public functions, and Integrity Commission investigations.

Where the Solicitor-General approves a request for legal assistance, the Territory agrees to meet the cost of that legal assistance in accordance with the Directions. In 2025–26:

- ACTGS received 66 requests for legal assistance from current or former public officials. Of these 64 were approved and 2 were determined to be not eligible. Assistance was provided by the ACTGS or external providers
- external legal service providers delivered approved assistance, at a total cost of approximately $486 000.

Equitable briefing

The ACTGS applies equitable briefing practices when engaging counsel. In 2025–26, the ACTGS briefed women in 53% of matters requiring Counsel, exceeding the Law Council of Australia's Equitable Briefing Policy target of 30% or more.

Legal Service Delivery

The ACTGS is established as a body corporate under the *Law Officers Act 2011* (Law Officers Act) to act as legal practitioner for the Territory, its Ministers and agencies (including most statutory authorities).

Together, the Solicitor-General and ACTGS support the Attorney-General as the Territory's first Law Officer by providing timely legal services that protect the Territory's interests.

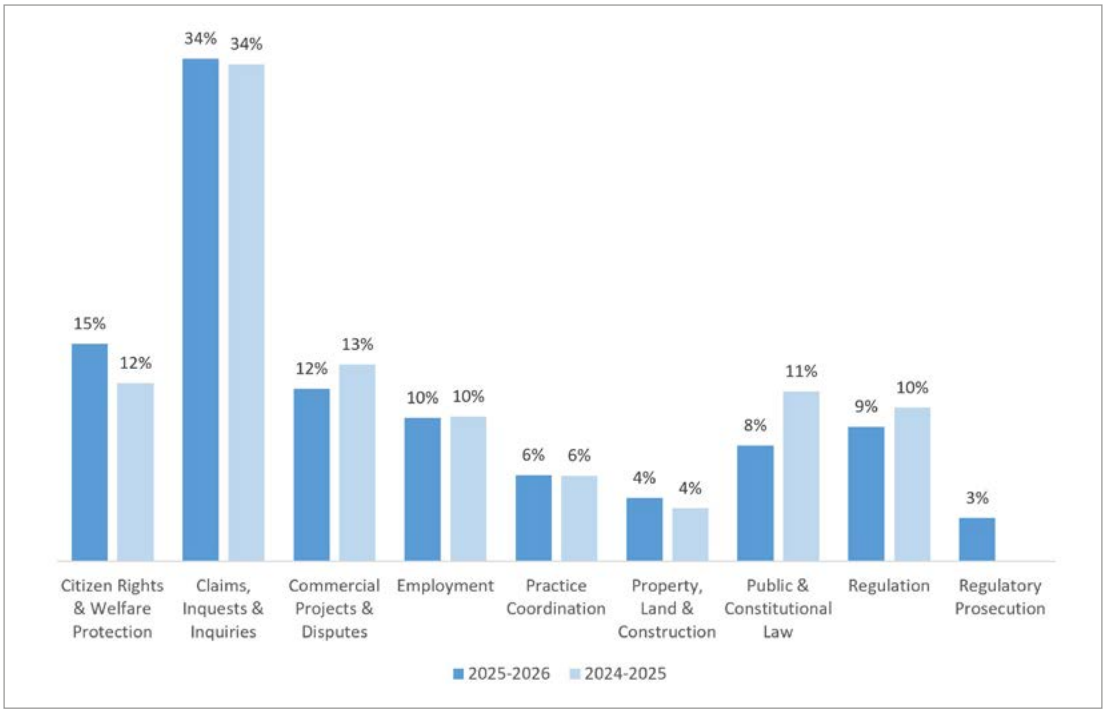
The ACTGS maintains legal capability to:

- advise on systems of government and government functions and responsibilities
- act in litigation and dispute resolution involving constitutional and public law, administrative law and regulatory functions
- advise on commercial matters, procurement, land and property interests involving government
- act in litigation and dispute resolution involving civil and commercial claims made by and against the Territory.

The Directions set out requirements for the performance of Territory legal work, including the obligation to act as a model litigant. The ACTGS assists agencies to comply with these requirements. Part 2 of the Directions contains the Legal Services (Model Litigant Guidelines) Directions.

ACTGS delivers legal services through practice groups covering different areas of law and reviews their alignment to ensure services remain responsive to government needs.

Figure 1 shows the distribution of ACTGS legal service activity by practice area in 2024–25 and 2025–26.



The numbers in the graph have been rounded to the nearest whole number. For example the property, land and construction result for 2024–25 was 3.6% and in 2025–26 4.3%.

Figure 1: Practice focus (%) in 2025–26 and 2024–25

Citizen Rights and Welfare Protection

This practice area provides legal advice and representation in matters involving the rights and welfare of ACT citizens. The practice area:

- assists with complaints under the *Discrimination Act 1991* before the HRC and, on referral, the ACAT, the Supreme Court and Court of Appeal, including claims brought under the *Human Rights Act 2004* relating to the right to equality and the right to humane treatment when deprived of liberty
- advises on compliance with the requirements of the *Human Rights Act 2004* generally, particularly in relation to decisions agencies are proposing to make
- advises on matters relating to the provision of mental health services together with legal representation in relation to applications under the *Mental Health Act 2015*, including internal appeals in the ACAT and appeals to the Supreme Court
- assists ACTP in relation to decisions made under Territory law, including the Firearms Registrar, and on other matters related to the interpretation and application of Territory laws to community policing
- advises and represents the Commissioner for Social Housing in relation to matters arising under the *Residential Tenancies Act 1997* including proceedings in the ACAT and the Supreme Court
- represents Child, Youth and Families (CYF) in applications to the ACT Childrens Court for care and protection orders under the *Children and Young People Act 2008*. The ACTGS has also provided representation in care and protection appeals in the Supreme Court and Court of Appeal from orders made in the ACT Childrens Court
- acts for the Director-General, Community Services in relation to some aspects of the adoption process, primarily in applications to dispense with parental consent, as well as applications for adoption orders in the ACT Supreme Court
- provides advice on remanded and sentenced detainees and offender management
- advises ACTP on the scope and exercise of investigatory and enforcement powers and the application of any laws of the Commonwealth or the Territory which impact upon the exercise of those powers in the ACT
- advises ACT Government agencies on subpoenas, information access, secrecy provisions, freedom of information and privacy.

Figure 2 shows the distribution of activity by subject/area as a percentage of the total reported clinical activity for the practice area in the reporting year.

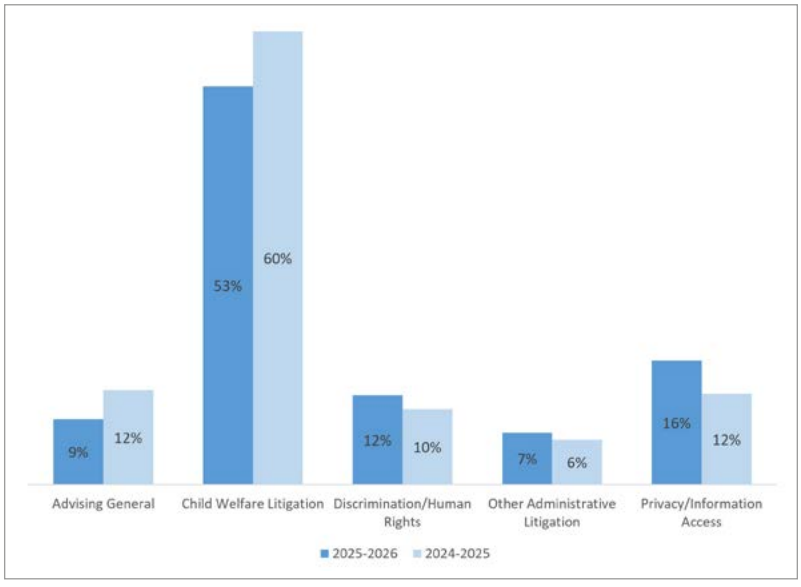


Figure 2: Citizen Rights and Welfare Protection focus (%) of activity by subject/area of law

Claims, Inquests & Inquiries

The claims, inquests and inquiries practice area provides advice and representation in relation to insurance, public liability, personal injury, and property damage claims by and against the Territory, including coronial inquests and inquiries. These claims arise out of the breadth of services provided by the Territory.

The practice focus includes claims against the Territory encompassing:

- medical negligence claims
- institutional abuse claims
- public liability claims including trip and falls
- claims arising from the Territory's provision of education, public housing and corrective services
- representing the Territory in coronial inquests.

Figure 3 shows the distribution of activity by subject/area as a percentage of the total reported clinical activity for the practice area in the reporting year.

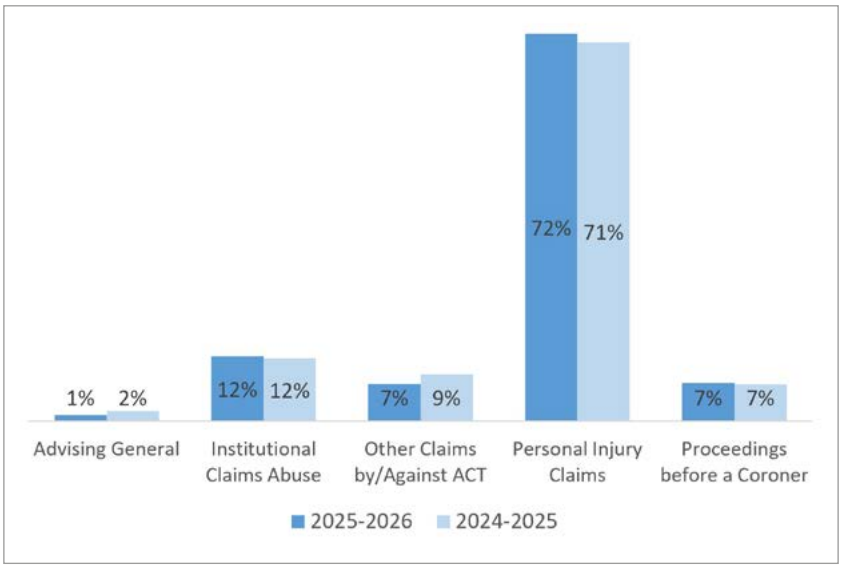


Figure 3: Claims, Inquests & Inquiries focus (%) of activity by subject/area of law

Commercial Projects and Disputes

The commercial projects and disputes practice area provides legal advice and representation in commercial projects and disputes involving the Territory, including:

- contractual disputes, claims for misrepresentation, breaches of the Australian consumer law, and negligence
- advice to directorates and agencies on commercial arrangements
- activity pertaining to contracts and/or arising from the procurement of goods and services, including all ICT.

Activity in the commercial projects and disputes practice includes:

- provision of legal advice on Territory projects including contract preparation and negotiation
- work with contracted legal services providers to provide a government legal perspective on major projects
- advice on intergovernmental arrangements, procurement, contracts, grants and other funding arrangements
- provision of legal advice and representation on claims arising from Territory activities, including the development of Territory assets, land sales and class actions.

Figure 4 shows the distribution of activity by subject/area of law as a percentage of the total reported clinical activity for the practice area in the reporting year.

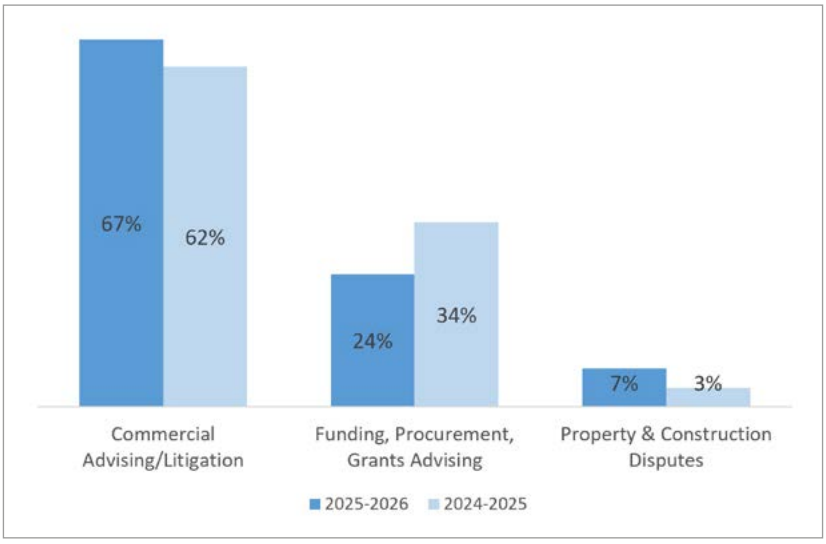


Figure 4: Commercial Projects & Disputes focus (%) of activity by subject/area of law

Employment

The employment practice area provides legal advice and representation in relation to the ACTPS employment framework comprising enterprise agreements, the *Public Sector Management Act 1994*, the Public Sector Management Standards 2016, and the *Legislative Assembly (Members' Staff) Act 1989*; as well as the ACT Public Sector framework, including statutory office holders.

The employment practice area:

- files and responds to applications for workplace and personal protection orders and appearances in contested applications on behalf of directorates, Territory agencies, and employees who are provided with legal assistance under the Directions
- responds to industrial disputes under ACTPS enterprise agreements and matters before the Fair Work Commission and courts and tribunals
- responds to discrimination and sexual harassment complaints
- advises directorates and agencies on employment and engagement matters arising under relevant Commonwealth and Territory legislation and ACTPS enterprise agreements.

Figure 5 shows the distribution of activity by subject/area of law as a percentage of the total reported clinical activity for the practice area in the reporting year.

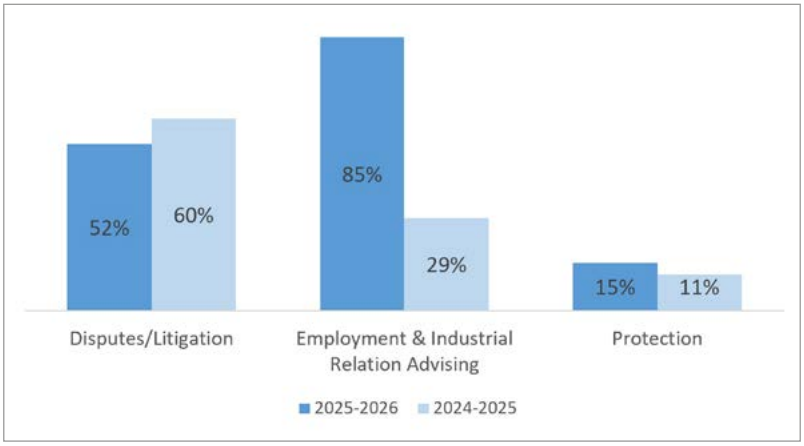


Figure 5: Employment focus (%) of activity by subject/area of law

Property, Land and Construction

The property, land and construction practice area provides advice on the Territory's land system including the *Planning and Development Act 2007*, the *Land Titles Act 1925* and unit titles legislation.

The type of matters in which advice was provided included:

- contract drafting and conveyancing services for the Territory and the Suburban Land Agency in relation to the sale of commercial, large residential and industrial land sites within the urban infill and greenfield areas of the Territory
- advising on occupancy arrangements with commercial, community and other organisations, as well as occupancy agreements for use of premises by the Territory and other government agencies
- general property advice, including easements, licences, and other land interests
- construction and capital works.

Figure 6 shows the distribution of activity by subject/area of law as a percentage of the total reported clinical activity for the practice area in the reporting year.

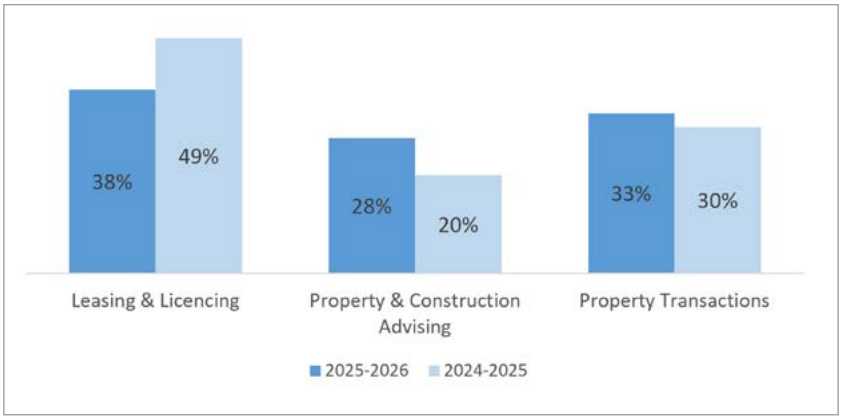


Figure 6: Property, Land & Construction focus (%) of activity by subject/area of law

Public and Constitutional Law

The public and constitutional law practice area provides advice to the Attorney-General and Territory agencies on a wide range of public and constitutional law matters, including on public interest immunity claims in response to orders for production of documents issued by the Legislative Assembly. Advice and representation in these areas of law can often have enduring and/or broad ranging implications which extend beyond the interests of any one particular directorate.

The public and constitutional law practice continued to support the Solicitor-General in the provision of public law advice, constitutional legal advice and in particular, the review of Section 78B Notices to Attorneys-General under the *Judiciary Act 1903* (Cth). This includes matters in which the Attorney-General of the ACT has intervened. Further detail in relation to Section 78B notices can be found below, in the Solicitor-General section of this output report.

Figure 7 shows the distribution of activity by subject/area of law as a percentage of the total reported clinical activity for the practice area in the reporting year.

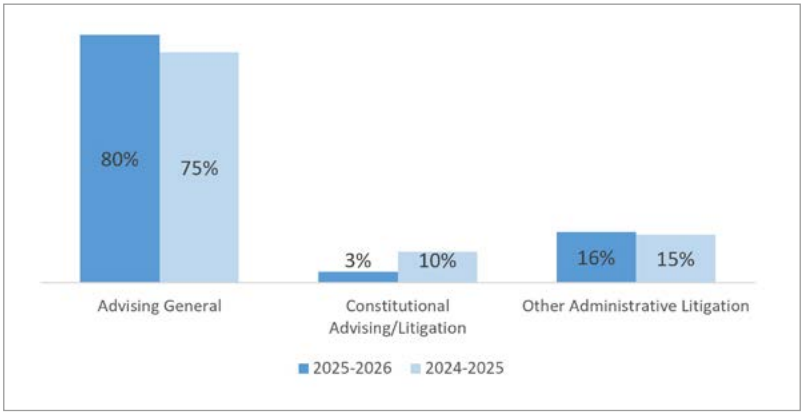


Figure 7: Public and Constitutional Law focus (%) of activity by subject/area of law

Regulation

The regulation practice area provides advice and representation in relation to the exercise of regulatory, statutory and other functions. The regulation practice area:

- appears on behalf of the Construction Occupations Registrar in relation to rectification orders issued to licensees to remedy defective building work
- advises and represents the Road Transport Authority on operational matters and contested applications for a restricted driver's licence
- advises and represents the Commissioner for ACT Revenue in administrative review proceedings relating to the imposition of payroll tax, land tax, stamp duty, lease variation charges, rates, and other matters under various tax laws
- advises and represents the Registrar of Domestic Animal Services in ACAT proceedings concerning attacking, harassing, and menacing dogs
- represents the ACT Planning and Land Authority on development applications, including administrative review proceedings in the ACAT
- represents the Commissioner for Fair Trading on a range of matters including appearances in occupational discipline proceedings in the ACAT as well as reviewing decisions under the *Working with Vulnerable People (Background Checking) Act 2011*
- represents ACTP on decisions relating to the issue of firearms licences.

Figure 8 shows the distribution of activity by subject/area of law as a percentage of the total reported clinical activity for the practice area in the reporting year.

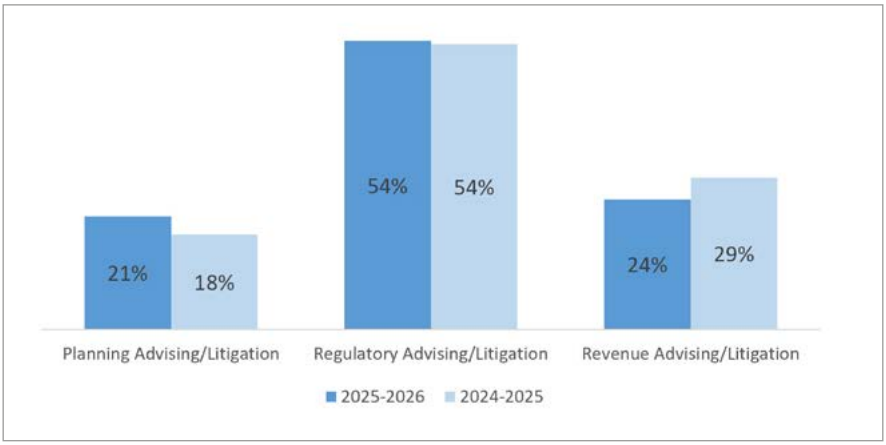


Figure 8: Regulation focus (%) of activity by subject/area of law

Regulatory Prosecutions

Since 1 July 2025, the regulatory prosecutions practice area provides legal advice and representation to Territory agencies and entities with regulatory functions under a broad range of legislation. These agencies and entities may decide to prosecute matters by reference to the legislative framework and functions within their responsibility and, once a prosecution is commenced, they are known as Regulatory Prosecutors.

ACTGS does not have independent prosecutorial functions and acts on instructions from Regulatory Prosecutors in relation to the prosecution of regulatory offences, including the ongoing conduct of a matter. Advice is provided in relation to whether there are reasonable prospects of conviction and, if prosecution is commenced, on a continual basis in relation to all legal, procedural and ethical aspects of the prosecution.

The ACTGS provided legal advice and representation in relation to a wide range of Regulatory Prosecutors.

Most regulatory prosecutions that have been referred to ACTGS in the first twelve months have come from the Road Transport Authority for offences including speeding, using a mobile device while driving, failing to wear a seatbelt property fastened and adjusted, and parking unlawfully. More complex prosecutions have included offences under the *Animal Welfare Act 1992*, *Nature Conservation Act 2014*, *Gaming Machine Act 2004*, *Gaming Machine Regulation 2004*, *Building Act 2004*, *Planning Act 2023*, and the *Environment Protection Regulation 2005*.

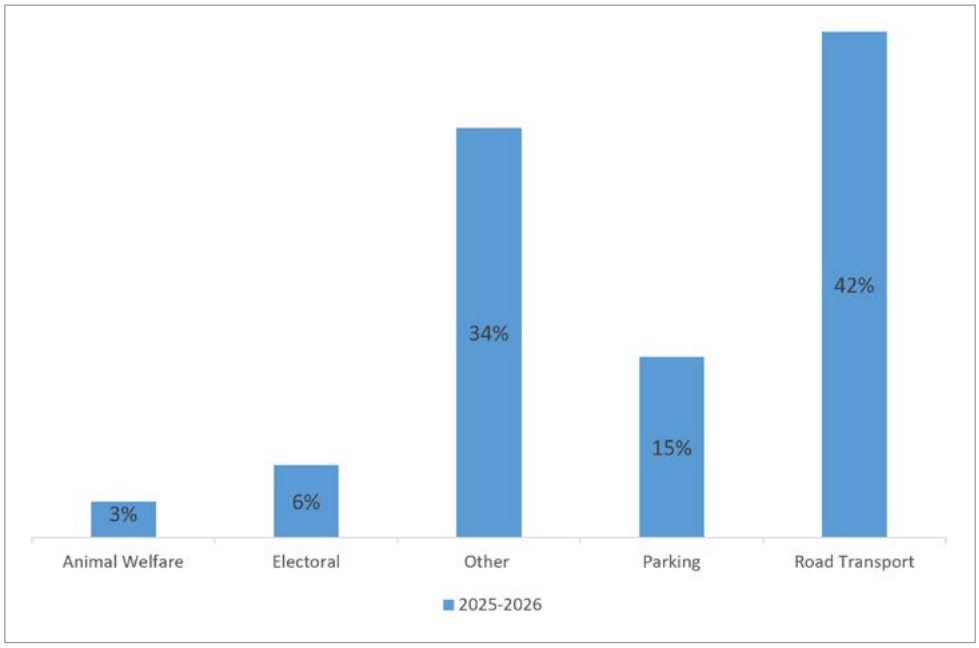


Figure 9: Regulatory Prosecution focus (%) of activity by subject/area of law

ACTGS Performance

ACTGS maintained legal advice delivery while responding to increased litigation activity and establishing the new regulatory prosecutions function. Court and tribunal attendances increased by approximately 17% in 2025–26, while the volume of opinions provided remained broadly consistent with 2024–25.

Table 1: compares activity and other performance information for the past 3 financial years

	2023–24	2024–25	2025–26
Opinions given	3156	3994	3986
Agreements drawn/settled	288	261	224
Instruments settled	44	20	46
Court/Tribunal attendances	1782	1861	2182

Table 2: shows responsiveness for requests for legal advice

	2023–24		2024–25		2025–26	
Opinions provided	**Number**	**%**	**Number**	**%**	**Number**	**%**
Urgent	567	18%	829	21%	712	18%
Within 7 days	1,050	33%	1371	34%	1412	35%
From 8–28 days	907	29%	1059	27%	1099	28%
From 29–56 days	334	11%	374	9%	384	10%
57+ days	298	9%	361	9%	379	10%
TOTAL	**3,156**	**100%**	**3,994**	**100%**	**3,986**	**100%**

ACTGS maintained broadly consistent responsiveness to requests for legal advice despite changes in workload during 2025–26.

Accountability indicator reporting for Output 1.2 can be found in the Directorate's Statement of Performance.

During the reporting period, the ACTGS received 2863 new regulatory prosecution matters. Table 3 shows the number of new matters received by areas of law.

Table 3: New regulatory prosecution matters by legislation in 2025–26

	2025–26 New matters
Animal Welfare Act 1992	6
Building Act 2004	3
Electoral Act 1992	2410
Environment Protection Regulation 2005	5
Litter Act 2004	12
Planning Act 2014	6
Public Unleased Land Act 2013	15
Road Transport Regulation 2017	400
Other	6
	2863

Table 4 shows the regulatory prosecution outcomes for the 2025–26 period. Matter outcomes were predominantly convictions, accounting for 64% of all finalised regulatory prosecutions. A further 33% of matters were withdrawn primarily due to infringement notices and fines being paid. The remaining outcomes, including dismissals, no evidence to offer, proved and dismissed, and proved with no conviction, each represented 1% of matters.

Table 4: Regulatory prosecution outcomes in 2025–26

Matter Outcome	Number of Matters
Conviction	1,764
Dismissed	27
No evidence to offer	21
Proved. Dismissed	27
Proved. No conviction	16
Withdrawn	917

Future direction

In 2026–27, ACTGS will focus on 3 key priorities:

- **Building capacity and capability:** review practice groups and the legal support structure to ensure ACTGS has the capability and sustainable support needed to respond to demand
- **Enhancing the ACTGS website:** improve accessibility, navigation and content management after this work was deferred in 2025–26, giving stakeholders easier access to clear, current and relevant information
- **Advancing electronic records management:** continue the transition to more efficient and sustainable electronic recordkeeping.

Solicitor-General

The Solicitor-General for the ACT acts as Counsel for the Territory, the Crown in right of the Territory and any other Territory entity, as well as performing other functions as directed by the Attorney-General. Pursuant to a direction of the Attorney-General, the Solicitor-General also performs the functions of the Chief Solicitor and has responsibility for the oversight of legal service provision and administration of the ACTGS.

The Solicitor-General plays a key role in strategic planning and direction setting for legal service delivery for the Territory and generally settles or reviews all significant advice provided by the ACTGS including engaging in relation to major government and commercial transactions.

The Solicitor-General appears in proceedings on behalf of the Attorney-General and the Territory in the Supreme Court and High Court and where required appears and advises on a wide range of matters including constitutional, human rights, public law and other sensitive litigation.

As the primary legal advisor for the Attorney-General and government, the Solicitor-General reviews major submissions and advices and matters affecting government operations. This includes briefing the Attorney-General on notices served under section 78B of the *Judiciary Act 1903* (Cth) (Judiciary Act), which requires notification of constitutional issues (s 78B notice). The Attorney-General then decides whether to intervene in the proceedings under s 78A of the Judiciary Act.

The Solicitor-General also represents the Attorney-General in legal proceedings under:

- section 27 of the *Court Procedures Act 2004*
- section 35 of the *Human Rights Act 2004* (HR Act) and has represented the Territory and the Attorney-General in judicial review proceedings.

The HR Act incorporates rights drawn from international instruments, including the right to privacy, the right to humane treatment when deprived of liberty, the right to equality, the right to fair trial, the right to education and rights regarding wrongful conviction and unlawful imprisonment. It permits those rights to be raised in the context of legal proceedings against public authorities in Territory courts and tribunals.

The Attorney-General is also advised under section 34 of the HR Act of notices in Supreme Court matters involving human rights where the Territory is not a party. The Attorney-General has a right to intervene in any such proceeding under section 35 of the HR Act. The ACTGS assists the Attorney-General to discharge this role under the HR Act by:

- promoting a proper articulation of human rights matters by the moving party
- assisting the responding party to address those matters in their submissions.

During the reporting period, the Solicitor-General:

- actively provided legal guidance to support government navigation of complex statutory and operational matters
- reviewed legal submissions in several complex and sensitive legal proceedings
- reviewed significant legal advice
- participated in meetings of the Special Committee of Solicitors-General
- participated in the annual Crown Law Conference and other interjurisdictional meetings.

Output 1.3 Legislative Drafting and Publishing Services

Output Description

Output class 1.3 is delivered through PCO to provide high-quality, timely legislative drafting and publishing services for ACT legislation and maintenance of the ACT Legislation Register.

PCO's functions and strategic objectives

PCO's core functions are:

- to draft all bills and Assembly amendments for Government and individual members of the Legislative Assembly, all regulations and the courts' rules
- to publish all Acts, subordinate laws and legislative instruments on the ACT Legislation Register
- to maintain the ACT Legislation Register, the authorised electronic statute book of ACT Legislation.

PCO's functions are central to the Directorate's strategic objective of maintaining the rule of law and supporting a democratic society. A fundamental principle of the rule of law is that the law is known and accessible. PCO contributes to this by:

- drafting legislation that is easy to read and understand
- notifying new ACT legislation and other legislative material (for example, bills and explanatory statements) in a timely way on the ACT Legislation Register
- ensuring ACT legislation is readily accessible, both as originally made and in-force from time to time, particularly on the ACT Legislation Register
- providing easy, user-friendly access to ACT Legislation on the ACT Legislation Register.

PCO also supports the Directorate's strategic objective of protecting people's legal rights and interests and caring and supporting people at a higher risk of vulnerability by drafting laws that:

- give effect to the intended policy objectives and can be effectively implemented
- are legally (including constitutionally) valid, and can withstand rigorous scrutiny
- contribute to a cohesive, high-quality statute book.

PCO's people

PCO is a specialist office led by the Parliamentary Counsel and supported by 2 Deputy Parliamentary Counsel who also draft legislation. The office comprises 9 legislative drafters, 6 publishers and 2 business support managers.

PCO drafters are highly specialised lawyers who combine high-level analytical and drafting skills with a strong legal knowledge of statutory interpretation and administrative law, among other areas of law relevant to the role.

PCO publishers apply their high-level written and organisational skills and attention to detail to ensure legislation is drafted accurately and in line with established practices and accessible in consolidated form on the ACT Legislation Register.

PCO business support managers support the effective operation of the office by managing governance, corporate and financial reporting, ICT systems and office maintenance.



9 drafters and
3 Execs have produced
533 drafts,
10,652 pages this FY



6 publishers prepared
1547 titles,
37 bills for
publishing this FY

Legislative Drafting

In 2025–26, PCO supported the legislative program by preparing 37 bills for presentation – 33 for Government and 4 for individual members, including major reforms relating to community safety, family and domestic violence, planning and consumer protection.

A number of bills have been prepared to support the Government's response to current events:

- *Firearms (Public Safety) Amendment Bill 2026* amends the *Firearms Act 1996* to strengthen gun laws in the ACT in accordance with National Cabinet commitments following the terror attack at Bondi Beach, New South Wales on 14 December 2025
- *Fuel Legislation Amendment Bill 2026* gives the ACT Government information-gathering powers in relation to fuel stock levels and supplies, to allow the Government to plan and respond to energy shortages such as the 2026 energy crisis.

Other significant or complex bills drafted by PCO over the course of 2025–26 include:

- *Civil Law (Wrongs) Amendment Bill 2026*, which prohibits claim farming practices
- *Crimes (Coercive Control) Amendment Bill 2026*, which creates a new standalone offence of coercive control
- *Family, Personal and Sexual Violence Legislation Amendment Bill 2025*, which amends 17 pieces of legislation with the objectives of: ensuring people experiencing or at risk of domestic, family or sexual violence can access a trauma-informed justice response; holding people using violence to account; and, improving the clarity of legislation regarding domestic, family and sexual violence in the ACT
- *Firearms (Firearm Prohibition Orders) Amendment Bill 2026*, which establishes a firearms prohibition order scheme
- *Liquor Amendment Bill 2025* which establishes a regulatory framework for the same-day delivery of alcohol
- *Planning (Missing Middle Housing) Amendment Bill 2026*, which simplifies or otherwise expedites processes for subdivisions, secondary residences and certain lease variations.

Technical amendments program

PCO maintains the technical amendments program, which provides for minor, technical and non-controversial amendments, primarily dealt with through a regular program of statute law amendment bills and the inclusion of technical amendment schedules in other amending bills. The program enables minor amendments to be dealt with in an efficient and timely way. It also serves the important purpose of improving the overall quality of the ACT statute book by keeping our laws up to date and easy to find, read and understand.

The *Statute Law Amendment Act 2025* was passed in October 2025. With more than 300 pages of minor and technical amendments, implementing the Act generated a significant volume of work for PCO's legislative publishers. Legislative publishers are cross trained in all publishing functions, and everyone worked together as a cohesive team to ensure each of the 217 laws amended were republished on the day the amendments commenced. The number of laws republished as a result of the *Statute Law Amendment Act 2025* accounted for around half of all pieces of legislation republished during 2025–26.

Training

PCO delivered 5 "Caught in the Act" training sessions to 67 ACT public servants, helping improve legislative understanding and capability across the ACTPS.

PCO also contributed to the ACT Public Sector Seminar series, presenting 9 times during the reporting period.

Table 5: Legislation Drafting Services

		2023–24	2024–25	2025–26
Drafts Sent Out				
Government	Bills	506	186	259
	Assembly Amendments	85	30	46
	Regulations and other subordinate legislation	164	144	101
Individual MLAs	Bills	25	42	11
	Assembly Amendments	70	27	31
Courts	Rules and other subordinate legislation	33	97	85
	Total	**883**	**526**	**533**
Pages of drafts sent out				
Government	Bills	19,557	4,968	7,431
	Assembly Amendments	1301	105	298
	Regulations and other subordinate legislation	4,287	3,529	2,144
Individual MLAs	Bills	309	428	157
	Assembly Amendments	871	123	128
Courts	Rules and other subordinate legislation	479	523	494
	Total	**26,804**	**9,676**	**10,652**

		2023–24	2024–25	2025–26
Proposed Legislation for Making				
Government	Bills prepared for presentation	61	29	33
	Bills passed prepared for notifications	56	41	26
	Regulations and other subordinate legislation	58	41	34
Individual MLAs	Bills prepared for presentation	12	10	4
	Bills passed prepared for notifications	4	2	5
Courts	Rules and other subordinate legislation	16	45	72
	Regulations and other subordinate legislation	1	0	0
	Total	**208**	**168**	**174**

Note: Drafting workload varies throughout the year and between years, depending on the Government's legislative program, MLA instructions, Assembly sitting dates, and elections.

Drafting work remained strong during 2025–26, with drafts sent out increasing from 526 in 2024–25 to 533 in 2025–26, and pages drafted increasing from 9 676 to 10 652. This reflects increased complexity and size of drafting projects undertaken during the year.

Legislative publishing services

Republications

PCO follows a point-in-time publishing policy for ACT legislation. When an Act or subordinate law is amended, an updated authorised version is published on the day the amendment starts, helping users find the law that applied on any given date.

PCO continued to prioritise keeping the ACT Legislation Register current. In 2025–26, PCO achieved 100% timeliness in publishing 432 updated versions of amended legislation.

Notifications

PCO supports access to ACT legislation by electronically notifying newly made laws and instruments and publishing authorised versions on the ACT Legislation Register, as required under the *Legislation Act 2001*.

In 2025–26, PCO achieved 100% timeliness in notifying 1 059 newly made Acts, subordinate laws and other instruments, including explanatory statements.

Table 6: Legislation Publishing Services

Titles Prepared for Publication		2023–24	2024–25	2025–26
Presented bills	Government	60	28	32
	Individual MLAs	7	9	5
	Total	*67*	*37*	*37*
Exposure drafts	Government	0	0	0
	Individual MLAs	0	0	0
	Total	*0*	*0*	*0*
Notifications	Acts	60	41	33
	Regulations	36	32	27
	Disallowable instruments	341	291	322
	Notifiable instruments	860	752	643
	Commencement Notices	7	7	9
	Approved forms	23	50	24
	Gazettes	1	6	1
	Total	*1,328*	*1,179*	*1,059*
Republications	Acts	277	199	323
	Regulations	114	83	90
	Rules	2	3	2
	Applied-territory law	4	3	2
	Disallowable instruments	2	1	0
	Notifiable instruments	13	19	17
	Backcapture	9	75	17
	Total	*421*	*383*	*451*
Total		**1,816**	**1,599**	**1,547**

Notifications decreased from 1 179 to 1 059 during 2025–26, reflecting variations in legislative activity. Republications increased from 383 to 451, largely driven by implementation of the *Statute Law Amendment Act 2025* and PCO's continued commitment to publishing up-to-date authorised legislation.

ACT Legislation Register

The ACT Legislation Register provides the community with free, quick access to ACT legislation and related information. The register is central to the making, notification, commencement, operation, interpretation, proof, republication, amendment and repeal of legislation and instruments made under legislation.

Website traffic is up from last FY to **1,089,174** users

92% of users access the website using a desktop

5% of users access the website using a mobile

The Road Transport (General) Withdrawal of Infringement Notices Guidelines 2019 (No 1) was the most viewed legislation site using a mobile.

Top 3 most viewed legislation sites

- Territory Plan 2023
- Planning ACT 2023
- Court Procedure Rules 2006

PCO works closely with Digital Canberra to maintain the legislation register and its supporting systems and to develop further enhancements to ensure the register remains fit for purpose and continues to meet the needs of the ACT community. In May 2023, Digital Canberra began upgrading the operating system on the servers hosting the ACT Legislation Register and its supporting systems. While technical difficulties delayed completion of the search functionality software upgrade, work continued in 2025–26 and the upgrade is scheduled for completion in 2026.

Subscription email outage – November 2025 to January 2026

Between 14 November 2025 and 17 January 2026, a technical issue affected the ACT Legislation Register subscription email service. The register remained fully operational and legislation continued to be published on time. Users were advised of the issue through the ACT Legislation Register and alternative access to legislative updates remained available. The issue was resolved in January 2026 and normal services resumed.

Office Performance

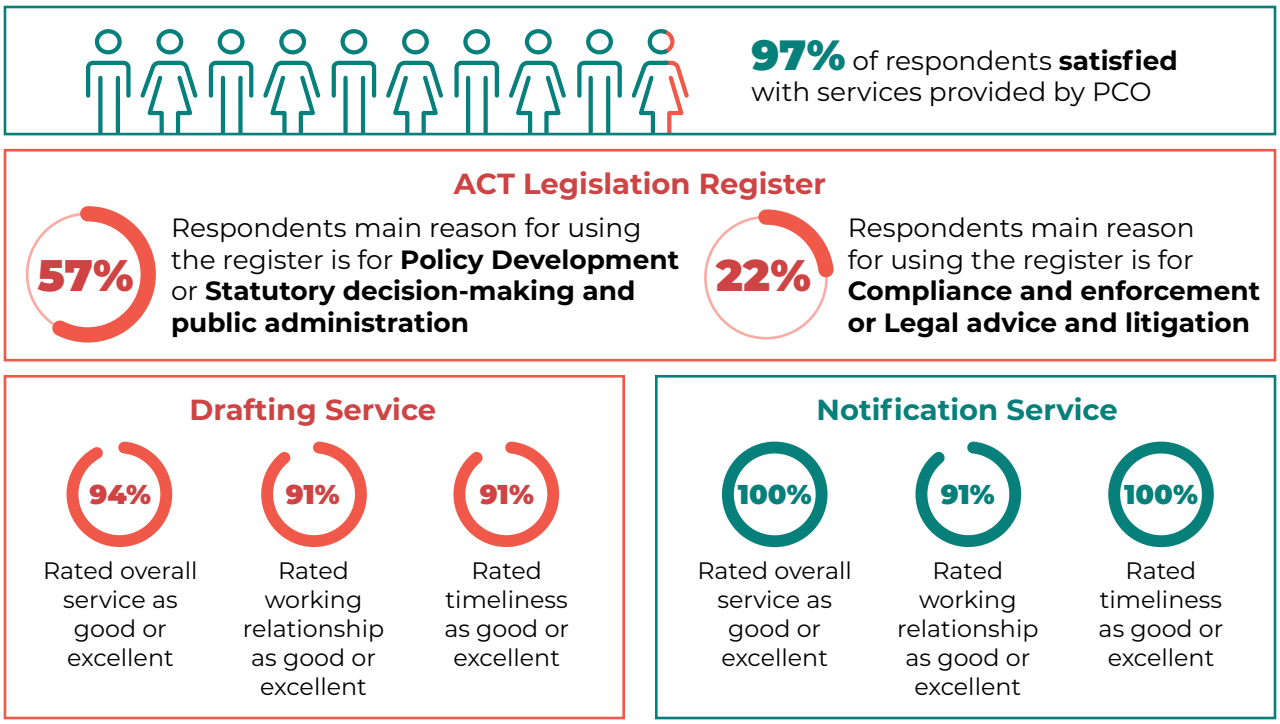
Client Satisfaction

Client satisfaction remained high across PCO services, with 97% of survey respondents reporting they were satisfied with services provided during 2025–26. Drafting service users reported high satisfaction with overall service, working relationships and timeliness, while notification service users reported satisfaction ratings of between 91% and 100%.

PCO conducted 3 client satisfaction surveys targeting its main client groups:

- legislation register survey
- notification service survey
- legislative drafting service survey.

Feedback from the surveys will inform future improvements to services and the ACT Legislation Register. Survey insights will help inform priorities for development and improvement in the coming year. PCO will also explore better ways of communicating the available features of the register, including the 'search tips' and 'search function' pages.



The definition of **satisfied respondents** – *respondents who indicated a level of satisfaction of 'good' or 'excellent' for the overall assessment questions in PCO client surveys.*

Future Direction

Key priorities for PCO over 2026–27 include:

- strengthening whole-of-government capability in developing legislation through the delivery of training for instructing officers and the expansion of guidance material and support
- continuing to develop drafting precedents and associated material to ensure drafting practices reflect current legal and human rights developments and promote consistency
- investing in the learning and development of our staff.

Output 2.1 Corrective Services

Output Description

Output class 2.1 is delivered by ACTCS to provide safe and secure custody for detainees with a strong focus on the delivery of rehabilitative, educational and vocational programs, effectively managing unsentenced offenders and community-based corrections programs, and providing advice and services to the ACT justice system.

ACTCS' vision is to lead in the provision of effective correctional services which positively changes lives, reduces reoffending, and increases community safety. The ACTCS Strategic Priorities 2025–27 focus is *One Team, One Purpose: Supporting a Safer Community*.

Highlights

In the 2025–26 reporting period, the following key activities were undertaken:

- secured ongoing funding for the Justice Housing, Transitional Accommodation and Intensive Case Management (iCAN) programs and expanded education, training and employment opportunities
- strengthened health and wellbeing services through introduction of the Hepatitis ACT Point of Care Testing pilot program, reinstatement of Karralika alcohol and other drug counselling services from the Community Corrections Office, and release of the Drug and Blood-Borne Virus Strategy
- development of the CMoS for Aboriginal and Torres Strait Islander detainees and offenders to support more culturally responsive services and improve cultural outcomes
- established the Online Cultural Art Catalogue, providing participants with an opportunity to showcase and sell their artwork to a broader audience
- released the Sexual Coercion and Violence Strategy, reinforcing a zero-tolerance approach and strengthening detainee safety and wellbeing
- continued work linked to recommendations arising from the *Review into Overrepresentation* and commenced implementation of recommendations from the Healthy Prison Review 2025, supporting improvements to correctional services and detainee outcomes
- strengthened security and contraband reduction efforts through enhanced intelligence and detection activities, including development of an annual Strategic Threat Analysis to identify and respond to emerging risks
- released the ACTCS Population Dashboards on the ACT Government website, improving transparency and public access to information about the ACT correctional population.

Custodial Operations

The AMC is the ACT's only adult correctional centre and caters for the full-time custody of male and female, remanded and sentenced detainees of all security classifications. Operating under the *Corrections Management Act 2007* and Human Rights principles, the AMC is a campus-style facility comprising cottage-style accommodation and cell blocks. The AMC actively engages with private and community sectors to promote positive rehabilitative and reintegration outcomes for detainees and a safer community for all.

Average Daily Detainee Numbers

During the reporting period, ACTCS launched the ACTCS Population Dashboards webpage, with automated monthly updates providing information on the AMC population, including average monthly population numbers, receptions and releases. The webpage improves public access to information and supports greater transparency of the correctional system.

In 2025–26, the average daily detainee number was 468.31. The daily average detainee population since 2021–22 is illustrated in Figure 10 below, which shows an upward trend. Similar increases have been observed in custodial settings nationally, although the drivers of these trends are complex and multifaceted. The growth in the detainee population placed additional demand on the workforce, detainee accommodation, health, rehabilitation and reintegration services.

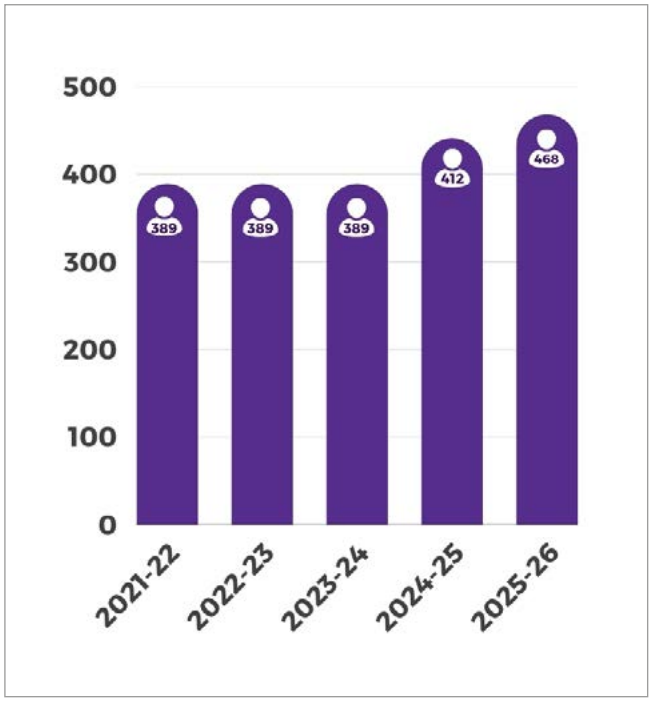


Figure 10: Daily Average Detainee Population (rounded)

The average sentenced detainee population was 256.87 in 2025–26; an increase of on average 38.79 detainees from 2024–25. A breakdown of the average sentenced detainee population since 2021–22 is in Table 7.

Table 7: Average Daily Sentenced Detainee Population

	2021–22	2022–23	2023–24	2024–25	2025–26
Non-Aboriginal and Torres Strait Islander Male	172.10	148.10	142.50	146.74	169.15
Aboriginal and Torres Strait Islander Male	57.00	54.30	57.40	66.21	76.91
Non-Aboriginal and Torres Strait Islander Female	8.90	5.20	4.00	2.36	5.17
Aboriginal and Torres Strait Islander Female	5.20	5.10	1.90	2.70	4.10
Male with Aboriginal and Torres Strait Islander status unknown	1.30	0.00	0.00	0.00	0.54
Female with Aboriginal and Torres Strait Islander status unknown	0.00	0.00	0.00	0.00	0.00
Gender unspecified (other)				0.07	1.00
Total	**245.10**	**212.70**	**205.80**	**218.08**	**256.87**

Notes:

1. ACTCS commenced using CORIS data from 25 June 2022.
2. The Australian Bureau of Statistics (ABS) definition is applied. Gender (Other) includes persons who have mixed or non-binary biological characteristics (if known), or a non-binary sex assigned at birth.

The AMC had an average unsentenced population of 211.43 in 2025–26, an increase of 17.56 detainees from the 2024–25 average. Table 8 shows the average daily unsentenced detainee population since 2021–22.

Table 8: Average Daily Unsentenced Detainee Population

	2021–22	2022–23	2023–24	2024–25	2025–26
Non-Aboriginal and Torres Strait Islander Male	93.60	113.90	116.70	126.03	139.62
Aboriginal and Torres Strait Islander Male	34.00	44.70	45.50	54.26	54.85
Non-Aboriginal and Torres Strait Islander Female	9.50	9.80	9.80	5.31	8.55
Aboriginal and Torres Strait Islander Female	5.20	6.90	8.00	7.10	6.41
Male with Aboriginal and Torres Strait Islander status unknown	0.40	0.40	2.60	1.15	1.93
Female with Aboriginal and Torres Strait Islander status unknown	1.20	0.10	0.40	0.01	0.02
Gender unspecified (other)				0.01	0.05
Total	**143.90**	**175.90**	**183.00**	**193.87**	**211.43**

Notes:

1. ACTCS commenced using CORIS data from 25 June 2022.
2. The Australian Bureau of Statistics (ABS) definition is applied. Gender (Other) includes persons who have mixed or non-binary biological characteristics (if known), or a non-binary sex assigned at birth.
3. From 2022–23 onwards, 'Missing' and 'None' Legal Status type were combined with 'Remand' Legal Status.

Court Transport Unit

The Court Transport Unit (CTU) is the first formal point of contact in the induction process and undertakes mobile escorts of detainees as needed, most frequently between the AMC and the ACTCT.

Induction at the AMC

To assess the support required for detainees when they enter custody, ACTCS continued using 'The Footprint Survey' throughout 2025–26. The survey is completed during the final stage of the intake process and gathers information provided by detainees, along with information from relevant records.

Responses to the Footprint Survey are used to inform and generate referrals that connect detainees with the relevant internal and/or external services, including:

- mental health support
- alcohol and other drug support
- additional needs support
- Legal Aid or Aboriginal Legal Services
- cultural supports
- chaplaincy
- Centrelink
- Housing ACT
- ACTCS family workers.

Classification

ACTCS is committed to using the least restrictive measures needed to keep people in custody safely and securely while giving consideration to the risk(s) they may pose to the safety, security and good order of the AMC. Detainees receive a classification (minimum, medium or maximum) within ten business days of admission.

ACTCS continued implementation of an enhanced accommodation model to better separate sentenced detainees from those on remand. The model supports compliance with amendments to section 44 of the *Corrections Management Act 2007* while recognising circumstances where individual wellbeing, rehabilitation, cultural considerations or safety outcomes may support alternative placement arrangements.

The approach reflects ACTCS's commitment to balancing security requirements with rehabilitation, cultural connection, individual wellbeing and human rights considerations.

Table 9: Classification reviews completed between 1 July 2025 and 30 June 2026

	Decreased	Increased	No change	Total
Non-Aboriginal and Torres Strait Islander Male	66	30	213	309
Aboriginal and Torres Strait Islander Male	18	17	81	116
Non-Aboriginal and Torres Strait Islander Female	1	1	4	6
Aboriginal and Torres Strait Islander Female	0	1	4	5
Total	**85**	**49**	**302**	**436**

Table 10: Classification levels as at 30 June 2026

	Maximum	Medium	Minimum	Total
Non-Aboriginal and Torres Strait Islander Male	52	140	135	327
Aboriginal and Torres Strait Islander Male	38	55	26	119
Non-Aboriginal and Torres Strait Islander Female	≤5	10	≤5	15
Aboriginal and Torres Strait Islander Female	≤5	≤5	≤5	9
Total	**95**	**208**	**167**	**470**

Notes:

1. To minimise the risk of statistical disclosure, cell values equal to or below 5 have been masked and reported as ≤5 to ensure confidentiality.
2. Categories with low numbers (<5) have been excluded from the table (e.g. people identifying as non-binary).
3. Where necessary to prevent the derivation of a masked cell through subtracting row or column totals, an additional cell has been masked and rounded to the nearest 5.

Family Connection

Regular contact with family and friends is essential for detainee rehabilitation and can assist with strengthening family relationships and supporting successful reintegration into the community. ACTCS continued to support detainees to maintain these important connections through a range of targeted initiatives, including facilitating thousands of visits to the AMC each year.

Throughout 2025–26:

- visits were open to family and friends nominated by detainees
- online (Zoom) visits were also available to detainees and visitors where required.

Family-focused initiatives included:

- family Days were held during the school holidays, giving children and young people the opportunity to spend extended time with their parent in custody, share a meal and take part in activities together
- weekly playgroups continued, providing regular opportunities for parents and their children to spend time together and maintain important family connections
- NAIDOC Family Day brought together Aboriginal and Torres Strait Islander detainees and their families to celebrate culture and strengthen family and community ties
- the Bringing Up Great Kids 6-week course was delivered 3 times during the year. The course helped participants build parenting skills, strengthen resilience and repair relationships affected by challenges such as incarceration and involvement with the foster care system.

Detainee Health and Wellbeing

ACTCS remains committed to providing detainees with access to quality healthcare that meets community standards. Health services are delivered in collaboration with Canberra Health Services (CHS) and Winnunga Nimmityjah Aboriginal Health and Community Service (Winnunga) to ensure detainees receive timely and appropriate care.

The Supports and Interventions Unit (SIU) continued to provide individual and group-based interventions to detainees with mental health concerns, disability, additional support needs, and complex behaviour presentations. The SIU also worked closely with Custodial Mental Health Services and other multidisciplinary partners to coordinate care and support positive outcomes for detainees with complex needs.

The SIU facilitated the Peer Mentor Program, which trains detainees to provide orientation and peer support and basic welfare assistance to others entering custody. Dedicated Peer Mentor roles continued to support mainstream, protection and Aboriginal and Torres Strait Islander detainees. Ongoing supervision sessions helped mentors develop their skills and effectively support their peers.

In 2025–26 ACTCS supported:

- 34 detainees to participate in the Peer Mentor training program (including 16 Aboriginal and Torres Strait Islander detainees)
- introduction of a Peer Mentor role within the New Reception area to support detainees entering custody.

During the reporting period, SIU progressed implementation of the Model of Care review. Key improvements included introducing a new referral process, reviewing Duty Officer procedures to improve consistency, and reviewing therapeutic service delivery to strengthen support for detainees.

SIU supported placements for social work students through the Offender Reintegration Student Placement Program, helping build future workforce capability. Students rotate through different teams depending on their area of interest and the team's capacity to support the student.

ACTCS actively participates in the 'ACTCS, Justice Health Service and Winnunga Governance Committee' and various 'Operational' meetings. The ACTCS Commissioner chairs a quarterly Detainee Health and Wellbeing Oversight Committee, which is a three-way collaboration with Canberra Health Services and Winnunga.

Additional Needs Support

ACTCS continued to strengthen support for detainees with disability, complex care needs and age-related health concerns.

The Assisted Care Unit provided specialised support for detainees with complex mental health, disability and wellbeing needs. During the reporting period, SIU expanded structured activities, including horticulture, cooking and daily living skills programs to support wellbeing, independence and social connection.

The SIU also strengthened disability and complex care supports through the procurement and management of disability aids and equipment, supporting more individualised care for detainees with additional needs. Disability Liaison Officers (DLOs) continued to support detainees with disability, advocating for individual needs and helping to maintain continuity of care between custody and the community.

In March 2026, the Special Care Centre established an ageing population unit to better support increasing numbers of older detainees with complex health and wellbeing needs. Accommodation Services partnered with Justice Health Services, Custodial Mental Health, Offender Reintegration and Dementia Australia to develop dementia-awareness training for custodial staff. This training helps staff better understand and support detainees experiencing memory loss and other age-related cognitive conditions.

ACTCS continued to implement its Disability Action and Inclusion Plan 2024–2026, with a focus on improving accessibility, service delivery and staff capability to support detainees with disability and complex care needs.

Safety and security

Illicit substance testing of wastewater at the AMC continued during the reporting period, gathering further data about likely drug use within the AMC. Enhanced screening, increased target searches and intelligence-led operations helped detect and prevent more prohibited items entering the facility. Staff searching was also increased and now includes random canine and bag searches. Ongoing collaboration with ACTP supported operational outcomes to prevent contraband from entering the AMC, improving security at the facility and enhancing community safety.

Implementation of revised muster procedures (routine headcount of detainees) improved day-to-day operations by reducing disruptions to programs, education and operational activities. Since the changes were introduced, no muster recounts have been required.

The AMC's 2 body scanners reduce the need for non-admission related strip searches. During 2025–26:

- 1 779 body scans were conducted
  - 212 (11.9%) body scans indicated that a prohibited item or contraband may have been present
- 9 512 other searches were conducted
  - these included cell, strip, property, canine, area, perimeter, and pat down or frisk searches
  - 586 (6.2%) searches identified or indicated that a prohibited item was present, or may have been present.

See figures 11, 12 and 13 below for visual representations.

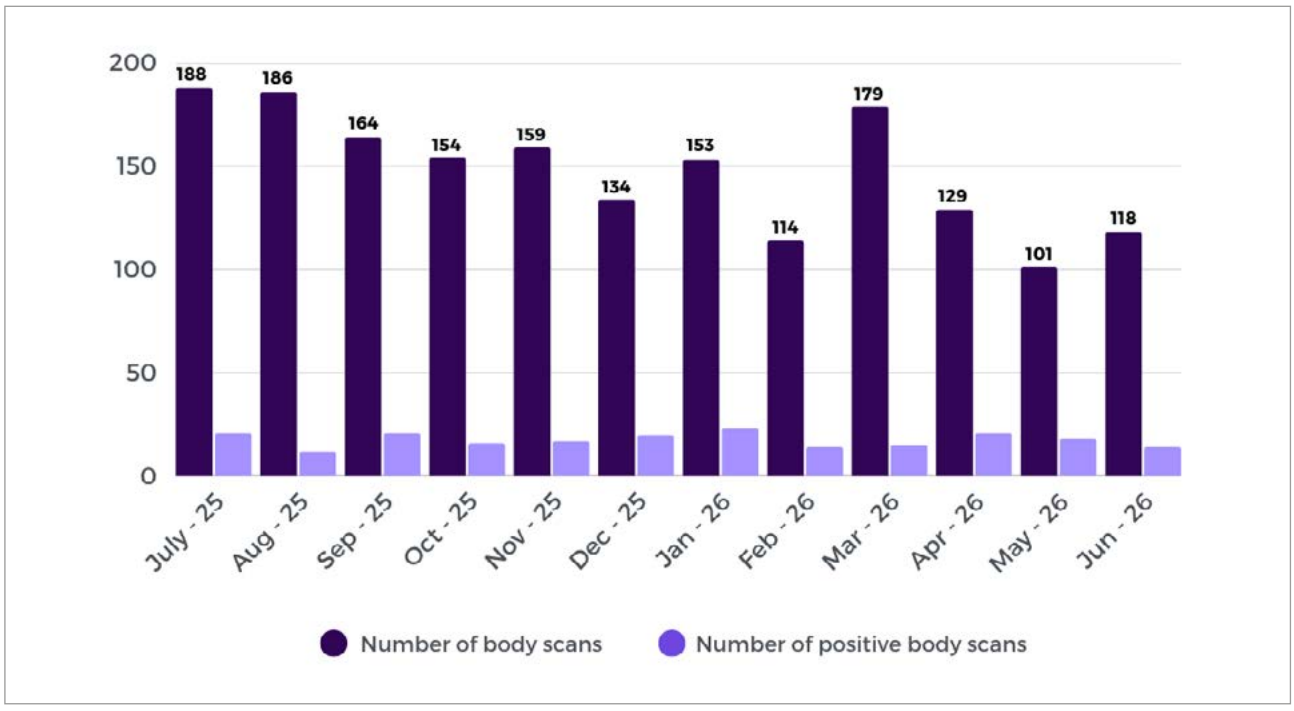


Figure 11: Number of body scans

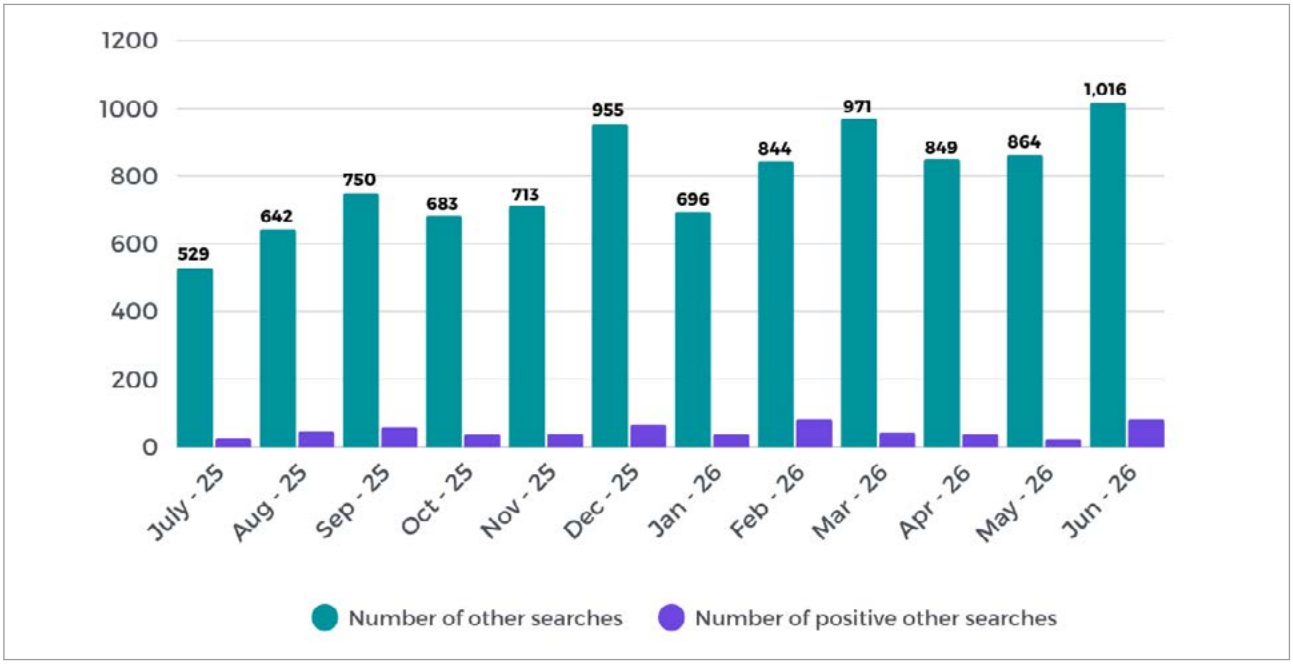


Figure 12: Number of other searches (all except body scan)

Notes:

1. A positive search refers to a search where a custodial officer identified evidence that a prohibited item or contraband may have been present. This is recorded as a positive search result.
2. The number of searches recorded is likely to be an over-count of the actual searches that occurred due to a number of reasons, including: operational processes where individual officers are required to record the search and their involvement in the process, the way in which searches are recorded in CORIS, and the system design and technical limitations which prevents the elimination of duplicate searches.
3. Search results where the search outcome was missing or blank were removed from the analysis.
4. All new admissions are required to undergo a body scan search on admission, in accordance with section 111(1)(b) of the Corrections Management Act 2007.

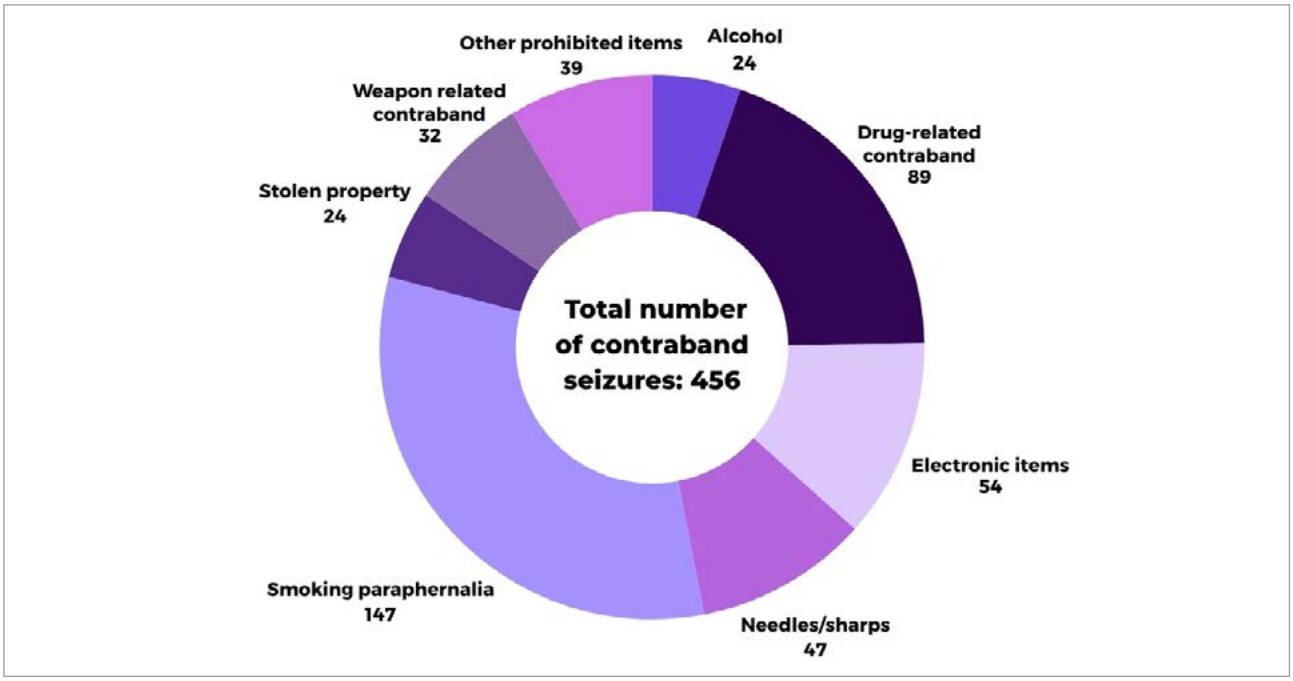


Figure 13: Number of contraband seizures by type

Notes:

1. Each contraband seizure occurrence is recorded as a single incident, regardless of the number of items found.





ACTCS increased searches in collaboration with ACTP and the AFP.

Facilities Management

ACTCS completed 5 940 maintenance jobs from 6 538 requests while continuing important building and infrastructure improvement projects. These projects included replacing ageing assets, meeting safety and compliance requirements, improving sustainability and upgrading key facilities.

To deliver services more efficiently, ACTCS hired a second qualified plumber and a second electrician. This increased in-house trade capacity, reduced reliance on external contractors, and helped ensure maintenance work can be completed more quickly and reliably.

Key projects delivered or progressed during the reporting period included:

- commencement of stage 2 of the AMC Hail Damage Project, with planning completed and repair works underway to restore and improve damaged facilities
- finalisation of designs for the AMC Gatehouse Security Office and Armoury expansion, helping ensure facilities continue to meet security needs
- commencement of upgrades to the Women's Community Centre (WCC), including a new case management space and health clinic, improving access to support services for women in custody
- completion of upgrades to detainee education classrooms, creating better learning spaces to support education, skill development and preparation for release
- finalisation of concept designs for future health facility upgrades at the AMC, helping ensure detainees can access safe and effective healthcare services
- progress on sustainability projects, including electric vehicle charging infrastructure and energy-efficiency improvements, helping reduce energy use, lower operating costs and support more sustainable operations.

Rehabilitation and Reintegration

ACTCS provides detainees with opportunities to gain valuable skills that support rehabilitation and reintegration. This includes access to structured programs, vocational training, pre-release planning and community reintegration.

Confiscated Asset Trust Funding for Educational and Vocational Initiatives

ACTCS received funding from the Confiscated Assets Trust (CAT) to deliver 3 initiatives as part of the AMC Industry Pilot Program. These initiatives strengthen education, vocational training and employment pathways for detainees, supporting rehabilitation and successful reintegration into the community.

The funded initiatives included:

- detainee **Work Release Pilot Program** in partnership with ACT Parks and Conservation Service (estimated cost: $230 000)
- detainee **Literacy, Language and Numeracy Assessment and Intensive Learning Pilot** delivered with the Canberra Institute of Technology (estimated cost: $200 000)
- **increased vocational skills learning opportunitie**s through accredited training and industry-based learning (estimated cost: $170 000).

Vocational learning opportunities enabled delivery of accredited training in Working at Heights, Apply Infection Prevention and Control Procedures, Apply WHS Policies and Procedures, and Traffic Control. These programs helped participants develop practical skills, gain recognised qualifications and improve their readiness for employment following release.

Case Study – Building Foundations Through Literacy and Numeracy

ACTCS partnered with the Canberra Institute of Technology (CIT) to deliver a Language, Literacy and Numeracy (LLN) Pilot Program at the AMC. The pilot aimed to better understand the learning needs of detainees and provide targeted support to help participants build the skills needed to engage in education, vocational training and employment pathways.

The program commenced in May 2026 with 74 detainees completing an LLN assessment. These assessments established a baseline of participants' literacy and numeracy capabilities, identified individual learning needs and helped determine suitability for the intensive learning component of the pilot.

Following assessment, 20 selected detainees participated in an intensive learning program designed to strengthen their literacy and numeracy skills. Pre- and post-program assessments enabled ACTCS and CIT to measure educational progress and evaluate the effectiveness of the pilot.

The pilot provided valuable insights into the literacy and numeracy needs of the AMC population and demonstrated the benefits of targeted educational support. By improving foundational skills, participants are better positioned to engage in vocational training, pursue employment opportunities and build greater confidence in managing everyday tasks.

The outcomes of the pilot are helping to shape future education and learning opportunities at the AMC. Lessons learned through the program will inform the development of a long-term education service delivery model, including literacy and numeracy support, being progressed by the Detainee Education Industry and Rehabilitation Program Board. This work will support a more coordinated approach to education in custody and help detainees develop the skills needed for successful reintegration into the community.

Programs and Services

ACTCS provides a range of programs and services to support offender rehabilitation. These programs provide detainees with opportunities to learn new skills, address offending behaviours, build confidence and give back to the community. An overview of programs available during the reporting period is provided in Table 11 below, which indicates availability to the various cohorts (men/women, Aboriginal and Torres Strait Islander peoples, and sentenced/remanded detainees).

Table 11: Programs and services available to detainees in 2025–26

Program available to:	Non-Aboriginal and Torres Strait Islander Male	Aboriginal and Torres Strait Islander Male	Non-Aboriginal and Torres Strait Islander Female	Aboriginal and Torres Strait Islander Female	Sentenced	Remanded
Alcoholics Anonymous (AA) Aims to help participants recover from alcoholism, following a 12-step program model of personal recovery.	X	X	X	X	X	X
Art of Living Breathwork and mindful movement sessions promoting wellbeing and self-regulation			X	X	X	X
Behind the Wheel Aimed at promoting positive driving behaviours and road safety.	X	X	X	X	X	X
Bringing Up Great Kids Provides parents with the tools to connect with their children and build positive, healthy relationships.	X	X	X	X	X	X
BreastScreen Australia Promotes awareness and preventative health screening.			X	X	X	X
Care Financial Education sessions about budgeting, goal setting, dealing with debt and preparing for release. The program was followed by individual financial counselling sessions.			X	X	X	X
Cultural Art Program Provides access to art room for detainees to engage in drawing, painting, etching and burning.		X		X	X	X
Cultural Yarning Circle Runs in collaboration with Yeddung Mura Good Pathways Aboriginal Corporation.		X		X	X	X
EQUIPS Addiction This program is designed to address the addictive behaviour of eligible offenders and to provide participants with a pathway to support services for addictive behaviours.	X	X	X	X	X	

Program available to:	Non-Aboriginal and Torres Strait Islander Male	Aboriginal and Torres Strait Islander Male	Non-Aboriginal and Torres Strait Islander Female	Aboriginal and Torres Strait Islander Female	Sentenced	Remanded
EQUIPS Aggression This program is designed to increase participants' ability to manage difficult life events and minimise aggressive behaviour.	X	X	X	X	X	
EQUIPS Domestic and Family Violence This program is based on Cognitive Behavioural Therapy principles and strategies for behaviour change.	X	X	X	X	X	
EQUIPS Foundation This is a general therapeutic program.	X	X	X	X	X	
Intensive Case Management & a New Beginning (iCan) Program designed for **Aboriginal and Torres Strait Islander** detainees and led by **Aboriginal and Torres Strait Islander** case managers at Yeddung Mura to provide an assertive strategy towards intensive case management.		X		X	X	X
Health Sessions (including sexual health) Health information session, delivered by ACT Health.			X	X	X	X
Hepatitis ACT – Drop-in Clinic Hepatitis testing, education and information sessions.	X	X	X	X	X	X
New Pathways (Maintenance) Sex offender maintenance program, designed around exercises and activities focused on mitigating criminogenic needs in order to prevent relapse into sexual offending.	X	X			X	
Nutrition Australia Development of recipes and cooking demonstrations that include ingredients available on the AMC Cottage Buy-up list.			X	X	X	X
Office for Women Information sessions about accessing Return-to-Work grant upon release into the community.			X	X	X	X
Peer Mentor Peer mentors are trained to support and motivate fellow detainees who are working towards common goals of recovery and rehabilitation.	X	X	X	X	X	X

Program available to:	Non-Aboriginal and Torres Strait Islander Male	Aboriginal and Torres Strait Islander Male	Non-Aboriginal and Torres Strait Islander Female	Aboriginal and Torres Strait Islander Female	Sentenced	Remanded
Prisoners Aid – Drop in clinic To provide access and support, and referral follow-ups to detainees.	X	X	X	X	X	X
Push Comes to Shove Fitness and Yoga sessions to promote positive self-esteem building activities and healthy lifestyle.			X	X	X	X
Resilient You Equipping detainees with tools and strategies to increase resilience.			X	X	X	X
Road Ready An educational safe driving program.			X	X	X	X
Real Understanding of Self Help (RUSH) A structured intervention that uses Dialectical Behaviour Therapy to support detainees with a history of suicidal and self-harming behaviour. This program is delivered by Winnunga.	X	X	X	X	X	X
Sex Offender Program – Preparatory	X	X			X	
Sex Offender Program – Moderate	X	X			X	
Sex Offender Program – High Intensity	X	X			X	
Sexual Health and Family Planning ACT Series of 5 information sessions about sexual and reproductive health.			X	X	X	X
Sexual Violence Legal Service Fortnightly visits providing legal information and advice to women in custody.			X	X	X	X
Safety, Healthy and Affirming Relationships and Experiences (SHARE) – Pilot program	X	X	X	X	X	X
SMART Recovery Inside Out A voluntary support group, specifically designed to support people in custody to manage problematic behaviours, including but not limited to alcohol and drug use.	X	X	X	X	X	X
SOLARIS Therapeutic Community A closed entry residential program for male detainees with alcohol and other drug dependency issues.	X	X			X	X

Program available to:	Non-Aboriginal and Torres Strait Islander Male	Aboriginal and Torres Strait Islander Male	Non-Aboriginal and Torres Strait Islander Female	Aboriginal and Torres Strait Islander Female	Sentenced	Remanded
Street Law Legal literacy sessions and drop-in clinic provided by Canberra Community Law.	X	X	X	X	X	X
The Shark Cage Explores forms of abuse experienced by women and the relationship between abuse and human rights violations.			X	X	X	X
Toora – Coming Home Supporting women in and exiting the AMC with support and counselling.			X	X	X	X
Toora – Counselling Specialist counselling for women with issues such as trauma, domestic and family violence and mental health.			X	X	X	X
Women in Prison Legal Empowerment Session (WIPLES) Canberra Community Law deliver information sessions and legal clinics to women at the AMC			X	X	X	X
Women's Justice Network Post-custody mentoring Pilot program, providing women nearing release with tailored guidance and support during and after their custody.			X	X	X	X
Work Ready A self-paced program that covers topics such as interview skills, professionalism in the workplace, communications skills and goal setting. This is available to detainees within the Transitional Release Program.	X	X	X	X	X	

Table 12: Criminogenic programs delivered in 2025–26

Program	Times held	Enrolled	Exited	Completions
EQUIPS Addiction	7	72	17	55
EQUIPS Aggression	3	30	7	23
EQUIPS Domestic and Family Violence	5	44	3	41
EQUIPS Foundation	2	18	3	15
Sex Offender Program – Preparatory	1	7	1	6
Sex Offender Program – Moderate	1	7	0	7
Total	**19**	**178**	**31**	**147**

Case Study – Strengthening Responses to Domestic, Family and Sexual Violence

ACTCS advanced a significant program of work to strengthen its response to domestic, family and sexual violence (DFSV).

Recognising the critical role corrective services play in reducing violence and supporting community safety, ACTCS developed the DFSV Reform Project Roadmap. The roadmap provides a clear plan for improving how ACTCS identifies and manages DFSV risks, supports behaviour change, and embeds DFSV-informed practice across correctional services.

As part of this work, ACTCS completed an initial reform scoping process to identify opportunities for system-wide improvement. This included reviewing evidence-based approaches to DFSV risk assessment, examining leading practices from other jurisdictions across Australia and New Zealand and identifying opportunities to strengthen information sharing and risk management during transitions between custody and the community.

ACTCS also established the Corrective Services DFV Community of Practice. Jointly managed by the ACT and Northern Territory, the initiative brings together correctional practitioners from across Australia and New Zealand to share knowledge, build workforce capability and strengthen responses to people who use violence.

The initiative has created a platform for collaboration across jurisdictions, helping build a more consistent and informed approach to DFSV risk management within correctional environments. The work undertaken during 2025–26 provides a strong foundation for future improvements to policy, practice, programs and workforce capability, supporting safer outcomes for victim-survivors, detainees and the broader community.

Women

ACTCS provides gender-responsive programs and supports to women at the AMC. The suite of programs and services offered in the WCC is diverse to meet critical needs, addressing a spectrum of empowerment, employment, interpersonal skills, sexual health, physical health, financial literacy and substance abuse. These programs are tailored to accommodate the unique challenges faced by women, including mental health, trauma, cultural and linguistic diversity. They include educational workshops, therapeutic interventions, and practical support such as legal information and reintegration assistance.

Aboriginal and Torres Strait Islander Peoples

ACTCS recognises that Aboriginal and Torres Strait Islander peoples are significantly overrepresented in the criminal justice system. ACTCS is committed to providing culturally safe, respectful and responsive services that support the needs, strengths and cultural identities of Aboriginal and Torres Strait Islander detainees, while promoting positive outcomes and connection to family, community and culture.

The ACTCS Cultural Services Team provides culturally safe and responsive support to Aboriginal and Torres Strait Islander detainees. In partnership with detainees, families, communities and service providers, the team:

- supports detainees to stay connected to family and community, including during periods of Sorry Business
- connects detainees with culturally responsive support services, including reintegration supports, programs and rehabilitation programs
- provides opportunities to participate in cultural activities and programs, including the cultural art program, child and parent days and cultural family days
- engages with Aboriginal Community Controlled Organisations (ACCOs) to support detainees and offenders in the community, this includes supporting program delivery within the AMC and transition programs into the community
- provides cultural advice across ACTCS to help improve service, programs and policies.

During the reporting period, the Cultural Services Team began a project to better understand and track the experiences of Aboriginal and Torres Strait Islander detainees throughout their time in custody. The project will help identify opportunities to provide support earlier, assess improved access to parole pathways and strengthen preparation for successful reintegration into the community.

The Cultural Services Team delivers a Cultural Arts Program each term, supporting up to 45 detainees to engage in creative and culturally meaningful activities. Through painting and other artwork, participants strengthen their connection to culture, build confidence, develop new skills and connect with peers.

To expand opportunities for participants, ACTCS secured funding through the CAT fund to develop an online Cultural Art Catalogue. The catalogue will allow participants to showcase and sell their artwork, promoting cultural expression, recognising artistic achievement, and supporting opportunities for positive community engagement. ACTCS completed development work for the catalogue in early 2026, with launch scheduled for July 2026.

ACTCS continued developing its CMoS, which brings together and describes the principles and approaches that support culturally responsive service delivery for Aboriginal and Torres Strait Islander peoples across ACTCS. Its development has been informed by stakeholder consultation and relevant government commitments. The CMoS will provide a foundation for recognising existing practice and identifying opportunities to further strengthen culturally safe and responsive service.

Intensive Case Management program

Yeddung Mura delivers the iCAN program in partnership with ACTCS. The program supports Aboriginal and Torres Strait Islander peoples in custody by connecting them with Aboriginal and Torres Strait Islander case managers who help them plan for life after release, access support services and programs, and work towards positive goals.

iCAN grew steadily and reached its full capacity of 10 participants in April 2026. The program remained full until the end of June 2026, with 4 people waiting to join. By the end of the reporting period, half of all participants were living in the community and receiving ongoing support.

A number of participants who had been in the program for at least 6 months spent longer periods in the community before returning to custody than they had in the past. When participants did return to custody, their offending behaviour was often less serious. These results suggest iCAN is helping people build stability, stay connected to their community and reduce their involvement in the justice system. This benefits participants, their families and the wider community. These positive results contributed to ACTCS securing ongoing funding for iCAN beyond the pilot phase.

Detainee Employment

ACTCS provides detainees with opportunities to gain employment skills that will assist in successful reintegration and provide meaningful daily activities while in custody. The industries and employment team work closely with education providers and facilitators to identify core industry learning opportunities to further enhance and increase opportunities for offenders in the community.

Employment opportunities within the AMC during 2025–26 included:

- **kitchen** employs 2 teams of up to 19 male detainees. The skills acquired in this work were complemented with courses such as Use of Hygienic Practices for Food Safety and Participate in Safe Food Handling
- **bakery** employs 3 teams of 8 detainees across the week including one dedicated women's team. The bakery supplies all the baked goods for the AMC including breads, pastries, cakes, and desserts, and provides real work industry experience for detainees
- **cafés** within the AMC employ 3 female and 2 male detainees. The detainees run cafes, which opened in November 2025, providing detainees with experience in hospitality, customer service and food preparation. Non-accredited training is provided to detainees to build their skills and confidence as they assist in operating the cafes
- **horticulture** employs one team of up to 7 male detainees. During 2025–26, the horticulture team provided plant stock to volunteer organisations in the Canberra region including Landcare and Greening Australia, supporting reforestation and other community projects
- **laundry** employs up to 6 male detainees and is responsible for the provision of laundry services for the centre. Fresh linen is provided weekly to all detainees across the centre. The soiled linen is laundered, inspected, and repaired (if required) before being returned to service
- **grounds maintenance** employs up to 22 detainees, including one dedicated women's team of up to 4 detainees. The team works closely with the horticulture team in maintaining the centres grounds, both internally and externally
- **accommodation based work** includes a team of up to 9 detainees per unit who complete duties such as waste removal, floor cleaning, maintenance, window washing, unit laundry, meal distribution, empty cell cleaning, and other tasks as required
- **general maintenance** offers employment for detainees to work alongside ACTCS' facilities trade staff (Plumber, Electrician, HVAC, Carpenter, Painter, and Boiler Maker) to assist in general maintenance across the centre.

The number of detainees who participated in employment during 2025–26 is in Table 13.

Table 13: Detainees who participated in employment during 2025–26

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
Employed in service industry	235	224	227	212	210	235	232	226	220	227	226	230	**2,704**
Aboriginal and Torres Strait Islander	79	72	69	62	64	70	68	61	59	67	61	65	**797**
Non-Aboriginal and Torres Strait Islander	156	152	158	150	146	165	164	165	161	160	165	165	**1,907**
% of eligible detainees	**88.1%**	**79.7%**	**81.7%**	**77.4%**	**79.8%**	**82.5%**	**80.6%**	**79.1%**	**75.6%**	**79.6%**	**81.6%**	**80.8%**	**80.5%**

Notes:

1. Number of distinct detainees employed in the service industry at the beginning of the month.
2. Service industries refer to occupations required to maintain the self-sufficiency of the correctional system (e.g., kitchens, laundries and the bakery).
3. Work release employment is not included in the data reported above. The AMC does not offer commercial employment industries at this time.
4. Employment participation rate reported here varies from the Report on Government Services (RoGS) employment participation rate. The RoGS employment rate calculation is based on the annual daily average detainee population, whereas the above is calculated using the monthly daily average detainee population.
5. RoGS counting rules are applied when categorising employment industries for detainees.

Employment participation by detainees decreased compared with the previous financial year due to fewer positions being available in lower-security employment roles. Resources were instead redirected to employment opportunities that provide stronger vocational and reintegration outcomes.

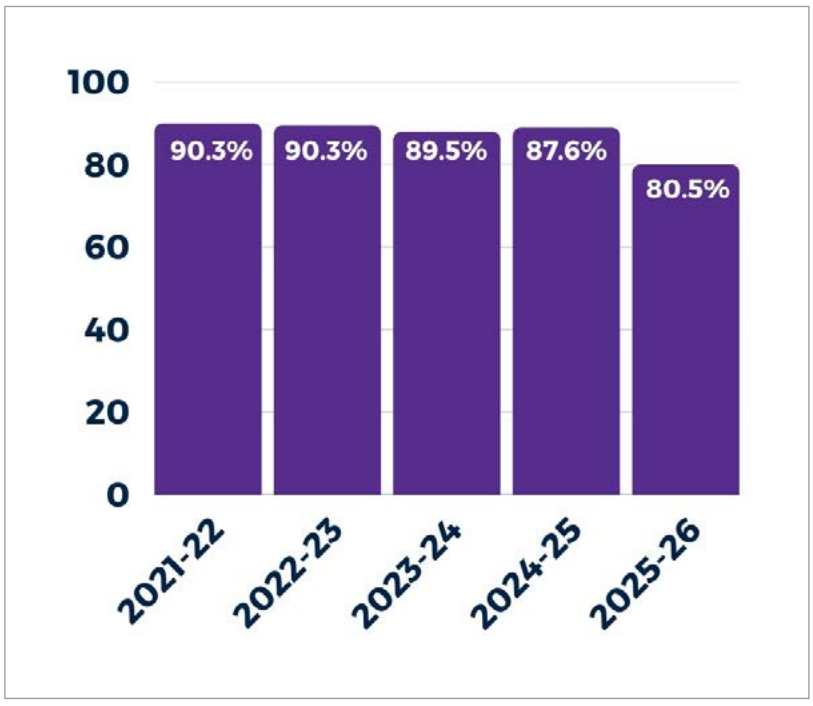


Figure 14: Percentage of eligible detainees who participated in employment opportunities

Detainee Activities

To support their health and wellbeing, detainees have access to a range of structured and non-structured activities which are represented in Figure 15.

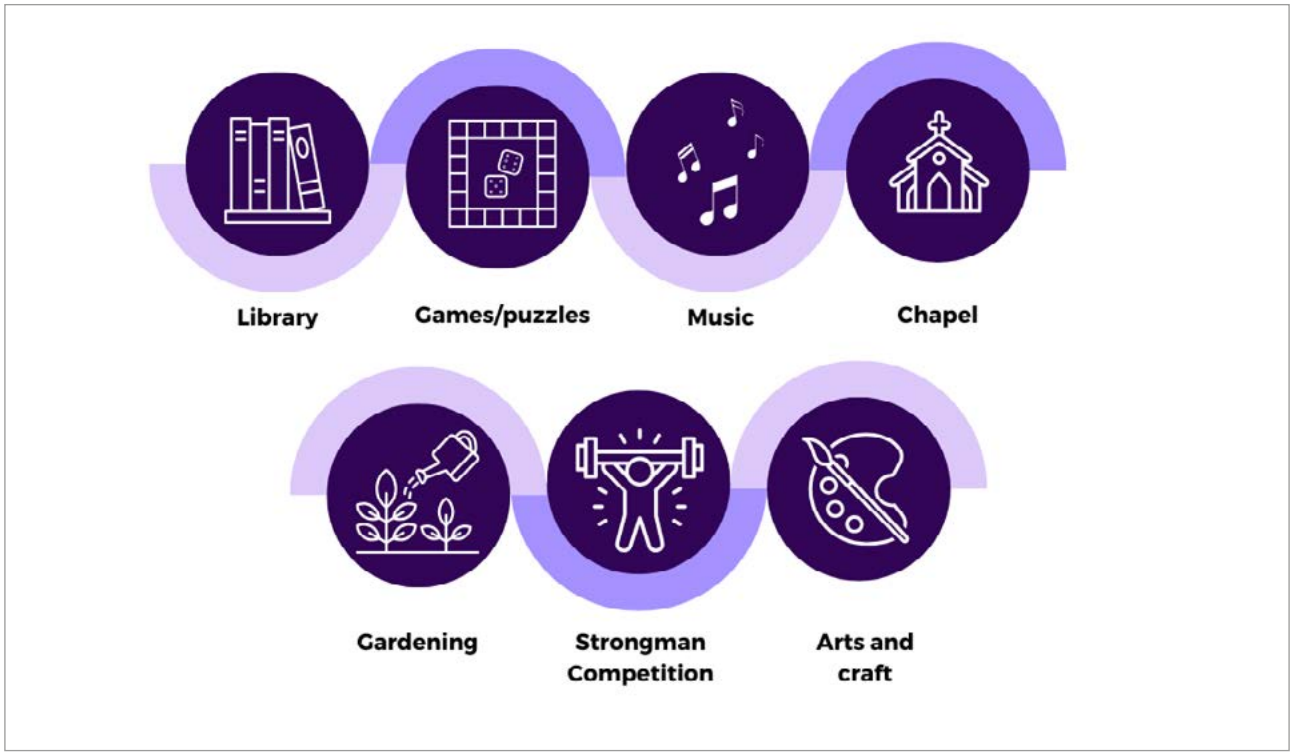


Figure 15: Activities Available to Detainees

In collaboration with Libraries ACT, a pilot borrowing service was implemented to provide detainees with access to an expanded rotating collection of library resources.

The Magnolia Book Project was implemented at the AMC, providing detainees with an opportunity to maintain meaningful connections with their families. Participants received a children's book, and a copy of the same book was provided to a child in their family. This initiative encouraged shared reading experiences, supported literacy development and strengthened family relationships.

As part of the CAT funded initiatives, the Textiles Program pilot gave participants opportunities to repair, reuse and manufacture linen products while developing workplace skills and exploring future potential employment opportunities with Capital Linen.

The Activities Program continued to promote health, wellbeing and positive engagement through structured recreational activities, fitness programs and organised events. New initiatives included a Strongman Competition incorporating strength and fitness programs for eligible detainees.

Further, detainees on the enhanced level under the *Incentives and Earned Privileges (IEP) Policy* had access to exercise classes, free weights, programmed gym instruction, and gaming consoles. The IEP scheme encourages positive and pro-social behaviours by recognising and rewarding detainees who consistently demonstrate positive behavioural expectations.

Detainee Education

ACTCS recognises the importance of access to educational programs to acquire skills to support reintegration and employment outcomes.

During the reporting period, ACTCS expanded vocational education training opportunities, including barbering and beauty courses. These programs helped participants develop practical skills, build confidence and improve their readiness for employment.

The Barbering and Beauty Program provided participants with practical skills and hands on training for employment in the hair and beauty industry. Twelve participants commenced the Street to Shop Barber Foundations Program, while 8 women completed a Lash and Brow course, helping to build skills and support potential future employment opportunities.

Table 14: Courses at AMC in 2025–26

Course Name	Enrolled	Completed	No. Courses Delivered
Asbestos Awareness	29	28	2
Apply Infection Prevention and Control Procedures	31	31	10
Apply WHS Policies and Procedures	19	15	2
Barbering and Beauty	19	19	3
Carpet and Hard Floor Cleaning	23	22	4
Certificate II in Construction	90	21	3
Certificate III in Business	15	4	1
Course in Crystalline Silica Exposure Prevention	32	30	3
Language Literacy and Numeracy Assessments	74	74	6
Participate in Safe Food Handling	20	20	2
Participate in Safe Work practices	30	29	8
Prepare and Serve Espresso Coffee	5	4	2
Prepare to Work Safely in the Construction Industry (White Card)	34	18	6
Provide First Aid	13	13	3
Provide Responsible Conduct of Gambling	8	8	5
Provide Responsible Service of Alcohol	33	32	7
Use Hygienic Practices for Food Safety	5	5	1
Working Safely at Heights	67	26	3
Traffic Control	26	26	3
Total	**573**	**425**	**74**

Notes:

1. Detainees must have been enrolled at the course start date to be counted as a course participant.
2. Common reasons detainees enrol but do not complete a course:
   - discharged prior to course completion, particularly for longer courses such as Certificate II and III qualifications;
   - withdrawal prior to completion or a change of classification that prevents course completion.

ACTCS supports distance education for detainees wishing to study at the tertiary level. Distance education provides detainees with the opportunity to pursue their studies remotely through online platforms. During 2025–26, up to 8 detainees were enrolled in tertiary studies in 3 Australian universities.

These education and vocational initiatives support rehabilitation by improving employability, building practical skills and increasing readiness for post-release employment.

Transitional Release Program

ACTCS is committed to ensuring detainees exiting the AMC are provided a service focused on effective pre-release planning and community reintegration. Pre- and post-release supports are aimed at addressing individual reintegrative needs and reducing the risk of reoffending.

The Transitional Release Program (TRP) allows eligible detainees to access leave from the AMC to engage in reintegrative activities such as employment, education, rehabilitative interventions, and maintaining or re-engaging family connections. Access to the TRP involves a thorough application and risk assessment process. Male participants can be accommodated in the Transitional Release Centre (TRC), located outside the AMC fence. The TRP is available to female detainees; however, they remain housed in the WCC.

Throughout the reporting period:

- 22 detainees participated in the TRP. This comprised:
  - 21 men, including 4 Aboriginal and Torres Strait Islander participants
  - 1 non-Aboriginal and Torres Strait Islander woman.
- Participants engaged in over 2 600 commitments, including visits, program attendance, health appointments, work, and day leave.
- Seven detainees exited TRP either having completed their sentence or being released on parole.

TRP participants were provided with continuous training to upskill and aid them in finding long-term employment while in custody. Courses included:

- Career planning through Salvation Army
- Job Interview Skills through Salvation Army
- Asbestos Awareness
- Crystalline Silica Exposure Prevention Awareness
- Heavy Rigid Licence
- Licence to Operate a Forklift truck
- Prepare to work Safely in the Construction Industry – White Card
- Salvation Army Employment Plus – Fresh Start
- Safe Food Handling
- SPARK Women in Construction
- Work Safely at Heights.

Justice Housing Program

The Justice Housing Program (JHP) continued to provide temporary accommodation for those exiting custody who may otherwise have difficulty finding suitable accommodation in the community. The program helps participants secure longer-term accommodation and connect with support services that can assist them to successfully reintegrate into the community.

During the reporting period, ACTCS secured ongoing funding for the JHP and Transitional Accommodation Program (TAP), for Aboriginal and Torres Strait Islander detainees, providing certainty and continuity of housing support for people exiting custody.

The JHP team worked closely with government and community service organisations to provide coordinated support tailored to individual needs. Improved data collection and reporting strengthened oversight of occupancy rates, client outcomes and service performance, while increased collaboration between partner agencies increased the JHP's capacity to support complex clients who would previously have been found unsuitable for the program.

Between 1 July 2025 and 30 June 2026:

- 91 people were housed in one of 10 JHP properties (each with capacity for up to 3 occupants)
  - 91 entries
    - 84 males (37 identifying as Aboriginal and Torres Strait Islander),
    - 7 females (<5 identifying as Aboriginal and Torres Strait Islander).
- 87 exits occurred
  - 81 males (35 identifying as Aboriginal and Torres Strait Islander)
  - 6 females (<5 identifying as Aboriginal and Torres Strait Islander)
  - 58 planned exits, most commonly due to relocating to accommodation with family or friends
  - 29 unplanned exits, which occurred primarily due to returning to custody or disengaging with JHP support services.

The TAP provided temporary accommodation for 8 Aboriginal and Torres Strait Islander men exiting custody on bail or parole. The TAP had 2 properties (each with capacity for 2 occupants), with occupancy support provided by Yeddung Mura. ACTCS continued to strengthen the program's focus on stable housing and successful community reintegration. Through supported accommodation and tenancy assistance, participants received practical support to build the skills, confidence and capability needed to maintain long-term housing and support successful reintegration into the community as well as reduce the risk of homelessness following release.

Sentence Administration

The Sentence Administration Section (SAS) manages the administration of community and custodial legal orders, protection orders, and immigration hold orders within the ACT. SAS also facilitates the transfer of custodial sentences, parole orders and community-based sentences between jurisdictions to support continuity of offender management across Australia.

SAS administered 18 044 sentences, remand warrants and bail orders, helping to ensure court decisions were implemented accurately and efficiently.

This included the processing of:

- 1 202 sentences
- 6 966 Remand Warrants
- 9 876 Bail Orders.

In 2025–26:

- 7 offenders requested and were approved to transfer their parole orders out of the ACT (6 to NSW and 1 to Victoria)
- 15 offenders received approval to transfer their interstate parole orders into the ACT (12 from NSW and 3 from Queensland)
- 7 offenders transferred their community-based sentence from the ACT to interstate jurisdictions (4 to NSW and 3 to Queensland).

Community Corrections

Community Corrections administers court-imposed sanctions including the supervision and case management of accused persons or offenders in the community who are subject to bail conditions, community-based sentences, community service work and those released from custody on parole.

Community supervision is focused on targeting criminogenic needs, which are major risk factors associated with criminal conduct and providing support to address other causal factors related to their offending behaviour. Community Corrections works with individuals to access a range of offence-specific and offence-related programs, services, and interventions to address those issues, which often drive offending behaviour. This activity promotes successful rehabilitation outcomes for individual offenders as well enhancing community safety.

Table 15: Average Daily Number of Offenders Supervised by Community Corrections

	2021–22	2022–23	2023–24	2024–25	2025–26
Non- Aboriginal and Torres Strait Islander Male	641.50	523.80	546.20	585.20	602.83
Aboriginal and Torres Strait Islander Male	117.33	105.10	128.10	125.00	127.25
Non- Aboriginal and Torres Strait Islander Female	125.17	100.20	97.90	102.80	103.08
Aboriginal and Torres Strait Islander Female	42.42	28.80	30.90	36.30	48.67
Male with Aboriginal and Torres Strait Islander status unknown	3.50	0.80	0.80	1.10	0
Female with Aboriginal and Torres Strait Islander status unknown	0.75	0.40	0.30	1.10	0
Non-indigenous Gender Unspecified	0.00	0.80	1.30	2.00	0
Indigenous Status Unknown and Gender Unknown	N/A	N/A	0.20	N/A	N/A
Total	**930.67**	**759.80**	**805.50**	**853.50**	**881.83**

Note:

1. Due to rounding, numbers presented in the table may not add up precisely to the totals provided.

Case Study – Hepatitis C testing and treatment for Community Corrections clients

ACTCS partnered with Hepatitis ACT to improve access to hepatitis C testing, treatment and ongoing support for people supervised in the community.

The 12-month pilot program began in July 2025, providing free, voluntary and confidential Hepatitis C testing at ACTCS Community Operations offices. By bringing healthcare services to a location clients already visit, the program made it easier for people to access testing and treatment, and reduced barriers to care.

Hepatitis ACT staff attended fortnightly clinics to provide testing and support. Clients who tested positive were connected with a dedicated case manager who helped them navigate their treatment, stay engaged with healthcare services and access any additional support they needed. A visiting Nurse Practitioner was also available onsite to start treatment quickly and provide general health advice. All appointments were bulk billed through Medicare, ensuring there was no cost to clients.

The pilot was particularly beneficial for people transitioning from custody into the community, including parolees and those subject to post-custody Good Behaviour Orders. It helped ensure continuity of care, reducing the risk that clients would miss treatment or lose contact with health services during a period of significant change.

The program was successful in improving access to healthcare and strengthening links between community corrections and health services. It demonstrates how partnerships between government and community organisations support better health outcomes for vulnerable members of the community.

By helping people access early testing and treatment, the pilot not only improved individual wellbeing but also supported broader efforts to reduce the spread of Hepatitis C and prevent serious long-term health conditions associated with the disease. Maintaining strong privacy and confidentiality protections throughout the program also helped clients access support with confidence and trust.

Both Hepatitis ACT and Community Corrections have a strong commitment to continuing the partnership to support clients in the community beyond July 2026. Responsive to engagement and need, the modified program will continue beyond the pilot.

Bail Supervision and Court Support

In 2025–26:

- ACTCS supervised 3 015 bail orders across 726 offenders
  - 2 718 orders (90.1%) were successfully completed
  - 297 orders (9.9%) were unsuccessful in completion due to revocation or breach.

A breakdown for the 726 offenders who were subject to a bail order in 2025-26 is provided in Table 16, noting an offender can receive multiple bail orders as part of one episode and these orders can have multiple closure reasons. For this reason, an individual can be counted multiple times, and individual categories will not sum to the total.

Table 16: Offenders with successful and unsuccessful bail order completions

	Successful completions	One or more unsuccessful completion
Non-Aboriginal and Torres Strait Islander Male	427	122
Aboriginal and Torres Strait Islander Male	113	40
Non-Aboriginal and Torres Strait Islander Female	89	21
Aboriginal and Torres Strait Islander Female	50	17
Gender or Aboriginal and Torres Strait Islander status unknown	5	6
Total	**684**	**206**

Notes:

1. 'One or more unsuccessful completion' refers to the offender having received an order breach (i.e. non-compliance during the bail period where ACTCS submitted a breach report which was actioned by ACT Policing before expiration of the current bail period), a revocation (i.e. the bailee was remanded into custody on new charges, and the remand order includes new charges and those on the bail order), or a warrant for imprisonment on at least one occasion.

Two dedicated Court Duty Officers (CDOs) are based at the ACT Magistrates Court 5 days per week. CDOs provide timely advice and sentencing assessments to assist both the Magistrates and Supreme Courts. During the reporting period, Community Corrections prepared a total of 476 Court Duty Reports.

External Reporting Sites

ACTCS operated 3 external reporting sites for Aboriginal and Torres Strait Islander clients to attend for the purpose of meeting requirements of their community-based corrections orders such as bail, parole, intensive correction orders and good behaviour orders. In July 2024, eligibility criteria expanded to allow accused people on bail orders, who would otherwise be required to report to a police station as part of their bail conditions, to report to one of the culturally appropriate sites as an alternative. These sites are based at:

- Yeddung Mura Aboriginal Corporation, where a total of 21 clients met their supervision reporting obligations during 2025-26
- Winnunga Nimmityjah Aboriginal Health and Community Services, where 15 clients met their supervision reporting obligations
- Canberra Alliance for Harm Minimisation and Advocacy, where 11 clients met their supervision reporting obligations, of which 5 clients were able to complete their community-based sentence.

A Community Corrections Officer and a Cultural Engagement Officer attends each site to meet with clients and conduct supervision tasks and activities that would ordinarily be provided at the Community Corrections office. This supports connection to services on-site and a coordinated approach to supervision of court orders.

Drug and Alcohol Treatment Orders (DATOs) and Intensive Correction Orders

ACTCS continued to play a significant role in the ACT Supreme Court DASL Team. Since the introduction of Drug and Alcohol Treatment Orders (DATO) in 2019, ACTCS has provided assessments and recommendations for people appearing before the DASL Court, including case management and monitoring in collaboration with Canberra Health Services, for individuals sentenced to a DATO. The DASL Team includes a Supreme Court Judicial Officer, and representatives from ACT Courts, Canberra Health Services, ACTCS, DPP, Legal Aid, ACTP, ACT Housing and an Aboriginal Guidance Partner. In 2025–26, 19 offenders were supervised and case managed on a DATO.

Intensive Correction Orders (ICO) are available as a community-based alternative to full-time imprisonment for eligible offenders serving short sentences (generally up to 2 years, or in exceptional circumstances up to 4 years). During the reporting period, a total of 77 offenders were supervised and case managed on an ICO. Noting some individuals were subject to more than one ICO, the total number of orders managed was 97.

Table 17: Assessment reports completed during 2025–26

	Total
Drug and Alcohol Treatment Assessment (DATA) Report	41
DATA Update Report	<5
Intensive Correction Order (ICO) Assessment Report	381
ICO Home Visit Assessment	24
ICO Re-instatement Report	11
ICO Supplementary Report	<5
Bail Progress Report	70
Total	**531**

Note:

1. To minimise the risk of statistical disclosure, cell values below 5 have been masked and reported as <5 to ensure confidentiality.

Community Service Work

The Community Service Work Unit (CSWU) administers orders with a community service work (CSW) condition, requiring offenders to perform up to 500 hours of CSW as part of their order. ACTCS supervised CSW crews 6 days per week, including Saturdays. The CSWU supervises offenders while they undertake either 'work crew' at sites across the ACT or 'light duties' in the Community Corrections office.

Offenders undertook CSW through:

- Work crew duties performing activities such as graffiti removal, beautification of parklands, administrative jobs, special projects, cleaning, repairing, and gardening jobs for various government, not-for-profit and charity agencies. Host agencies included Gungahlin Cemetery, Dogs ACT, Calvary Aged Care Facility, Kippax Uniting Church, Cotter Nature reserves, Exhibition Park in Canberra, Calvary Private Hospital, Tuggeranong Link Houses, Yeddung Mura Aboriginal Corporation, Pegasus Riding for the Disabled, Yarralumla Nursery, and multiple ACT public schools.
- Light duties for individuals requiring reasonable adjustments in order to complete their CSW hours included work for local charities and volunteer organisations such as Lids4Kids, ACT Myna Bird Association and Recycle for Sight.
- Additionally, accredited agency placements at St Vincent de Paul included tasks such as sorting donated items and other ad hoc tasks required.



Work crew



Work crew

Table 18: Number of Community Based Order with Community Service Work (CSW) hours

	2021–22	2022–23	2023–24	2024–25	2025–26
Total Number of Offenders with CSW orders	197	133	175	168	214
Total Hours Ordered	8,621	9,412	10,804	10,339	11,331
Total Hours Worked	11,193	6,936	7,268	8,458	9,294

Notes:

1. 'CSW orders' refers to supervision and reparation orders where the Court has issued a CSW condition as part of a supervision or reparation order. In the ACT context, CSW orders are either: (1) under a reparation order, when an order has CSW hours with no other conditions or supervision requirements, or (2) a supervision order, when an order has supervision conditions combined with CSW hours ordered.
2. Hours worked refers to the number of cumulative hours completed by offenders in the financial year. The hours could have been included as an order condition (hours ordered) in the current financial year or a previous year.

Table 19: Number of Community Based Orders with CSW component by completion type

	2021–22	2022–23	2023–24	2024–25	2025–26
Expected Completions	157.00	86.00	79.00	99.00	96.00
Successful Completions	118.00	52.00	73.00	81.00	73.00
% Successful	75.20%	60.50%	92.40%	81.80%	76.00%
Orders Breached	39.00	34.00	6.00	18.00	23.00
% Breached	24.80%	39.50%	7.60%	18.20%	24.00%

Staff Recruitment, Organisational Capability, and Wellbeing

Recruitment

ACTCS maintains a strong Correctional workforce by successfully attracting, recruiting and training sufficient Correctional Officers to meet operational requirements. This reporting period, recruitment activity was streamlined from 2 major campaigns per year to one.

To better align resources and strengthen support for frontline operations, ACTCS implemented organisational changes across the service. This included reviewing and updating the organisational structure, organisational charts and position descriptions to ensure roles and responsibilities were clearly defined and aligned with business needs.

Blueprint for Change Program

The Blueprint for Change Program, launched in early 2022, concluded in June 2026. The program focused on 15 priority recommendations identified by the Blueprint Oversight Committee. These recommendations aimed to improve staffing, workplace culture, organisational structure, safety, security and staff wellbeing.

ACTCS invested approximately $29.21 million in the program to strengthen correctional services and improve outcomes for staff, detainees and visitors. This work helped ensure staff had the skills, tools and support they needed to manage the prison safely and help detainees prepare for a successful return to the community. An independent evaluation found the program delivered significant improvements across ACTCS.

Key achievements included:

- **better engagement with detainees:** Expanded education and specialised programs have increased opportunities for detainees to participate in activities that support personal development, rehabilitation and successful reintegration into the community
- **stronger workforce capacity and skills:** ACTCS added 38 ongoing positions across custodial operations, training, intelligence and support services. It also invested in training facilities, equipment and dedicated training staff, giving employees better access to learning and professional development opportunities
- **improved staff safety and wellbeing:** Staff now have purpose-designed uniforms, upgraded protective equipment and improved workplace facilities and tools. ACTCS also established a dedicated wellbeing team and expanded support services, helping staff feel safer, better supported and valued. The successful move to a smoke-free environment at the AMC in 2023 further improved health and wellbeing outcomes
- **stronger leadership and clearer accountability:** A new organisational structure, clearer roles and responsibilities, and targeted leadership training have improved decision-making, accountability, support to staff and day-to-day operations
- **safer and more secure facilities:** New X-ray body scanners, a specialist detector dog capability and upgraded protective equipment have strengthened safety and security for staff, detainees and visitors.

The program delivered lasting improvements to safety, staff capability, leadership, service delivery and detainee engagement, helping build a stronger and more sustainable correctional system.

Case Study – BrightSigns Digital Communication Rollout

As part of the Blueprint for Change Program, ACTCS successfully deployed BrightSigns digital signage across all sites, enhancing the organisation's ability to communicate with staff in a timely, consistent and accessible way.

The rollout provides a modern communication channel that improves the visibility of key messages, operational updates and organisational information in high-traffic staff areas. By enabling real-time content updates, BrightSigns support more responsive communication and help ensure staff have access to important information when they need it.

The initiative has delivered several benefits, including:

- improved accessibility through the delivery of information in formats that support a diverse workforce, including staff with language, vision and hearing needs
- prompt communication through the ability to update messages instantly across one or multiple sites
- greater staff engagement through clear, visually engaging content tailored to specific locations and audiences
- enhanced operational efficiency by providing a consistent and centralised platform for information sharing.

The successful implementation of BrightSigns represents a significant milestone in strengthening internal communication capability and supporting a more connected, informed and engaged workforce across ACTCS.

Staff Health and Wellbeing

ACTCS continued to support health, wellbeing and resilience through a range of initiatives designed to help staff thrive at work. These included ongoing investment in the Peer Support Officer Program, with advanced training to strengthen staff capability to support colleagues facing the unique challenges of working in a correctional environment. ACTCS also introduced a monthly wellbeing update that provides practical advice, resources and information to support mental health and wellbeing.

Staff took part in online wellbeing education sessions to increase awareness of strategies and support services available to them. Team leaders received wellbeing resources and guidance to help them support their teams and build positive workplace cultures.

These initiatives helped staff develop the skills and confidence to manage their wellbeing, encouraged greater use of available support services, and reinforce ACTCS' commitment to creating a healthy, supportive and resilient workplace.

Governance

The Strategy, Data and Research (SDR) team continued to strengthen data capability and reporting across ACTCS through several initiatives, including development of the publicly available ACTCS Population Dashboard webpage. The team designed and implemented automated data reporting processes to support monthly publication of population information and improve public access to correctional data.

In 2025–26, SDR:

- completed a significant program of work to improve data management and reporting across ACTCS, including the implementation of automated reporting systems and development of an internal ACTCS Population App, improving access to information on population trends, offences, charges and reintegration services
- expanded the use of Power BI reporting tools across the agency
- developed an ACTCS population forecasting model and enhanced performance measures to support population and capacity planning
- supported program development by embedding monitoring and evaluation practices across ACTCS.

Information, Security and Technology Business Solutions Systems

The Information, Security & Business Solutions Unit (ISBSU) plays a pivotal role in maintaining and enhancing ACTCS' security and technological infrastructure. The unit delivers secure and reliable technology solutions that support frontline services, improve efficiency, protect information and help maintain the safety of staff and detainees.

In 2025–26, key achievements included:

- completing the AMC Core Switch installation, improving network reliability, performance and security enhancements
- delivering the ACTCS CCTV Library, which provides a centralised, secure repository for CCTV and media files
- commencement of an assessment of Wi-Fi infrastructure requirements across the AMC
- installing Roto-Turn technology to improve security for staff entering the AMC
- implementing an electronic exemption application process and strengthening oversight of approved devices being brought into the AMC
- progressing improvements to the AMC Electronic Security System, including additional CCTV capability
- establishing an electronic Brief of Evidence transfer process with ACTP, eliminating the need for USBs to enter the AMC
- commencing implementation of recommendations from the CORIS audit, undertaking a jurisdictional review of detainee case management systems, and assessment of the operational effectiveness of CORIS to support the system's long-term sustainability.

Policy Review and Development

In the reporting period, ACTCS reviewed or developed 23 operational policies, procedures, guidelines, factsheets, and Divisional Executive/Commissioner Instructions. Topics included:

- Master Control Room and Night Shift Operating Procedures
- Duty Manager Operating Procedures
- Prohibited Things, Restricted, Excess and Non-Standard Items Operating Procedures
- Use of Force and Restraint Policy
- Drug and Alcohol Testing in the Community Policy
- Dress and Uniform Standard Policy
- Incident Reporting Policy and Operating Procedures
- CCTV Policy and Operating Procedures.

ACTCS also released 2 strategic documents in 2025–26:

- **Drug and Blood-Borne Virus Strategy:** establishes a coordinated approach to prevention, harm reduction, treatment and education, supporting improved health outcomes for detainees and reducing the impacts of drug use and blood-borne viruses within correctional settings
- **AMC Sexual Coercion and Violence Strategy:** reinforces a zero-tolerance approach to sexual coercion and violence, strengthens prevention and response measures, and supports a safe and respectful environment for detainees and staff.

External Reviews

Several independent bodies oversee ACTCS activities to ensure the organisation operates fairly, safely and effectively. These include each of the ACT Inspector of Custodial Services, the ACT Ombudsman and the Human Rights Commission (both separately and together as the ACT National Preventative Mechanism), the Auditor-General, Aboriginal and Torres Strait Islander Elected Body and Official Visitors. Their reviews help improve services, strengthen accountability and protect the rights of people in custody.

Following a recommendation from the ACT Ombudsman's report *'Phone call charges at the Alexander Maconochie Centre: what does it really cost?'*, ACTCS worked to return phone credit overpayments to former detainees. Between March and June 2026, ACTCS used a range of methods to contact affected people and return the money owed.

ACTCS completed and closed 12 recommendations from 6 review reports. In December 2025, the Inspector of Custodial Services (ICS) provided the *Healthy Prison Review 2025*. The report made 30 recommendations and 60 findings. The ACT Government agreed in whole or in principle to 18 of the recommendations.

The ICS also completed 2 critical incident reviews:

- *Three detained person on detained person assaults: 3 May, 9 August and 8 September 2025* (4 recommendations and 6 findings). The ACT Government has not yet tabled a response
- *A self-harm incident involving a use of force at the Alexander Maconochie Centre on 24 July 2025* (4 recommendations and 11 findings). The ACT Government has not yet tabled a response.

As of 30 June 2026, ACTCS has completed all but one of the agreed recommendations from the *Healthy Prison Review 2022*. For more information, refer to B3: Scrutiny.

Internal Reviews

ACTCS completed several internal reviews to support continuous improvement, risk management, and assurance of programs and service quality. These reviews assessed compliance with regulatory standards and internal policies, fostering a culture of accountability, transparency, effective governance, and resilient service delivery.

Future Direction

The 2025–26 ACT Budget includes funding to design improvements to health infrastructure at the AMC, including detailed designs for 2 new on-site satellite health clinics. These improvements will support more timely access to healthcare, reduce detainee movements across the centre, and deliver care more efficiently and effectively within the AMC.

In 2026–27, ACTCS will continue to focus on improving safety, security and rehabilitation outcomes for people in custody and under community supervision. Investment in AMC infrastructure, including expanded health facilities, will support the delivery of safer, more effective and person-centred correctional services. Priorities include continuing to strengthen education, employment and reintegration opportunities, enhancing culturally responsive services for Aboriginal and Torres Strait Islander detainees and offenders, and improving support for people with disability, complex needs and age-related care requirements.

ACTCS will continue to strengthen data, reporting and evaluation capabilities to support evidence-based decision-making, while progressing key reform initiatives arising from Closing the Gap commitments, the ACT Agreement, the *Review into Overrepresentation* and the Healthy Prison Review 2025.

Recognising the over-representation of Aboriginal and Torres Strait Islander people in custody, ACTCS will continue to focus on culturally responsive service delivery, strengthening connections to culture, family and community, and improving access to culturally informed rehabilitation, education, employment and reintegration supports. This work aims to support improved health, wellbeing and justice outcomes for Aboriginal and Torres Strait Islander people and address factors that contribute to contact with the justice system.

Continued investment in staff capability, leadership and wellbeing will support the delivery of safe, effective and person-centred correctional services.

Output 3.1 Courts and Tribunal

Output Description

The ACTCT provides high-quality support to judicial officers and tribunal members in the ACT Courts and Tribunal and delivers high-quality services to the public using the courts and tribunal.



Main entrance, ACT Law Courts

Performance overview

ACTCT continued to deliver accessible, efficient and responsive court and tribunal services while progressing significant reforms to technology, infrastructure and service delivery. Key priorities focused on improving access to justice, strengthening security and operational capability, supporting therapeutic and culturally informed justice initiatives, and enhancing services for court and tribunal users.

ACTCT, working with Digital Canberra (DCBR), progressed major technology projects, including the Coroners Case Management System (CCMS) and Jury Management System, improved court and tribunal facilities, expanded accessibility initiatives, and continued delivering specialist court programs that support rehabilitation, family reunification and culturally responsive justice outcomes. These initiatives contribute to ACTCT's long-term objective of providing modern, inclusive and effective justice services for the ACT community.

Highlights

Coroners case management system build phase

A modern, fit-for-purpose CCMS is required to support a therapeutic and family-focused approach and to enable more frequent and meaningful engagement with families and friends across the coronial process. The new system will also help to meet legal obligations under the ACT Government's Protective Security Framework.

The project commenced the build phase, completing the detailed design of the CCMS and commenced implementation. The new system is scheduled for release in 2026–27.

Jury Management System

ACTCT progressed implementation of a replacement Jury Management System to ensure jury services continue to be supported by reliable and secure technology. The replacement is being undertaken before the current system reaches the end of vendor support.

The new system will streamline jury administration and give staff better tools to manage jury information and processes. Jurors will be able to use secure online services linked to their ACT Digital Account to view information and complete relevant tasks and register for payments. Assistance and non-digital options will remain important for people who cannot readily use online services.

Work progressed during 2025–26 to build the new system, prepare integrations and data, and plan the transition from the current platform. Testing, training and implementation activities will continue ahead of the planned launch in the second half of 2026.

Infrastructure and security upgrades

During the reporting period, work commenced on a range of infrastructure and security upgrades at the ACT Forensic Medicine Centre (FMC) and the ACTCT to improve security, operational efficiency and service delivery.

ACT Forensic Medicine Centre

To improve security requirements at the FMC, a project commenced to upgrade security systems, including closed-circuit television (CCTV) cameras and a secure link to the ACT Law Courts. The upgrades will improve security coverage across the facility, enable CCTV footage to be monitored by the Court Security Office, and strengthen the protection of staff, visitors and sensitive operations.

ACT Law Courts Lockdown System

During the reporting period, the ACTCT progressed the installation of a central lockdown system across all external public entry doors at the ACT Law Courts building. In addition, the lockdown system across ACAT was enhanced through the relocation and reprogramming of lockdown control buttons, installation of visual and audible alarms, expansion of the number of doors secured on alarm activation, and the addition of external CCTV capability, with installation works now complete.

ACAT Counter Acoustic Treatment

The ACTCT implemented acoustic improvements to the ACAT service counters to improve speech clarity and reduce background noise for staff and clients. Works included the installation of intercom systems, acoustic panels and branded acoustic wall treatments, as well as the relocation of CCTV cameras.

Courtroom Technology Refresh Program

The Courtroom Technology (CRT) Refresh Program was successfully completed during the reporting period as part of the Courts' asset lifecycle replacement program. The project delivered upgrades to courtroom audio visual and video conferencing systems, recording and transcription equipment, court listing screens, public address systems, hearing augmentation technology, and the supporting ICT infrastructure, including servers, switches and networking equipment.

As a complex and strategically significant project, the program required courtrooms to be taken offline for periods of 4 to 6 weeks. Through careful planning, stakeholder consultation and detailed scheduling, disruption to court operations was minimised. All equipment was upgraded, installed and commissioned within planned timeframes, ensuring the ongoing reliability, functionality and security of courtroom technology.

Management of Drug and Alcohol Sentencing List

The DASL continued operations in the Supreme Court. The DASL offers an alternative sentencing pathway for rehabilitating offenders whose crimes are related to drug or alcohol dependency. The DASL diverts eligible offenders from full-time imprisonment into a community-based drug and/or alcohol treatment program. DASL's aim is to improve an individual's health and wellbeing, reintegrate them into the community and reduce criminal offending.

In 2025–26:

- 33 people were referred to DASL
- 23 underwent suitability assessments
- 16 entered into a DATO
- 7 completed their DATO
- 28 DATOs remained in effect as at 30 June 2026.

Care and Protection Intensive List

The Care and Protection Intensive List (CPIL), delivered through the ACT Childrens Court, provides intensive management and therapeutic support for parents involved in care and protection matters. It is designed to deliver better outcomes for children and young people by addressing underlying causes of parental disengagement and supporting behavioural change.

The CPIL runs intensively for 12–18 months. The CPIL offers regular and consistent court listings, giving parents the opportunity to speak with CPIL magistrates and other agencies about their progress, as well as communicate barriers to completing the program. This process is supported by an independent expert family assessment report that evaluates family strengths and challenges, as well as parental capacity for change.

The CPIL aims to restore children to the care of their parents, where it is safe to do so, strengthen families and rebuild identity and social connections. The ultimate goal is family reunification.

There were 13 matters in the CPIL in 2025–26:

- 4 participants were assessed
  - one was deemed suitable for CPIL
  - 3 returned to the mainstream care list
- 3 further assessments have been ordered and will take place in the next financial year
- one matter was finalised by way of consent to a two-year order
- 5 matters are ongoing.

Disability Action and Inclusion Plan

ACTCT's Disability Action and Inclusion Plan continues to advance the objectives of the Disability Justice Strategy 2019–2029 by embedding inclusive practices, improving accessibility, and enhancing participation for people with disabilities across all court and tribunal services. For further detail on ACTCT's initiatives, please refer to B10: *Disability Inclusion Act 2024* Reporting.



Remote witness suite waiting area, ACT Law Courts

Law Week

Law Week provides an opportunity to strengthen community understanding of the justice system, strengthen transparency and build public confidence in the administration of justice. It also promotes awareness of legal and justice career pathways among students and the community. The ACTCT hosted an open day at the ACT Law Courts, which was attended by just under 200 students, together with members of the public.

Sheriff's Officers ran a mock jury empanelment, with Chief Justice Lucy McCallum presiding. The Chief Justice also hosted a mock sentencing hearing, presided over by Magistrate Temby. Students received a full suite of materials explaining the sentencing process and were guided through the hearing. This event was also livestreamed to ensure students unable to attend in person could participate online.

An exhibition of local justice organisations was held in the foyer, featuring 16 government and non-government organisations who shared information about justice services in the ACT and career pathways in law. The Sheriff's Office also ran court tours on an ad hoc basis from the exhibition.

During Law Week, ACAT provided on-site tours and opportunities for members of the public to observe tribunal proceedings and increase their understanding of ACAT's role. The Tribunal welcomed 86 members of the public and college students, who were taken on a tour of the hearing rooms by registrars and registry teams. The Tribunal also made a number of listings during the week available for members of the public to observe. These included civil disputes, rental property disputes, review of ACT Government decisions, occupational regulation, and appeals.



Mock hearing held in the Supreme Court during Law Week

ACTCT Work Experience Program

ACTCT provides work experience placements twice each year for students interested in pursuing law or related studies at university. These placements are limited to Year 11 and 12 students due to the nature of the work environment. The placement offers students the opportunity to observe the behind-the-scenes functions of our corporate areas, and learn about court processes and case management, shadowing administrative staff in our registry operations teams, and sitting in on non-sensitive court proceedings.

The program helps build awareness of careers in law and public administration and supports development of the future justice-sector workforce.

Improving Court Outcomes for Aboriginal and Torres Strait Islander Peoples

Circle courts are specialised courts operating within the ACT Supreme and Magistrates Courts to provide culturally appropriate, restorative and effective sentence and bail hearings for Aboriginal and Torres Strait Islander peoples. In these courts, a judicial officer hears matters alongside a panel of respected members of the Aboriginal and Torres Strait Islander community. The circle courts recognise the intergenerational and ongoing impact of colonisation and acknowledge the strengths Aboriginal and Torres Strait Islander peoples can draw upon to change their pathway out of the justice system. ACTCT currently runs 3 circle courts: the Supreme Court Circle Sentencing List, and Galambany for adults and Warrumbul for young people in the Magistrates Court.

Supreme Court Circle Sentencing List

The Circle Sentencing pilot concluded in 2025–26, and funding secured in the 2026–27 financial year will establish the Circle Sentencing List in the Supreme Court, supporting up to 10 participants annually over a four-year period.

Aboriginal and Torres Strait Islander persons participating in the pilot program engage in court experience reports, considered by the presiding judge and panel at sentencing. These reports address psychosocial, health, educational and criminal history, current psychological state, diagnosis, treatment recommendations, cultural supports, cultural healing and treatment plans.

The program reflects a commitment to providing culturally informed sentencing processes for Aboriginal and Torres Strait Islander peoples and supporting improved justice outcomes through greater engagement with community and culture.

Since circle sentencing commenced operation in the Supreme Court:

- 11 matters were referred to the pilot program
- specialist reports were received for 10 participants
- one participant changed their plea following assessment, allowing a new matter to fill the vacated placement
- one pilot participant is yet to be sentenced.

Table 20: Supreme Court Circle Sentencing Pilot referrals, assessments and finalised matters, 2023–24 to 2025–26

Financial Year-End	Pilot Referrals	Participated in Assessment	Matters Finalised
2023–24	4	2	0
2024–25	7	8	4
2025–26	0	1	6

Galambany Circle Court

The Galambany Circle Court is a solution-focused, strengths-based program for adult Aboriginal and Torres Strait Islander defendants. While participation numbers declined in 2025–26 compared with previous years, the program remained an important mechanism for incorporating community involvement in sentencing and delivering restorative outcomes. The Galambany Circle Court conducts suitability assessments weekly and sits twice weekly for sentencing.

Table 21: Galambany Circle Court participation and sentencing matters, 2021–22 to 2025–26

Financial Year	Number of defendants who attended Galambany	Matters heard for sentence
2021–22	125	154
2022–23	178	225
2023–24	164	224
2024–25	152	239
2025–26	121	174

Warrumbul Circle Court

The Warrumbul Circle Court is an alternative model of sentencing, providing culturally relevant and effective sentencing options for Aboriginal and Torres Strait Islander children and young people (aged 14–17) attending the ACT Childrens Court. The Warrumbul Court sits monthly.

The Warrumbul Court incorporates respected members of the Aboriginal and Torres Strait Islander community and cultural aspects into the ACT Childrens Court. The court develops and monitors strength-based rehabilitation pathway plans to prevent further offending and support positive futures.

Participation remained stable across the last 3 reporting periods, demonstrating continued demand for culturally informed sentencing options for Aboriginal and Torres Strait Islander young people. Finalised sentencing matters increased in 2025–26, reflecting ongoing engagement with the program.

Table 22: Warrumbul Circle Court participation and sentencing matters, 2023–24 to 2025–26

Financial Year	Youth participants	Sentencing Matters finalised
2023–24	8	13
2024–25	10	13
2025–26	9	15

*Participants may have multiple matters finalised in Warrumbul



Warrumbul Circle Court

ACTCT Staff Conference

In November 2025, the ACTCT held a staff conference to bring staff together to support teamwork, improve culture, provide training and networking opportunities, and provide professional development to support the delivery of strategic objectives. The theme for the conference was 'Supporting our People', focused on strengthening organisational foundations and helping staff thrive.

Through sessions on resilience, wellbeing, navigating change, and handling difficult interactions, the conference explored tools to support staff to work safely, professionally, confidently, and compassionately. These tools supported capability development and employee wellbeing, contributing to ACTCT's ability to deliver high-quality services.

Family violence and personal violence booklets for self-litigants

In response to the needs of self-represented litigants in family violence and personal violence matters, the ACTCT expanded its suite of information resources to support applicants and respondents navigating this process. Booklets explaining the Interim Family Violence Order process were made available for both applicants and respondents, including Easy English versions to improve accessibility.

During the reporting period, new booklets were developed covering the preliminary conference, directions hearing and final hearing processes, tailored for both applicants and respondents. Future work will focus on finalising Easy English versions of these new resources.

Enhancing client services and access to justice

ACTCT continued to build capacity and resources across the organisation to support a client-centred and therapeutic approach for the individual needs and circumstances of court and tribunal users. Initiatives included:

- development of accessible information about supports and services, including brochures, posters, website information, business cards and referral forms and pathways
- development of accessible communication boards to explain complex court and tribunal processes in simplified steps and language, to be displayed across ACTCT client-facing spaces
- development of simplified bail conditions forms for both adults and children subjected to bail and supervision conditions
- collaboration with specialist teams to support ACTCT users with complex needs to enable a consistent and informed approach to supporting and engaging with ACTCT users
- implementation of assistive technology using communication applications for court and tribunal users to enable independence and confidence with engagements
- specialised training for staff in client-facing roles as well as in-services and upgrading of staff factsheets to support upskilling and confidence across client-facing teams
- finalisation of the recruitment for the upgraded DLO and First Nations Engagement Officer roles.



ACAT counter and entrance

ACAT service delivery

ACAT remains focused on improving service delivery and enhancing access to justice for the ACT community. A key component of this commitment is maintaining open and transparent dialogue with stakeholders, enabling ACAT to listen, adapt and respond to emerging needs. To support this objective, ACAT released a whole-of-tribunal Stakeholder Engagement Plan during the reporting year. The Plan is designed to strengthen stakeholder relationships, improve responsiveness, and establish meaningful two-way feedback mechanisms that support continuous improvement across the organisation. For example, ACAT held stakeholder consultative committees for various jurisdictions including guardianship, occupational regulation, residential tenancy and motor accident injuries.

ACAT also took significant steps to make participation in tribunal proceedings more accessible for parties, representatives and witnesses. From January 2026, ACAT adopted a new default position that allows participants to attend proceedings either in person or remotely across all jurisdictions and listing types, unless otherwise directed by the Tribunal. This client-focused approach removes barriers to participation and supports the delivery of timely and accessible justice services.

Further improvements to access were made to ACAT's public counter area, including enhancements to privacy and acoustics. These changes have improved the client experience by creating a more comfortable environment and making interactions with tribunal staff clearer and more private.

As part of its commitment to continuous improvement in service delivery, ACAT continues to hold bi-monthly training and development days for staff and members. These sessions provide opportunities for professional development, knowledge sharing and collaboration, while fostering connections across the Tribunal. The training program supports capability development and contributes to the delivery of strategic objectives.

ACAT's expanded jurisdiction

During the year, ACAT successfully implemented 2 new jurisdictions: Children and Young People (commenced 1 July 2025) and Voluntary Assisted Dying (commenced 3 November 2025). These jurisdictions expanded ACAT's role to include the consideration and determination of what are sensitive and complex matters. Considerable effort was invested in developing operational procedures and organisational capability to support these new functions and ensure the Tribunal was well positioned to meet its legislative responsibilities from commencement.

The successful establishment of these jurisdictions reflects ACAT's commitment to delivering accessible justice while responding to evolving legislative requirements and in a considered manner.

Appointments and retirements

ACT Supreme Court

Justice Chrissa Loukas-Karlsson retired on 15 December 2025 after 8 years of service as a Resident Judge of the ACT Supreme Court and a further 3 decades of service to the legal profession.

Justice Andrew Muller was appointed as a Resident Judge of the ACT Supreme Court on 13 April 2026. Justice Muller was first appointed as an Acting Judge of the ACT Supreme Court in April 2025. Prior to this appointment, Justice Muller was a distinguished Senior Counsel, making substantial contributions to the legal profession, including serving as President of the ACT Bar Association.

Justice Jon White was appointed as a Resident Judge of the ACT Supreme Court on 22 June 2026, filling the vacancy arising from Justice Taylor's appointment as Chief Magistrate on 1 May 2026. Justice White served as Senior Counsel in complex matters before the ACT Supreme Court and High Court of Australia, and as Director of Public Prosecutions for a period of 10 years.

The following persons held commissions as Acting Judges of the ACT Supreme Court during the 2025–26 financial year:

- Acting Justice Ann Ainslie-Wallace: 1 November 2024 – 31 October 2026
- Acting Justice Audrey Balla: 1 June 2024 – 31 May 2026
- Acting Justice Peter Berman: 1 June 2024 – 31 May 2026
- Acting Justice John Burns: 12 December 2025 – 11 December 2027
- Acting Justice Rebecca Christensen: 27 November 2023 – 26 November 2025
- Acting Justice Michael Elkaim: 1 November 2024 – 21 October 2026
- Acting Justice Anthony Hopkins: 27 November 2025 – 26 November 2027
- Acting Justice Stephen Kaye: 1 November 2023 – 21 October 2025
- Acting Justice Patricia Kelly: 17 April 2025 – 16 April 2027
- Acting Justice Stephen Norrish: 1 November 2023 – 31 October 2025
- Acting Justice Andrew Muller: 17 April 2025 – 16 April 2027 (ceased on appointment as resident judge)
- Acting Justice Paul Slattery: 4 August 2025 – 3 August 2027.

ACT Magistrates Court

Chief Magistrate Lorraine Walker retired on 30 April 2026 after 15 years of judicial service, the majority of which she served as the ACT's Chief Magistrate. She was the first woman to hold this position.

Justice Louise Taylor was appointed Chief Magistrate of the ACT Magistrates Court on 1 May 2026. Previously appointed as a Magistrate in 2018 and Resident Judge of the ACT Supreme Court in 2023, she was the first Aboriginal woman appointed to a superior court in Australia and is now the first head of jurisdiction in the country. She has worked across the jurisdiction in senior legal and prosecutorial roles, alongside making significant contributions to the ACT community. Justice Taylor retains her commission on the Supreme Court.

Magistrate Heidi Robinson was appointed as a Magistrate on 9 February 2026. She brings extensive experience across the ACT legal system, including roles in both public and private practices, as well as nearly a decade of service as an ACAT member, including as a Presidential Member.

ACAT

Table 23: Member Appointment Commencement

Name	Position	Commencement Date
Juliet Lucy	Acting Presidential Member (Part-time)	09/12/2025
Michael Orlov	Temporary Presidential Member (Part-time)	18/07/2025
Marcus Hassall	Presidential Member	16/02/2026
Michael Orlov	Sessional Senior Member	18/07/2025
Daniel Stewart	Temporary Presidential Member (Full-time)	28/02/2026
Sheriden Keller	Senior Member	23/08/2025
Warwick Neville	Sessional Senior Member	18/07/2025
Warwick Neville	Acting Presidential Member (Part-time)	18/07/2025

Table 24: Member Appointment End

Member Name	Member Type	End Date
Warwick Neville	Senior Member	17/07/2025
Michael Orlov	Senior Member	17/07/2025
Sheriden Keller	Sessional Senior Member	22/08/2025
Juliet Lucy	Presidential Member	08/12/2025
Laura Beacroft	Sessional Senior Member	31/12/2025
Dianne Lucas	Sessional Ordinary Member	17/01/2026
Susan Helyar	Sessional Ordinary Member	17/01/2026
Robin Creyke	Sessional Senior Member	31/01/2026
Peta Spender	Sessional Senior Member	02/02/2026
Heidi Robinson	Presidential Member	08/02/2026
Michael Orlov	Sessional Senior Member	05/06/2026



ACAT interior artwork

Output 4.1 Emergency Services

Output description

Output 4.1 is delivered by ESA across the areas of:

- **Prevention and Mitigation** – Measures taken in advance of an emergency aimed at decreasing or eliminating its impact on the community and the environment
- **Preparedness** – Measures to ensure that, should an emergency occur, communities, resources and services are capable of responding to and coping with the effects
- **Response** – Strategies and services to control, limit or modify an emergency to reduce its consequences
- **Recovery** – Strategies and services to return ESA to a state of preparedness after emergency situations and to support community recovery.

Highlights

ESA continued to strengthen emergency management capability while responding to increasing service demand and emerging risks. Significant achievements include:

- recruiting frontline first responders, volunteers and support staff to strengthen service capability and operational readiness
- opening the Molonglo Emergency Services Station and continued investment in critical emergency services infrastructure
- strengthening operational capability through joint exercises and participation in national and international emergency deployments
- partnering with National Emergency Management Agency (NEMA) to undertake Australia's first community-based AusAlert test
- renewing the ESA Volunteer charter through a co-design process involving volunteers and staff
- supporting workforce diversity and future capability through initiatives such as the Girls on Fire program, which encourages young women to explore volunteering and careers in emergency services
- progressing fleet, technology and capability upgrades to support emergency management services
- undertaking extensive community engagement and preparedness activities to help build a safer and more resilient community.

These initiatives supported ESA's preparedness, response and recovery functions and positioned the agency to meet future community needs.

Back Our People

Building a Skilled, Supported and Resilient Workforce

ESA's people are critical to delivering effective emergency services across the ACT. Investing in workforce capability, health, wellbeing and volunteer engagement helps ensure staff and volunteers are prepared to respond to emergencies, adapt to emerging risks and continue providing high-quality services to the community.

ESA supports workforce health, wellbeing and operational readiness. This included delivery of a flu vaccination program across ESA and ACTCS, with 604 influenza vaccinations administered to frontline and operational personnel. ESA also maintained its Peer Support Program across operational services, helping support the wellbeing and resilience of staff and volunteers. Together, these initiatives help maintain operational capability and ensure personnel are available to respond when needed.

Building a Skilled, Prepared and Resilient ACTRFS Workforce

ACT Rural Fire Service (ACTRFS) reviewed and confirmed qualified incident management personnel, reviewed qualifications, confirmed fitness standards and completed personnel checks, established day and night rosters, and ensured staff could effectively access critical systems and incident management tools. These measures enhanced the service's ability to manage complex and prolonged incidents.

ACTRFS also delivered a range of training and exercises, including service-wide bushfire scenarios, desktop simulations, field activities and multi-agency exercises such as NAVSHIELD. Personnel further developed specialist capabilities through field-based navigation, map-reading, four-wheel-driving and helicopter winch training, supporting effective responses in remote and challenging environments.

Ahead of the bushfire season, the service maintained deployment arrangements for interstate and international responses while continuing to invest in workforce wellbeing through peer support, chaplaincy services, training and professional development.

ACTRFS continued to foster an inclusive volunteer culture and support leadership development opportunities, strengthening workforce capability and long-term service sustainability.

Co-Design in Action – Building a Shared Volunteer Charter Through Collaboration Across ACT ESA

Recognising that volunteers comprise more than 60% of ESA's workforce, ESA renewed its Volunteer Charter during the reporting period to ensure it remained relevant, inclusive and aligned with the ACT Volunteering Strategy.



2026 ESA Volunteer Charter

ESA and its volunteers co-designed and delivered a Charter that strengthens collaboration between staff and volunteers and embeds volunteer perspectives in decision-making.

ESA undertook a comprehensive consultation process grounded in co-design principles, including workshops, targeted discussions and facilitated sessions across the Services.

The 2026 Volunteer Charter establishes a clear framework for ongoing, inclusive collaboration and reinforces ESA's commitment to supporting volunteers. Implementation is underway, with continued focus on capability development and embedding the Charter into systems and processes to ensure it remains a living, enduring commitment.

Together, these initiatives strengthened workforce capability, supported volunteer engagement and helped ensure ESA personnel remained prepared to meet current and future emergency service demands.

Balancing Our Services

Strengthening ESA Services and Operational Capability

ESA ensures emergency responders, infrastructure, equipment and operational systems remain capable of meeting current and future community needs. The community receives timely, effective and reliable emergency services when they are needed most. ESA invested in service capability, fleet modernisation, infrastructure and operational readiness to support effective emergency response across the ACT.

Providing Accessible Emergency Services for Growing Communities – Molonglo Station

The Police, Fire & Emergency Services Minister officially opened the new integrated ESA facility in Molonglo Valley on 20 May 2026, while announcing the Government's significant investment into ESA that exceeded $94 million, including the new Molonglo Station and an increase of 70 FTE positions.



Molonglo Emergency Services Station

ESA and government partners designed the Molonglo Station to meet the unique local needs of the rapidly growing region and to support emergency responses across both urban and rural areas. It will include specialised resources such as an all-terrain ambulance for difficult-to-access locations and equipment to respond to bushfire risks where suburbs meet surrounding bushland.

The new station will improve emergency response capability in one of Canberra's fastest-growing regions and provide enhanced support for medical emergencies, fires and other incidents.

The station will:

- directly improve community safety and wellbeing, which better protects Canberrans and their property
- strengthen public confidence, resilience and outcomes for vulnerable populations during emergencies.

ESA will commence operational commissioning of the station in 2026–27 to support swift and effective emergency response.

Improving How ACT Ambulance Service Responds to Major Emergencies

The ACT Ambulance Service (ACTAS) reviewed and updated how it responds to major emergencies involving large numbers of casualties to ensure that the service is ready for increasingly complex incidents, such as major transport accidents, natural disasters and other large-scale emergencies.

As part of this work, ACTAS explored ways to increase the number of personnel and resources available during major incidents. This included utilising the State Emergency Service (ACTSES) to provide additional support when demand is high. This review ensures ACTAS arrangements remain aligned with changing risks and community needs. This work will help ensure ACTAS has the people, systems and partnerships needed to respond effectively when large-scale emergencies occur. Better coordination between agencies helps provide faster assistance, improves patient care and strengthens community safety.

Drone capability

ESA expanded its drone capability including commencing training for night-time operations in February 2026. Once fully implemented, this capability will support bushfire, storm, search and rescue, and other emergency operations around the clock. Detailed reporting on ESA's drone capability is provided in Part 5, Bushfire Risk Management.

Fleet and vehicle management

ESA made significant progress in modernising its fleet and enhancing readiness across all services.

Fleet Replacement and Sustainability

ESA manages an extensive fleet of emergency response vehicles, which includes Ambulances, Fire & Rescue appliances, tankers, storm trucks, trailers, command, support and specialist vehicles that enable personnel, equipment and resources to be deployed quickly and safely across the ACT.

ESA continued to modernise its fleet through planned vehicle replacement and investment in lower-emissions technology. In early 2026, 12 additional 7kW electric vehicle (EV) chargers were installed at the Fairbairn Headquarter precinct to support the existing and future EVs and Plug-In Hybrid support vehicles.

ESA recorded greenhouse gas emissions of 1 702 tonnes CO2-e, including an 11.3% reduction in stationary fuel emissions.

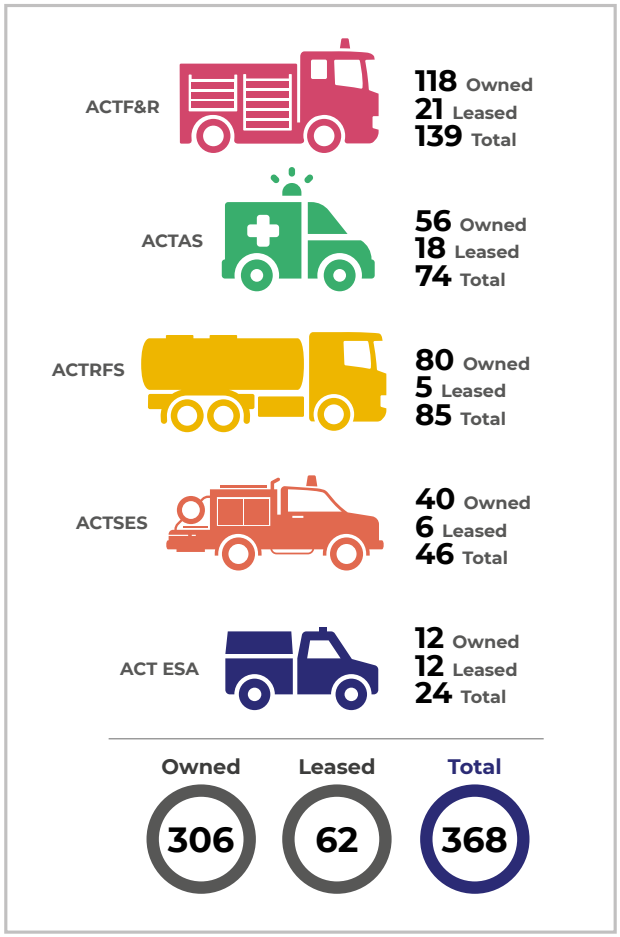


Figure 16: All ESA vehicles

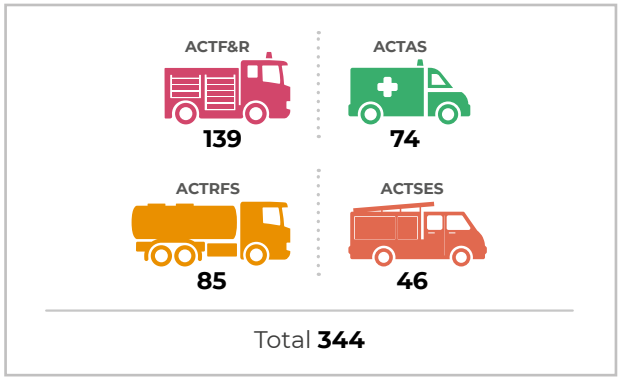


Figure 17: Frontline vehicles

ESA's vehicle replacement program (VRP) replaces ageing response and support vehicles according to a scheduled plan. The VRP supports operational readiness, safety and reliability while helping ESA transition toward lower-emission vehicle technologies and more sustainable fleet operations.

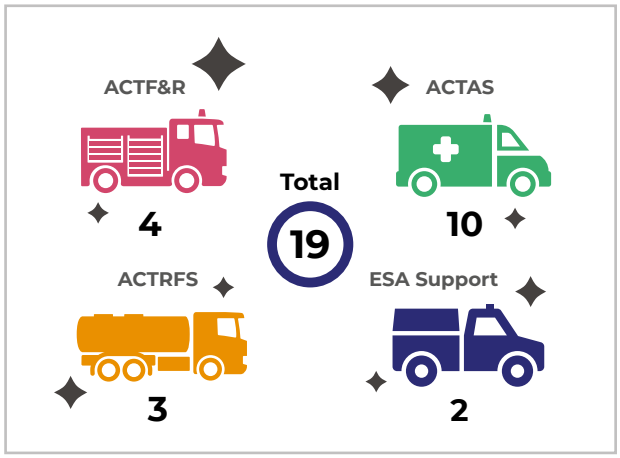


Figure 18: New commissioned vehicles

Service Vehicle Numbers

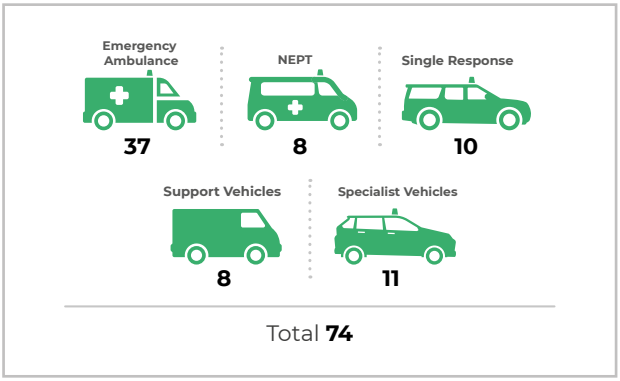


Figure 19: ACTAS vehicles

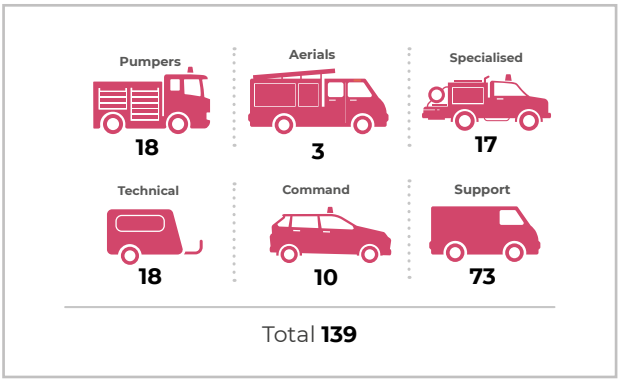


Figure 20: ACTF&R vehicles

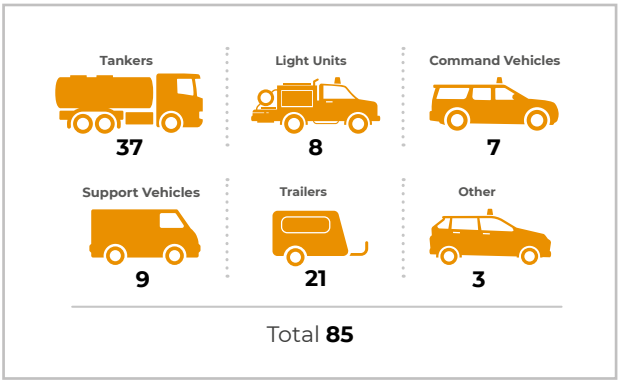


Figure 21: ACTRFS vehicles

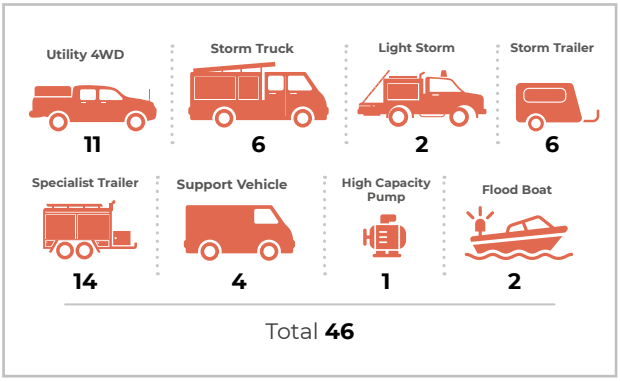


Figure 22: ACTSES vehicles

Vehicle Replacement Plan Renewal Project

ESA completed the VRP Renewal Project, delivering a clear and evidence-based roadmap for the future management and replacement of the ESA fleet. The project identified opportunities to strengthen fleet data, planning and decision-making processes, while establishing a strategic framework to support a safer, more reliable and sustainable emergency services fleet into the future.

Fleet Delivery Improvement (FDI) Program

Building on the work of the VRP Renewal Project, ESA commenced the Fleet Delivery Improvement (FDI) Program. The program will implement the systems, processes and data capabilities needed to support smarter fleet investment decisions, improve operational readiness, enhance sustainability outcomes and deliver better value and community safety for the ACT community.

Key goals of the FDI Program include:

- improving fleet data, reporting and analytics to strengthen evidence-based vehicle replacement and investment decisions
- optimising fleet lifecycle management through improved planning, forecasting and asset management and whole-of-life cost management
- increasing operational readiness and reliability by ensuring vehicles are replaced and managed at the right time to support frontline emergency services
- supporting sustainability and continued improvement through improved monitoring of fleet emissions, fuel use, governance and performance.

Together, these initiatives position ESA to modernise fleet management, improve service delivery and support long-term financial and environmental benefits for the ACT Community.

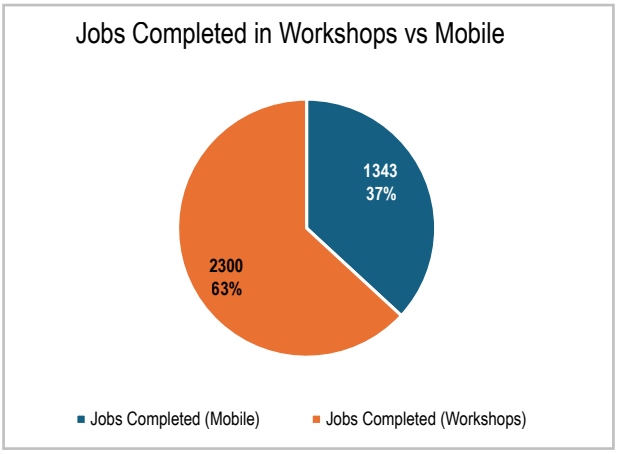


Figure 23: Jobs completed in workshop vs mobile

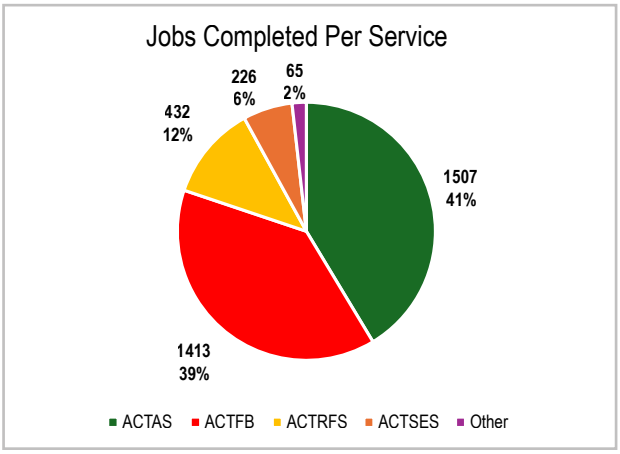


Figure 24: Jobs Completed Per Service

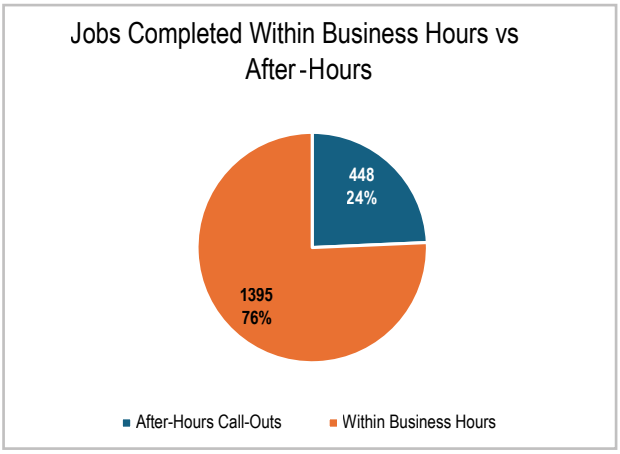


Figure 25: Jobs completed within business hours vs after-hours

Resource Centre and Workshop Operations

ESA Resource Centre

The ESA Resource Centre (ESARC) conducted its annual inventory stocktake on 24 June 2026:

- opening stock value: $3.38 million
- closing stock value: $3.40 million
- variance: $14 192 – equates to 0.42% of total stock and ESA's lowest stocktake variance recorded.

ESA Workshop

The ESA Workshop supports operational readiness by maintaining and repairing emergency response vehicles and equipment. In addition to routine servicing and repairs, after-hours technicians provide critical support to minimise downtime and help ensure emergency services remain ready to respond.

Deployments

As extreme weather and other emergencies become more common in Australia and around the world, ESA deployed skilled emergency personnel to support responses in New South Wales, Victoria, South Australia, the Northern Territory, Canada and Vanuatu.

ESA teams helped manage major incidents on the ground, including Canadian bushfires and earthquake recovery efforts in Vanuatu. By sharing expertise and resources where they were needed most, ESA helped communities respond to emergencies more effectively and recover more quickly. These deployments also provided valuable operational experience that strengthens ESA capability and preparedness in the ACT.

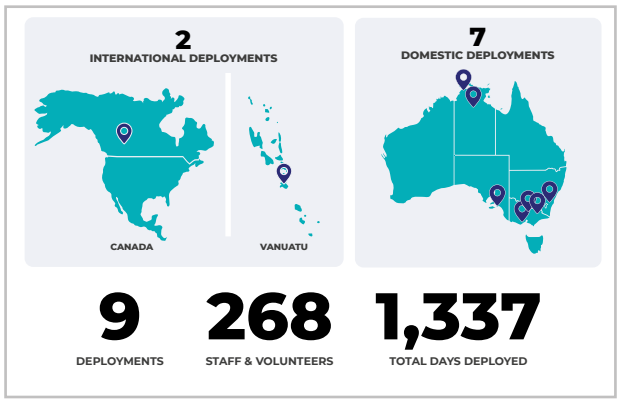


Figure 26: National and international deployments

Engaging The Community

Working together to build a safer and more resilient community

ESA helped build safer and more resilient communities by working closely with residents, volunteers and community organisations. Strong community connections help people prepare for emergencies, support each other during difficult times and recover more quickly when disasters occur.

Working with emergency services counterparts, ACT and Commonwealth government agencies, community organisations and residents across the ACT, ESA continued to strengthen community preparedness through education, awareness and emergency communications. By providing clear, reliable information and practical advice, ESA helps people understand risks, make informed decisions and take action to protect themselves, their families and their property.

ACTAS Consumer Advisory Group

The ACTAS Consumer Advisory Group gives community members a direct voice in how ambulance services are planned and improved. The group includes patients, carers, family members and representatives from organisations that support vulnerable people. Members share their experiences and perspectives to ensure ambulance services meet the needs of the community.

ACTAS is expanding the group's role so members can contribute more actively to service design, policy development and community engagement. This approach strengthens understanding of community expectations and supports service improvements informed by lived experiences. By listening to the people who use its services, ACTAS can deliver care that is responsive, inclusive and effective.

Contributing to national health emergency planning

ACTAS is a member of the National Health Emergency Subcommittee, contributing to national health emergency planning. The General Manager, Support Services represents the ambulance sector on the subcommittee, working with health leaders from across Australia. ACTAS shared its experience and expertise in national discussions while also applying lessons and emerging developments from across the country to strengthen local emergency planning.

Working together on heatwave preparedness

ACTAS improved preparedness for and response to extreme heat events through its strengthened partnership with NSW Ambulance. The services worked together to align public information, response arrangements and operational practices, ensuring both sides of the border receive consistent advice and support during heatwaves.



Heatwave preparedness exercise



Heatwave exercise

Strengthening aeromedical partnerships and service integration

ESA improved emergency medical care across the region by strengthening its aeromedical partnerships with NSW. The ACT Aeromedical Service worked closely with NSW services, including the Greater Sydney Area Helicopter Emergency Medical Service, to support joint training programs, major emergency exercises and development of common skills and procedures.

ESA also strengthened collaboration within its own ambulance services. The ACT Aeromedical Service and ACTAS worked together to deliver joint training and emergency simulations. These activities helped staff understand each other's roles, build common skills and practise coordinated responses to major emergencies.

ESA contributed to national collaboration through the Council of Ambulance Authorities Aeromedical Group, supporting information sharing, joint planning and improved coordination for major emergencies and disasters. Together, these partnerships build a stronger emergency medical network that can respond quickly and effectively when communities need support.

Expanding Fire Safety Education and other Community Awareness programs for Priority Communities

ACT Fire and Rescue (ACTF&R) continued to deliver community education programs that help residents understand a wide range of risks, prepare for emergencies and take practical steps to improve safety at home, at work and in the community.

ACTF&R expanded its public safety campaigns to provide more targeted fire safety education for people who may face additional risks or barriers to accessing information, including:

- **Deaf Connect Program** in partnership with Fire and Rescue NSW, delivering fire safety education for members of the deaf community
- **Seniors Home Fire Safety Program** in partnership with ACTP, helping older Canberrans identify and reduce risk in their home
- **Inclusive Fire Education Program**, providing accessible fire safety education for children with additional needs.

These programs recognise that different communities may have different information needs and support broader access to important safety information.

ACTF&R also delivered public safety campaigns that encouraged people to take simple actions to reduce risks at home and in the community, including:

- Smoke Alarm Action Day, which encourages people to test and maintain their smoke alarms
- lithium-ion battery safety campaigns, which provide advice on the safe use, charging, storage and disposal of batteries.

Around 1 in 4 incidents attended by ACTF&R occur in properties without a working smoke alarm.

Enhancing bushfire preparedness with the community while strengthening intelligence capability

ACTRFS continued to prepare for the 2025–26 bushfire season through community engagement, operational readiness activities and investment in intelligence and detection capabilities. Detailed reporting on bushfire preparedness, fire detection systems and Strategic Bushfire Management Plan implementation is provided in Part 5, Bushfire Risk Management.

Caring for Country Through Cool Burning at St Mark's Grassland

ACTRFS, Traditional Custodians and local community groups worked together to carry out a cultural cool burn at St Mark's Grassland. Led by Uncle Wally Bell and the Mulanggang Traditional Aboriginal Landcare Group, the burn used traditional Aboriginal knowledge alongside modern fire management to care for this important grassland. The site is home to many native plants, including orchids, lilies and the threatened Button Wrinklewort. ACTRFS staff worked with Uncle Wally to plan the burn, identify safe weather conditions and provide firefighting support.

Community volunteers helped prepare the site and took part in the burn, learning how cool burning can protect the environment while reducing fire risk. The project also gave local conservation volunteers a valuable opportunity to learn more about cultural burning and caring for Country.



Uncle Wally doing a cultural cool burn

The low intensity burn reduced grass fuel levels whilst minimising the impact on wildlife that lives in the grassland. It also helped improve soil health and created better conditions for native plants to grow and thrive. Previous cool burns at the site have increased numbers of the threatened Button Wrinklewort, showing how strong partnerships between Traditional Custodians, emergency services and the community can deliver lasting benefits for both people and the environment.

Volunteer-Led Community Education and Preparedness

ACTSES volunteers played an important role in helping communities prepare for emergencies. Through community events and local engagement activities, volunteers shared practical preparedness advice, including actions residents can take to reduce damage during storms and floods. By sharing local knowledge and encouraging early action, ACTSES volunteers helped people better understand risks and prepare for future emergencies.

Stronger partnership between ACTSES and NSW SES

The ACTSES and the NSW State Emergency Service recently renewed their Memorandum of Understanding. The agreement makes it easier for both organisations to share personnel, equipment and resources during emergencies. This partnership improves cooperation across borders and ensures communities receive support more quickly when severe weather and other emergencies affect the region.

ACTSES and the Belconnen Men's Shed Flood Table

ACTSES developed an interactive Flood Table to assist people to better understand flood risks. Designed by ACTSES, funded through NEMA's Disaster Ready Fund, and built with assistance from the Belconnen Men's Shed, the Flood Table shows how water moves through a landscape and how flooding can affect homes, communities and infrastructure.

The portable model is used at community events, schools and engagement activities across the ACT to encourage people to identify risks, plan ahead and take practical steps to protect themselves and their property. ACTSES is also developing tailored education materials to support a range of audiences and age groups.



ACTSES Flood Table



ACTSES Flood Table

Strengthening emergency management partnerships

ESA staff participate in national emergency management forums through membership of the Australian and New Zealand Council of Fire and Emergency Services (AFAC). To support knowledge sharing and coordination, ESA established an internal collaboration group that helps apply lessons learned from emerging technologies and best-practice approaches across the Agency.

ESA also continued to strengthen cross-border emergency management through regional partnerships, joint planning activities and multi-agency exercises. These exercises help improve coordination and ensure agencies can work together effectively during major incidents affecting the region.

Connecting and building partnerships with diverse communities and community organisations

ESA strengthened partnerships with community organisations including the Australian Red Cross and the ACT Multicultural Hub to support emergency preparedness and community resilience. Through community education, local events and information-sharing activities, these partnerships ensure emergency preparedness information reached diverse communities across the ACT.

Digital engagement

ESA used social media and digital platforms to provide timely emergency information, preparedness advice and community safety messaging. ESA maintained an active presence across Facebook, X, LinkedIn and YouTube, publishing emergency updates, public safety information, recruitment campaigns, community engagement content and operational highlights. Video content, emergency warnings and preparedness messaging generated strong community engagement throughout the year.

Social Media Performance in 2025–26

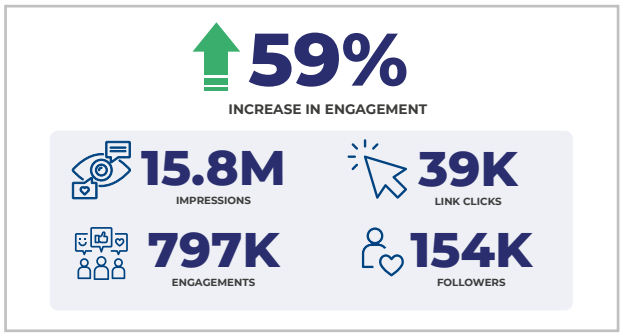


Figure 27: Social media performance

Community engagement attendance

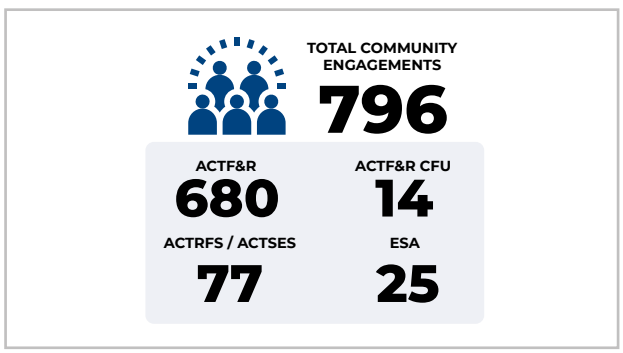


Figure 28: Total Community Engagements

Website activity

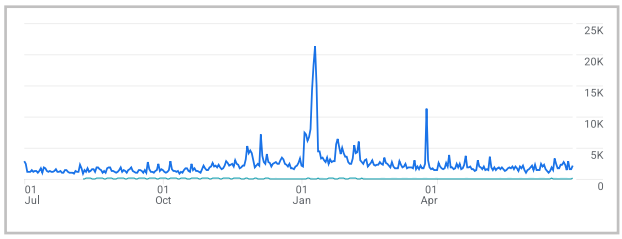


Figure 29: 10 January 2026 Website activity peak

Website activity peaked on 10 January 2026 during an Extreme Fire Danger Rating and a Total Fire Ban (Figure 29).ESA provided regular updates on fire danger, smoke conditions, restrictions and incidents throughout the day. The increase in website traffic highlights how much the community values timely and authoritative information during periods of heightened risk.

Media

ESA supported 26 media events during 2025–26, covering key operational and community safety initiatives including:

- the first TOBAN declared in 6 years
- ACTRFS aviation capability
- ACTSES flood table
- ACTAS quarterly reports
- deployment of ACTAS Mechanical Chest Compression Devices (MCCDs)
- ACTF&R recruitment activities

Partnering with the Ngunnawal Community

ESA worked with Ngunnawal Traditional Custodians and community members to remove the need for a fire permit for Ngunnawal Smoking Ceremonies. This important change makes it easier for Ngunnawal people to continue cultural practices, removes a long-standing barrier, and helps preserve culture for future generations. It also shows our commitment to working closely and respectfully with the Ngunnawal community.

ESA brought together Ngunnawal Traditional Custodians, community members, ESA staff and guests to celebrate this important step forward in working together. The gathering in May 2026 highlighted the strong relationships ESA is building through respect, shared understanding and partnership. By listening to and working closely with the community, we can make better decisions that support cultural practices and deliver positive outcomes for everyone.



ESA get together with Ngunnawal Traditional Custodians to mark signing of the notifiable instrument

ESA undertook this measure to promote human rights under s27 of the ***Human Rights Act 2004*** *(cultural and other rights of Aboriginal and Torres Strait Islander peoples and other minorities).*

More information relating to this work can be found at ***B8: Community Engagement and Support***.

Helping the Community Prepare

ESA encourages people to take an active role in preparing for emergencies through public education campaigns and community-based preparedness activities.

The *Be Emergency Ready* (BER) campaign encourages households to plan ahead for emergencies, while development commenced on the "*Chat. Plan. Act.*" campaign to promote conversations about emergency preparedness and appropriate actions during emergencies. For further information please refer to ***B8: Community Engagement and Support***.

Supporting Community Resilience

Through partnership, community education, preparedness initiatives and accessible information, ESA continued to strengthen community resilience across the ACT. Emergency preparedness is a shared responsibility and helps ensure communities are better equipped to prepare for, respond to and recover from emergencies.

Prioritising the Important

ESA focuses its efforts on activities that strengthen emergency preparedness, improve operational capability and support better outcomes for the community. Through planning, training, continuous improvement and collaboration, ESA works to ensure people, systems and organisations are ready to respond effectively to emergencies and recover when they occur.

This work includes monitoring operational performance, strengthening emergency management capability, involving communities and stakeholders in planning, building workforce and volunteer capability, and applying lessons learned to improve future responses.

Incident Response

ESA's operational services respond to a wide range of incidents across the ACT, and where required, support cross-border emergency responses. Figures 30–38 provide an overview of incident volumes, response activities and key performance indicators across ESA operations.

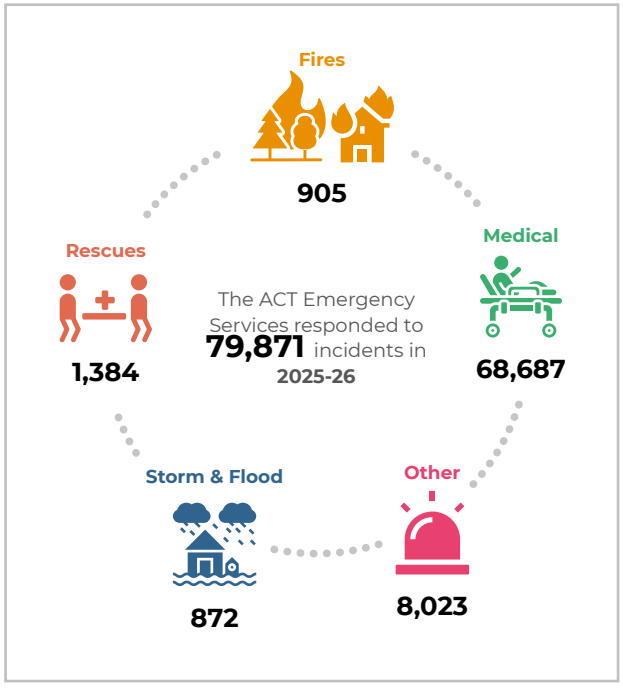


Figure 30: Total incidents

ACTAS

Figure 31 shows a breakdown of ACTAS incidents and responses. The incident/response numbers are those that require a medical response including incidents managed by an ACTAS ComCen clinician in which no resources are dispatched.

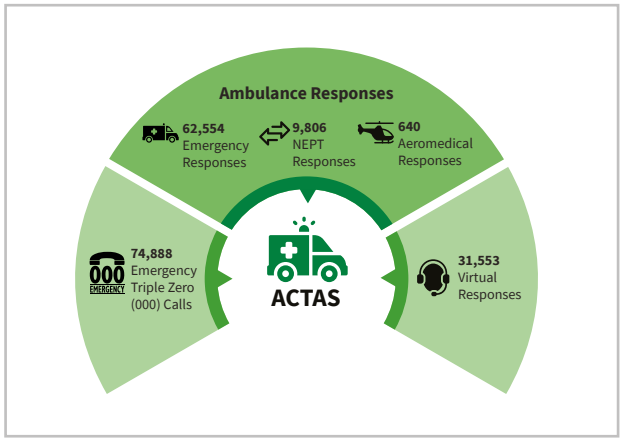


Figure 31: ACTAS incidents

Figure 32 shows ACTAS response times – among the fastest in the nation.

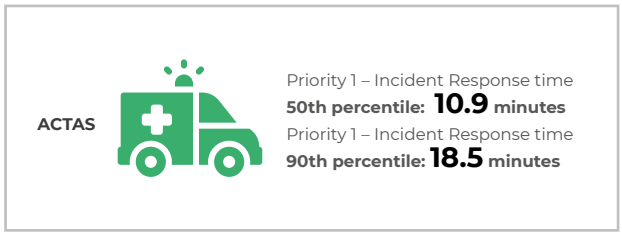


Figure 32: ACTAS Response Times

ACTAS response times

Demand for ambulance services continued to increase in 2025–26, placing pressure on response times. Despite performance remaining above target for Priority 1 incidents, ACTAS continued to deliver some of the fastest ambulance response times in Australia based on current Report on Government Services data. Growth in demand, workforce shortages and resource pressures continued to influence response performance throughout the year.

ACTAS operational challenges

ACTAS faced growing operational pressure as demand for ambulance services reached record levels. In the first quarter of 2026, ACTAS received almost 20 000 Triple Zero calls, the highest number on record. Despite workforce and resourcing challenges, ACTAS continued to provide emergency responses, expanded clinical triage and telephone support services, and introduced quarterly public performance reporting to improve transparency and community understanding of service demand and performance.

ACTAS Roster Review

To better understand the factors affecting workforce sustainability and service delivery, ACTAS undertook a review of its rostering model. The review assessed operational data, staff feedback and system level impact analysis. While the roster continues to support fatigue management, the review found that staffing shortages, resource constraints and increasing demand have limited its effectiveness, and placed pressure on workforce wellbeing and operational performance.

The review highlighted record demand, growing pressure from lower-urgency cases and increasing impacts on staff and service delivery. It also recognised the dedication and professionalism of ACTAS staff and identified 13 recommendations to support future improvements.

ACTF&R

Figures 33 and 34 provide an overview of ACTF&R incidents and response-time performance. There were no significant changes in performance during 2025–26.

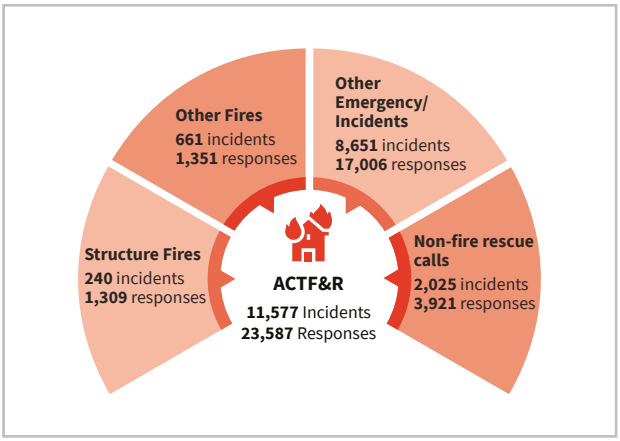


Figure 33: ACTF&R incidents

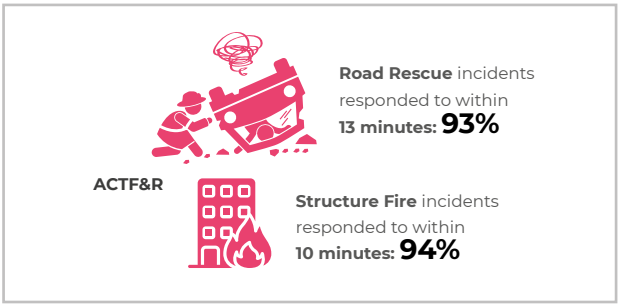


Figure 34: ACTF&R Response Times

ACTRFS

Figures 35 and 36 provide an overview of ACTRFS incidents and responses, including the percentage of bushfires contained by the first response shift. Performance remained stable during 2025–26.

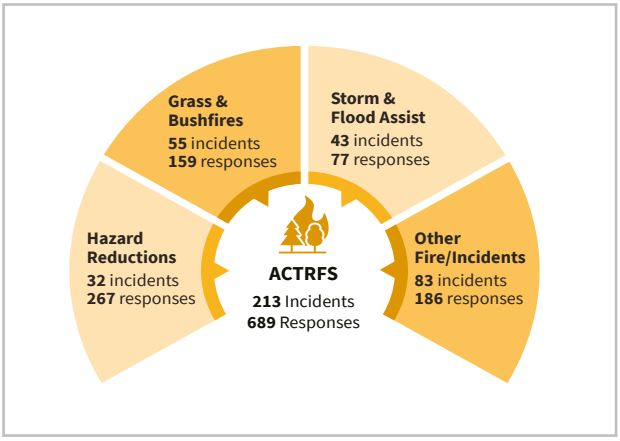


Figure 35: ACTRFS incidents

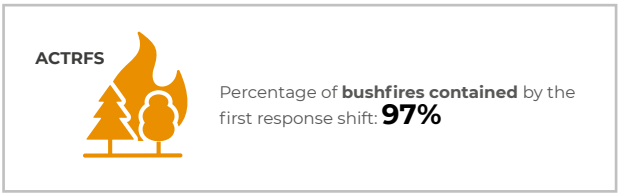


Figure 36: Bushfires contained by first response shift

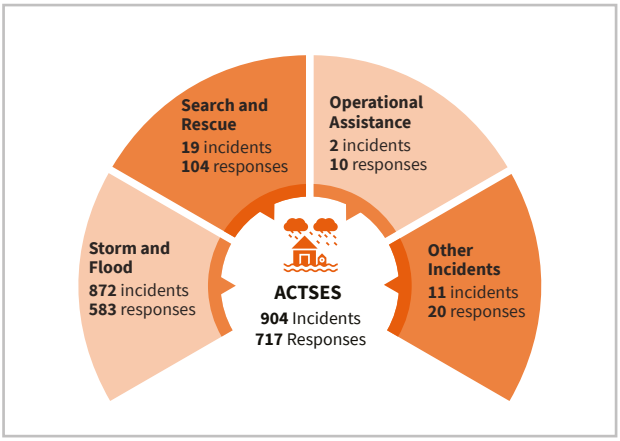


Figure 37: ACTSES incidents

ACTSES

Figures 37 and 38 provide an overview of ACTSES incidents and responses, including the percentage of flood callouts attended within 24 hours. Performance remained consistent during 2025–26.

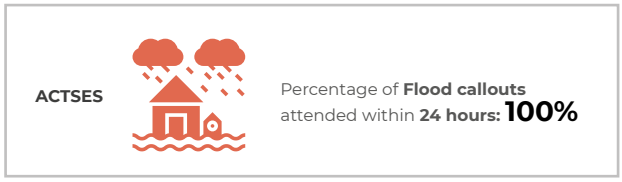


Figure 38: Flood Callouts attended within 24 hours

Helping People Understand Their Role in Emergencies

ESA helped people and organisations understand what they need to do before, during and after emergencies.

Through planning, training and preparedness activities, ESA supports a coordinated and effective response when emergencies occur.

Training with Other Emergency Services

ACTAS participated in major emergency exercises, cross-border workshops and multi-agency training activities throughout 2025–26. These exercises strengthened communication, coordination and decision-making and helped agencies work together effectively during emergencies.

Updated Plan for Mass Casualty Incidents

In December 2025, ACTAS completed and gained approval for an updated Mass Casualty Incident Plan. The plan outlines how agencies will work together when an incident causes a large number of injuries, such as a major transport accident, natural disaster or other large-scale emergency.

The plan clearly defines responsibilities, coordination arrangements and decision-making processes. This helps agencies work together efficiently, reduces confusion during complex incidents and supports a faster response for people who need urgent care.

Reviewing the ACT Heatwave Plan

ACTAS reviewed the ACT Heatwave Sub-Plan in preparation for the 2026–27 high-risk weather season. The updated plan will clarify roles, responsibilities and response arrangements, helping organisations understand when action is required. By reviewing the plan before the next summer season, ACTAS is enabling the Territory to prepare for increasingly frequent and intense periods of extreme heat.

Building Skills for Major Emergencies

ACTAS continued to strengthen emergency response capability through specialist training in major incidents and mass casualty events. The ACT Aeromedical Service and Canberra Health Services worked together to provide training for doctors, flight intensive care paramedics and other clinicians through practical exercises, education and disaster response training. The program helps prepare staff for complex emergencies and supports coordinated care during major incidents.

Learning from Experience to Improve Emergency Services

ESA uses the knowledge and experience of its staff, volunteers and partners to strengthen emergency management capability and improve service delivery. By applying lessons learned, investing in technology and workforce and volunteer development, ESA continues to strengthen services and improve how it prepares for and responds to emergencies.

Bringing Frontline Experience into Ambulance Planning

ACTAS re-established its Vehicle and Equipment Committee to guide decisions about ambulances, medical equipment and future investments. The committee includes people with frontline experience who understand the practical challenges paramedics face every day. Their input ensures vehicles and equipment meet operational needs and support safe, effective patient care.

By involving staff who use equipment and vehicles every day, ACTAS can make better decisions, improve workplace safety and ensure paramedics have the tools they need to provide high-quality care to the community.

Operational Readiness and Aerial Firefighting Preparedness

ACTRFS prepared its firefighting vehicles and equipment before the bushfire season by completing annual servicing and checking critical items such as radios, medical supplies and protective clothing. Teams repaired or replaced faulty or missing equipment and restocked fire investigation resources. They also organised investigator rosters to ensure trained personnel were available to respond when required.

These activities ensured firefighters had reliable equipment and operational support during emergencies, improving safety and response effectiveness.

ACTRFS also finalised aerial firefighting arrangements by securing aircraft contracts, coordinating availability with partner agencies, and testing retardant and water delivery equipment. This preparation ensured aircraft could be deployed quickly to support responses to large or rapidly spreading fires.

Strengthening Volunteer Systems and Information Capability

ESA continued to strengthen the systems and capabilities that support its volunteer workforce.

The Volunteer Management System (VMS) Feasibility Study identified the most suitable approach for a whole-of-ESA volunteer management system. The study reviewed volunteer management, customer relationship management and human resources systems, considered approaches used by emergency service agencies across Australia, and assessed integration and security requirements. Extensive consultation across ESA and ACT Government stakeholders informed recommendations, including indicative costs and future implementation pathways. This work provides a clear foundation for future discussions with government and an integrated, secure volunteer management system.

ESA also continued to improve its Mapping and Planning Support (MAPS) capability to support emergency planning and response. The program helps emergency services collect, analyse and share information to support operational decision-making. Improved mapping systems, drone technology and stronger data management practices provide responders with timely information about incidents, helping identify important assets, assess damage and direct resources where they are needed most. Volunteers play an increasingly important role in this work, with ESA expanding volunteer skills and involvement in mapping and information support. By investing in both technology and volunteer capability, ESA is strengthening its ability to understand risk, coordinate resources and respond effectively to future emergencies.

Improving Communications for Emergency Responders

ESA supported the development of a new Public Safety Mobile Broadband capability that will improve communications for emergency responders. The new system will provide fast, secure and reliable voice, video and data services for frontline personnel working in the field. ESA has worked closely with stakeholders to identify operational needs and shape how the service will operate.

Reliable communications are critical during emergencies. Improved connectivity will help responders share information more quickly, maintain situational awareness and coordinate their actions more effectively, ultimately supporting better outcomes for the community.

Developing Future Incident Management Leaders

ESA continued to build its emergency management capability by encouraging experienced personnel to mentor and support newer staff and volunteers. Experienced incident controllers and incident management team members share their knowledge, lessons learned and practical skills with the next generation of emergency leaders. This ensures valuable experience is passed on and not lost over time.

Training exercises, including activities such as Exercise Sudden Storm, provided opportunities for emerging personnel to develop their skills in realistic emergency scenarios. These exercises help identify future leaders and prepare them for roles managing complex incidents. Learning directly from people who have managed real emergencies builds confidence, improves decision-making and strengthens ESA's ability to respond effectively when large-scale incidents occur.

Building Maintenance Program

ACTF&R started a Building Maintenance Program to ensure fire safety systems in Canberra buildings are properly maintained and working as intended. The program checks important safety features in selected buildings, such as fire protection and detection systems, to confirm they will operate effectively during an emergency.

This work helps reduce risks and strengthen fire safety across the ACT.

Strengthening Bushfire Readiness and Response

Before the bushfire season, ACTRFS strengthened its season readiness through updated operational procedures, response arrangements, communication processes and preparedness activities.

During the 2025–26 bushfire season, ACTRFS volunteers responded to 34 grass and bushfires across the ACT. The most significant incident involved 4 lightning strikes in Namadgi National Park, requiring specialist skills not used on a major bushfire since 2019–20. The response demonstrated the value of ongoing investment in training, technology and planning, with earlier fire detection, faster response times and timely community information. The season also provided opportunities to identify improvements and strengthen future operations.

After incidents, ACTRFS carried out recovery and investigation activities, including using drones to map burnt areas and locate hotspots that could reignite. This information supported fire investigations and informed future firefighting strategies. The season concluded with a media event at the ESA facility in Mitchell, highlighting stronger ACTRFS capability, improved technology, effective training and the importance of continuous learning and improvement.

Involving People in Emergency Planning and Preparedness

Working Together to Improve Emergency Planning

ACTSES involved volunteers, government agencies and community partners in planning and reviewing emergency preparedness activities. Before and after the season, ACTSES held briefings and review sessions where participants could share their experiences, lessons learned and ideas for improvement. This feedback helped identify what worked well and where improvements can be made.

ACTSES also sought input from government agencies and other stakeholders when developing emergency and hazard management plans. By involving the people and organisations that will use these plans, ACTSES is ensuring they reflect real-world experience and practical needs. This collaborative approach builds stronger partnerships, improves planning and helps organisations work together more effectively during emergencies.

Building Knowledge Across Government

ESA's Emergency Management Unit (EMU) introduced training to help government agencies, community organisations and other stakeholders better understand emergency management arrangements in the ACT. Training covers emergency coordination, emergency management principles and key planning activity, including evacuation management. The program improves understanding of emergency management arrangements across the broader emergency management sector and supports more coordinated decision-making during complex emergencies.

ESA also established an Innovation Hub where staff can share ideas, lessons learned and information from partner organisations. This will make it easier to collaborate across agencies, share knowledge and identify new ways to improve emergency management.

Giving Communities a Voice through Interactive Community Engagement

ESA created opportunities for residents to contribute directly to emergency preparedness and resilience planning through initiatives such as the Ginninderry preparedness exercise and the Weston Creek Interrupted exercise. These exercises allowed participants to test their emergency plans, experience realistic scenarios and provide feedback on their experiences.

ESA also partnered with the University of New South Wales during events such as the Enlighten Festival to trial interactive preparedness experiences during community events, helping participants better understand how they would respond during an emergency and identify areas where they may need to prepare further. The activities also provided ESA with valuable insights into community needs, helping shape future programs and preparedness initiatives.

Anticipating Systemic Risk

Using New Ideas and Technology to Improve Community Safety

ESA continued to explore new ways to prepare for emergencies, respond to emerging risks and improve community safety. By adopting new technologies, enhancing operational capability and improving access to information, ESA is helping the ACT become more resilient and better prepared for future challenges.

Improving Ambulance Equipment and Patient Care

In September 2025, ACTAS introduced a redesigned layout for its response bags, including new bags for oxygen equipment. The new design makes equipment easier and faster for paramedics to find and use during emergencies. When every second counts, quick access to medical equipment can make a significant difference to patient care.

These improvements help paramedics work more efficiently and allow them to focus on delivering treatment as quickly as possible. The changes support better patient outcomes and strengthen the ambulance service's ability to respond effectively in emergencies.

AusAlert local test at Molonglo Emergency Services Station

ESA partnered with NEMA to introduce and carry out the first community-based test of the AusAlert system, Australia's new national emergency warning system. The test took place at 10:30 am on 10 June 2026 at the new Molonglo Emergency Services Station in Duffy.

This community testing helped prepare for the nationwide test on 27 July 2026 and supported arrangements for the planned launch of AusAlert in October 2026. By combining NEMA's national warning capability with ESA's local emergency management expertise, the agencies are helping to ensure the system is reliable, trusted by the community and able to deliver timely warnings during real emergencies. Faster and more reliable emergency warnings help people receive critical information sooner and take action to protect themselves and others.



Minister for Emergency Management, Ms McBain, Minister Paterson, Commissioner Phillips, AC Rutland & Dir Bush at AusAlert exercise

Exploring Community Response to Cardiac Arrest

People who suffer a cardiac arrest outside a hospital often have low survival rates. However, performing CPR immediately and using an Automated External Defibrillator (AED) can greatly improve their chances of survival. During the year, ACTAS explored ways to connect trained community members with nearby cardiac emergencies before paramedics arrive. One such way is a mobile phone app that alerts volunteer responders when someone nearby experiences a cardiac arrest.



MCCD CPR device testing



Testing of new MCCD CPR device

Similar systems already operate across Australia and in a number of countries around the world. These programs enable trained volunteers to provide CPR and use an AED during the critical minutes before emergency crews arrive. When ACTAS introduces this approach, it could help save lives by ensuring more people receive immediate assistance during a medical emergency.

Mechanical Chest Compression Devices

ESA commissioned into service 8 MCCDs to assist frontline paramedics during cardiac arrests. ACTAS tested the new capability with a simulated cardiac arrest in a home. Crews treated and transported the patient to hospital, utilising the new device to maintain effective CPR throughout the process. This new capability supports paramedics during difficult resuscitations, ultimately improving patient outcomes.

Flash Flood Warning System Trial

ACTSES led a project to improve flash flood warnings across the ACT. ACTSES will combine existing flood information with near real-time weather data and advanced forecasting tools to provide more accurate, location-specific flood warnings. This will help identify areas at risk earlier and provide residents with clearer information about what actions they should take.

Early warnings are critical during flash floods because conditions can change quickly and leave little time to respond. By providing people with more accurate information sooner, the system will assist residents to make informed decisions, protect their families and property, and stay safe. It will also support emergency services prepare and position resources where they are most likely to be needed.

Improving Data and Information Systems

ESA continued to improve how it collects, manages and uses information to support emergency services. The Agency strengthened its emergency dispatch and operational data systems and continued to work closely with partner agencies in New South Wales to share knowledge and learn from each other's experience.

Accurate and reliable information gives emergency services the insight needed to assess incidents, identify emerging trends and make informed decisions. To strengthen this capability, ESA also invested in workforce training to improve data literacy and analytical skills. Together, these initiatives support evidence-based decision-making, improve resource allocation and enhance ESA's ability to identify and respond to emerging risks.

Making Emergency Information Easier to Access

Improving the SPOT platform

ESA continued to improve the SPOT platform so people can receive emergency information more quickly and easily. The platform helps ESA share warnings and updates during emergencies across multiple communication channels at the same time. Improvements were focused on making information faster, more reliable and easier for the community to access.

These enhancements will help ensure people receive clear and consistent information during emergencies. Timely information allows residents to make informed decisions, act sooner and better protect themselves, their families and their property.

Reaching More People with Accessible Information

ESA worked to make emergency preparedness information easier for everyone to understand and use. The Agency partnered with the ACT Suburban Land Agency to deliver preparedness workshops through the Mingle community network. These workshops provided practical information to residents, particularly in new and growing suburbs, and helped people understand local risks and how to prepare for emergencies.

By improving access to emergency preparedness information and engaging directly with communities, ESA is helping more people understand risks and prepare for emergencies. Further information on ESA's multicultural engagement and accessible information initiatives is provided in **B11: *Multiculturalism Act 2023* reporting**.

Future Direction

In 2026–27, ESA will continue to strengthen its operational capability, support a growing and changing community, and prepare for emerging risks. Key priorities include:

Workforce and Capability

ESA will continue to attract, develop and support a skilled workforce across its operational and enabling services. This includes recruiting additional frontline paramedics, strengthening volunteer capability, delivering training and leadership development opportunities, and supporting workforce wellbeing.

ESA will continue implementing strategic initiatives to strengthen workforce capability, critical infrastructure, emergency communications, information systems and operational readiness across the Territory.

Operational Readiness and Emergency Response

ESA will maintain and enhance operational readiness through investment in equipment, infrastructure and technology. Priorities include strengthening fleet and aerial firefighting capability, improving emergency communications, modernising ICT systems, and ensuring services can respond effectively to growing demand and changing risk profiles.

Community Preparedness and Resilience

ESA will continue to build community resilience through targeted education, engagement and awareness programs. This includes expanding the Be Emergency Ready: Chat. Plan. Act. campaign, strengthening partnerships with community organisations, and improving preparedness information for diverse and priority communities.

Risk Intelligence and Innovation

ESA will continue to invest in data, information systems and emerging technologies to support evidence-based decision-making. Priorities include implementing AusAlert, enhancing data and geospatial capabilities, improving bushfire modelling and predictive tools, and strengthening situational awareness across emergency services.

Planning for Future Challenges

ESA will work with government, industry, research organisations and community partners to prepare for future risks, including population growth, increasing service demand, severe weather events and changing bushfire risk. This includes progressing strategic infrastructure planning, strengthening emergency management arrangements and embedding bushfire risk management across planning and preparedness activities.

Strategic Objectives and Indicators

Strategic Objective 1: Accessible Justice System

The ACT justice system seeks to ensure fairness to everyone involved. A fair justice system is accessible, deals with matters in a reasonably expeditious manner and is one in which all persons involved conduct themselves in a way that promotes, protects and respects rights.

Table 25: Strategic Indicator 1: Justice System Completion Rates

Success	Strategic Indicator	2023–24 Results	2024–25 Results	2025–26 Targets	2025–26 Results
Timely completion of ACT Civil and Administrative Tribunal (ACAT) cases	Percentage of cases finalised within 12 months from lodgement	92%	99%	95%	99%
Timely completion of cases in the courts	Percentage of cases finalised within 12 months from lodgement against total finalisations				
	• Supreme Court [a,b]	N/A	59%	70%	60%[1]
	• Magistrates Court [a,b]	N/A	91%	90%	92%
	• Childrens Court [b]	N/A	91%	90%	89%
	• Family Violence Court	N/A	85%	90%	86%
	• Coroners Court [c]	N/A	72%	70%	70%
Backlog of cases in courts	Percentage of pending cases older than 12 months against total pending caseload				
	• Supreme Court [a,b,d,e]	N/A	29%	30%	31%
	• Magistrates Court [a,b,d,e]	N/A	16%	15%	19%[2]
	• Childrens Court [b,d,e]	N/A	11%	15%	17%[2]
	• Family Violence Court [d,e]	N/A	10%	10%	14%[2]
	• Coroners Court [c,d,e]	N/A	53%	60%	59%
Backlog of cases at ACAT	Percentage of pending cases older than 12 months against total pending caseload – ACAT [d,e]	N/A	1%	5%	2%[3]

The strategic indicators on justice system completion rates were amended in 2024–25. Refer to the 2023–24 JACS Annual Reports for information on the previous indicators and associated performance trends.

Explanation of Strategic Indicators

a. Supreme Court cases include those for Court of Appeal and Supreme Court Appeal. Magistrates Court cases include those for Childrens Court, Coroners Court, and Family Violence Court.

b. Civil and Criminal divisions within Supreme Court and Magistrates Court respectively have been combined for reporting of timely completion to provide clearer accountability and minimise periodic variations in division resourcing that lead to significant, but temporary deviations from target.

c. Coroners Court target reflects a therapeutic approach to finalising matters which requires increased engagement with impacted families.

d. A new strategic indicator was introduced in 2024–25 to measure Backlog of cases in courts to better align with the Productivity Commission's Report on Government Services (RoGS), which recommends Timely Completion indicators be considered in conjunction with the Backlog indicator. Coroners Court targets for Timely Completion of Cases and the Backlog of Cases indicators reflect the therapeutic approach to finalising matters which requires increased engagement with impacted families.

e. Backlog targets are aspirational.

Variance explanations

1. The Supreme Court's performance in 2025–26 was affected by reduced sitting weeks due to judicial leave, the retirement of a resident judge, recruitment delays, and the appointment of a resident judge as Chief Magistrate. Increasingly complex criminal matters, particularly sexual assault cases, have required longer and multiple hearings and greater judicial resources, reducing listing capacity across jurisdictions. These pressures, together with longer trial durations and late pleas, have impacted timeliness, clearance rates and backlog outcomes.
2. Magistrates Court strategic indicators for clearance and timely completion were within target ranges, indicating effective management of caseloads and timeliness of court services. The Magistrates Court exceeded its target for timely completion, with 92 per cent of matters finalised within 12 months. Strong finalisation rates reduced the overall pending caseload. As the backlog indicator measures older matters as a proportion of all pending matters, reductions in newer pending cases can increase the percentage represented by older matters, even where the number of older matters remains relatively stable. Backlog levels have remained broadly consistent over the past 4 years and the result does not indicate a deterioration in court performance.
3. ACAT's percentage of pending cases older than 12 months, as measured against the total pending caseload, is better than the target due to the organisation's continued focus on case management and timely resolution.

Strategic Objective 2: Safe Community

An effective criminal justice system underpins the safety of the community. Although neither the Directorate nor the ACT Government can control all of the factors that impact on community safety, effectiveness can be measured by examining the level of crime against people and property and whether the justice system deals with offenders in a way that reduces the risk of further offending.

Table 26: Strategic Indicator 2: Crime Related Community Safety

Success	Strategic Indicator	2023–24 Results	2024–25 Results	2025–26 Targets	2025–26 Results
Reduction in level of crime	Number of known and reported criminal offences:				
	• against the person per 100,000 population [a]	901	896	<861	905.6
	• against property per 100,000 population [a]	3,324	2958	<3,458	3,128.8
Perceptions of safety	The proportion of people who felt 'safe' or 'very safe':				
	• at home by themselves during the night [b]	87.8%	87.5%	=>87.5%	91.2%
	• walking by themselves in their neighbourhood during the night [b]	58.1%	56.8%	=>57.2%	55.2%
No. escapes/ abscondments from custody	Number of escapes or absconds	N/A	0	0	0
Reduction in recidivism rates	ACT sentenced detainees released two years earlier than the year being measured who returned to prison with a new correctional sanction within two years[1]	34%	37.1%	31.7%	33.5%

Explanation of Strategic Indicators

a. 2025–26 targets are based on the 5-year trend. They are set by averaging the data from the last 5 years (2020–21 to 2024–25, where 2024–25 data is pro-rated based on results as at December 2024). Lower rates indicate better performance.

b. Perception of safety indicators are drawn from the National Survey of Community Satisfaction with Policing, a self-reporting survey conducted by the Social Research Centre. The sample size and landline-based methodology may limit how representative the results are of the ACT population as a whole. The targets for the perception of safety indicators are based on the national average for the previous financial year.

Variance explanations

1. In 2025, the ACT conducted a review of how recidivism results were derived. Results from 2024–25 onwards are aligned with the Report on Government Services' count rules for this indicator. These results are not comparable to previous financial years due to the transition to a new offender management system and the development of a revised method using an automated data model.

Strategic Objective 3: Safe Community — Emergency Services

ESA provides a streamlined, collaborative, and effective response capability in the Territory's emergency management ecosystem to ensure better outcomes for the community it serves. The ACT ESA is a trusted organisation, well supported by the community, committed to fostering an ongoing partnership with the people of Canberra through an outcome focused approach to emergency management in the Territory.

Table 27: Strategic Indicator 3: Emergency Related Community Safety

Success	Strategic Indicator	2023–24 Results	2024–25 Results	2025–26 Targets	2025–26 Results
Increased community resilience for emergencies	Percentage of Public Information & Engagement Annual Plan Priority Projects and Campaigns delivered	85%	95%	95%	100%
	Percentage of leases within the Bushfire Abatement Zone with a Farm Fire-wise Plan	100%	100%	100%	93%
	Percentage of ESA led Emergency plans, sub plans and supporting plans within accepted ACT planning and review governance and timeframes	72%	91%	100%	91%
	Percentage of evaluations conducted for completed Public Information & Engagement Campaigns	90%	95%	95%	100%
	Annual increase in social media audience [a]	N/A	N/A	1.5%	3.6%[1]
	Maintain or increase volunteer levels Percentage change in levels	-9%	3%	1%	-1%[2]
Reduced loss of life and loss/damage to property	Percentage of structure fires confined to room of origin	79%	83%	80%	79%
	Percentage of 132 500 storm and flood callouts completed within 24 hours	89%	99%	90%	100%
Reduced impact on the environment from bushfires	Percentage of bushfires contained by the first response shift deployed (within the first 12 hours of the response)	95%	100%	95%	97%

Explanation of Strategic Indicators

a. This indicator was introduced in 2025–26 to replace the previous indicator of 'Annual increase in social media reach'. The previous indicator on social media reach was subject to high levels of volatility year on year, with increases being reliant on major incidents to drive online traffic. The new indicator on 'Annual increase in social media audience' is considered to be a more reliable measure of performance across social media and is expected to allow for more consistent and comparable results across reporting periods.

Variance explanations

1. The increase in social media audience beyond the 2025–26 target is attributed to bushfire and storm events in early 2026. A heightened community desire for emergency information during this period resulted in audience growth beyond the target.
2. This result reflects the removal of inactive members from the databases, together with natural attrition and retirements. Targeted recruitment campaigns will be undertaken to attract new volunteers to maintain operational capability.

Strategic Objective 4: Promotion and Protection of Rights and Interests

The ACT Human Rights Commission (the Commission) protects the rights of people in our community, including its vulnerable members. The Commission provides community engagement, information, support and/or advice in relation to the roles and functions of its Commissioners, including how members of our community can access and protect their rights. Additionally, as required under the *Human Rights Act 2004*, the Directorate seeks to ensure that all legislation is compatible with human rights.

Table 28: Strategic Indicator 4: Awareness and Compliance with Human Rights and Interests

Success	Strategic Indicator	2023–24 Results	2024–25 Results	2025–26 Targets	2025–26 Results
New government laws are compatible with human rights legislation at time of introduction	Percentage of new government laws that are compatible with human rights legislation at the time of introduction	100%	100%	100%	100%
Increased community awareness and understanding of human rights	Number of submissions, advices and comments directed at increasing human rights compliance on systemic issues in legislative and policy proposals	105	68	90	65[1]
Increased support for victims of crime	Number of victims of crime who have received support, assistance or advocacy[a]	3,196	4,356	3,000	4,345[2]

Explanation of Strategic Indicators

a. This indicator relates to the number of victims of crime who have received services from the Victims Services Scheme, Family Safety Action Program, the Victims Registers or the Victims Rights and Reform Team within Victim Support ACT.

Variance Explanations

1. The 2025–26 outcome is below the target of 90 (at 65) due to a shift in focus from reviewing legislation and policy to the consideration of new initiatives that benefit the ACT community such as the right to a healthy environment. In light of this shift of strategic focus, the ACT HRC has reviewed the target and worked with JACS and the Minister to have the target revised down from 90 to 65 for the 2026–27 financial year.
2. The 2025–26 outcome was higher than the target as awareness of Victim Support ACT services increased. This, combined with a continuing rise in the level of support required by the ACT community, contributed to the result exceeding expectations.

Scrutiny

The Directorate is subject to scrutiny by bodies including the ACT Auditor-General, the ACT Ombudsman, the ACT Custodial Inspector (formerly ACT Inspector of Correctional Services) and committees established by the ACT Legislative Assembly.

The Directorate actively engages with these bodies and responds with care to any recommendations made by them.

ACT Auditor-General Reports

Table 29: ACT Auditor-General's Report 2/2018: ACT Government Strategic and Accountability Indicators Report – Government response tabled 5 June 2018

Recommendation Number and Summary	Status and Action
Recommendation 4 – Agreed All Territory entities should document their procedure for the review, selection and approval of strategic and accountability indicators (the Transport Canberra and City Services Directorate and ACTION documented procedures could be used as a guide). The procedures should include: a) specifying a time (e.g. three years or when circumstances change) for reviewing and assessing all accountability indicators against performance indicators used by government agencies for similar services in other jurisdictions; and b) engaging with other Territory entities to identify better practices used in the Territory.	Complete. The JACS Annual Review and Reporting of Strategic and Accountability Indicators Standard Operating Procedure was approved and published on the JACS intranet in October 2025.

Table 30: ACT Auditor-General's Report 05/2024: Management and Oversight of ACT Policing Services – Government response tabled September 2024

Recommendation Number and Summary	Status and Action
Recommendation 2 – Agreed The Justice and Community Safety Directorate, in cooperation with ACT Policing, should: a) develop robust processes for the identification and collection of service and financial data for enabling services, as required by clause 13.6 of the 2022–26 Purchase Agreement; and b) develop an assurance process for ACT Policing costs associated with enabling services, which focuses on the robustness and reliability of service and financial data.	In progress. A consultant has been engaged to undertake a review of ACT Policing's enabling services. The review is currently underway and is expected to be completed in 2026–27. Assurance processes for ACT Policing costs include regular meetings to discuss costs, which are ongoing.
Recommendation 3 – Agreed The Justice and Community Safety Directorate, in cooperation with ACT Policing, should develop and implement a Risk Management Framework for the Policing Arrangement and Purchase Agreement, which includes: a) risk registers and risk mitigation plans tailored to each of the working groups; and b) regular reporting from the working groups to the Steering Committee on the management of risks.	Complete. A Risk Framework has been approved by the JACS/ACT Policing Steering Committee and is in place for the working groups that report to the Steering Committee quarterly on risks.

Table 31: ACT Auditor-General's Report 02/2025: Energy efficiency standard for rental properties – Government Response tabled 4 September 2025

Recommendation Number and Summary	Status and Action
Recommendation 1 – Agreed JACS should review and document the ongoing communication needs of different stakeholder groups (including owners corporations) and develop relevant, targeted communication material as required.	In progress. JACS is working to develop a stakeholder list and progressing work to develop a mailing list for tenancy and occupancy matters.

Table 32: ACT Auditor-General's Report 01/2026: Diversity, equity and inclusion in the ACT Public Service – Government Response tabled 26 May 2026

Recommendation Number and Summary	Status and Action
Recommendation 5 – Agreed When developing future frameworks, strategies and plans for diversity, equity and inclusion initiatives, ACT Government agencies should clearly identify: a) strategic objectives and outcomes. b) actions with timeframes for implementation. c) performance measures with targets.	Complete. Within JACS, respect, equity and inclusion actions and events are planned 6 months in advance through the 6-Month Forward Work Plan process that links activities to strategic objectives as well as timeframe deliverables. Measures of success are documented within Performance Agreements. In addition, dates of significance are planned 12 months in advance with internal communications.

ACT Custodial Inspector Reports

Table 33: ACT Inspector of Custodial Services: Healthy Prison Review of the Alexander Maconochie Centre 2022 – Government Response tabled 28 June 2023

Recommendation Number and Summary	Status and Action
Recommendation 19 – Agreed in principle That ACTCS and Justice Health commission an independent joint review of the CSU that addresses the purpose of the CSU; placement/admission criteria and the process for approval and review of placement and removal from the CSU; resource requirements (i.e., psychological and custodial staffing); custodial officer training requirements; and clinical/therapeutic interventions provided to detainees placed in the unit.	In progress. ACTCS has completed a number of activities to support the intent of this recommendation, however the continued intent is for the CSU to focus on crisis and safety management of at-risk detainees. ACTCS engaged a specialist architectural firm in 2024 to explore design improvements and is progressing a collaborative project with Justice Health Services to better understand the service need of detainees with additional and complex needs. Future work and decisions regarding any proposals to revise the current intent and operating model for CSU will be considered under the auspices of the Detainee Health and Wellbeing Oversight Committee.

Table 34: ACT Inspector of Custodial Services: Healthy Prison Review of the Alexander Maconochie Centre 2025 – Government Response tabled on 28 May 2026

Recommendation Number and Summary	Status and Action
Recommendation 1 – Agreed in principle Within 6 months, ACTCS amend its segregation policy and procedures to automatically require a further review with a multidisciplinary team, chaired by the Commissioner, if a detained person is segregated for more than 60 days.	In progress. The review of this policy has not yet commenced.
Recommendation 2 – Agreed in principle Within 18 months, the ACT Government, in implementing its recently released AMC drug strategy, work with Winnunga Nimmityjah Aboriginal Health and Community Services and community stakeholders to respond to the findings of this review, particularly in relation to supply, demand and harm minimisation.	In progress. ACTCS is implementing the AMC Drug and Blood-borne Virus Strategy through a staged action plan aligned to the Strategy's 5 pillars. The action plan will support a coordinated and evidence-based approach to reducing drug-related harms, improving health outcomes, and strengthening safety and security across the AMC and CTU. Key initiatives include: • strengthening the detection and prevention of drugs entering the CTU and AMC, including enhanced searching practices, intelligence capabilities, and integrity measures (findings 6, 9, 10, 12; recommendation 3); • developing and updating policies, procedures and guidance to support integrity reporting and staff accountability (findings 19, 23; recommendation 10); • expanding health literacy and education programs for young detainees and the broader detainee cohort to improve awareness of drug-related harms and available supports (finding 37; recommendation 16); • improving access to harm minimisation initiatives and health services for detainees (finding 46); • enhancing the range and accessibility of purposeful activities, together with approaches that encourage meaningful engagement and support rehabilitation (finding 5; recommendation 30); and • strengthening responses relating to nicotine replacement therapy, management of withdrawal, access to naloxone, and Justice Health Service clinical responses (findings 11, 44, 45). Implementation of the action plan will occur within existing resources and governance arrangements. Any initiatives requiring additional funding or significant new capability will be considered through future budget and business planning processes. This approach will enable ACTCS to progressively deliver the objectives of the Strategy while ensuring initiatives are prioritised, sustainable, and responsive to emerging risks and opportunities.

Recommendation Number and Summary	Status and Action
Recommendation 3 – Agreed in principle Within 18 months, ACTCS introduce more rigorous searching and integrity measures for the AMC such as requiring anyone who enters the Centre to undergo a more thorough electronic scan; and increased searching and alcohol and drug testing of AMC staff. Relevant policies should include detail of what support and sanctions will be applied to an AMC staff member who tests positive to alcohol or illicit drugs while on duty.	In progress. ACTCS will review relevant policies as part of ongoing efforts to strengthen integrity and security arrangements. While the introduction of alcohol and drug testing for staff continues to be explored, there remains a need to clearly articulate support measures and potential disciplinary responses for staff who return a positive result for alcohol or illicit drugs while on duty. The development and implementation of a dedicated staff testing and support program would be subject to future budget considerations and is expected to require up to 2 years to design, consult on, and implement. ACTCS has already strengthened its staff and visitor search regime and will continue this enhanced program on an ongoing basis, supported by the introduction of new screening technologies. In addition, regular staff searches are undertaken with the support of the AMC K9 Unit as part of ongoing efforts to deter and detect the introduction of contraband. ACTCS has replaced the staff metal detector at the AMC, and a new millimetre-wave scanner for visitors is scheduled for installation in September 2026. A body scanner for detainees at the CTU will also be installed during 2026. Staff have undertaken the necessary training to operate the new scanning technologies, and relevant operator licences are currently being procured through the ACT Radiation Council to support implementation.
Recommendation 12 – Agreed Within 18 months, ACTCS review its policies and procedures for allowing detained people to attend funerals, particularly ensuring: a) there is guidance as to how the discretion to grant local leave permits is to be exercised b) the term ‘family member’ is defined appropriately for Aboriginal and Torres Strait Islander peoples; and c) detained Aboriginal and Torres Strait Islander women are given equality of opportunity to attend funerals in person, or at livestream events with men where appropriate.	In progress. Work on the replacement policy for the current Escort Policy and Operating Procedure is progressing. The review includes addressing this recommendation.

Recommendation Number and Summary	Status and Action
Recommendation 13 – Agreed in principle Within 6 months, ACTCS expand opportunities for women detained at the AMC to access education, programs, employment and other meaningful activities, including significantly lowering the threshold of how many women must be enrolled for programs and education to run.	In progress. ACTCS is committed to providing gender-responsive, individualised services that recognise the specific needs of women in custody, guided by the Walking with Women on the Pathway to Change Framework (2021). Women detained at the AMC can access a broad range of programs, education, employment and meaningful activities, including alcohol and other drug support, health and wellbeing initiatives, cultural and spiritual programs, parenting and family supports, financial capability and life-skills education, employment readiness activities, education and vocational training, recreational activities, and reintegration services. ACTCS continues to expand education opportunities available to women through vocational training and Foundation Skills programs. Future offerings include Foundation Skills qualifications, as well as short courses such as Silica Awareness and Asbestos Awareness.
Recommendation 15 – Agreed in principle Within 18 months, the ACT Government publicly present options to enable women to maintain connection with their children in the community rather than being detained at the AMC, including reform to bail and sentencing laws, home detention, and electronic monitoring.	In progress. The Bail Amendment Bill 2026 was introduced in May 2026. If passed, the Bill will ensure decision makers turn their minds to a number of matters that reflect the importance of the family unit. This includes requiring decision makers to consider the likely effect of a refusal of bail on the person's family or dependants. Where the accused is pregnant, the decision maker will also be required to consider the likely effect of custody on the person and the unborn child (after they are born), as well as the likely effect of complying with bail conditions on the person. Where the accused is an Aboriginal or Torres Strait Islander person with carer responsibilities, the decision maker will be required to consider the effect of custody or bail conditions on the person's ability to discharge their caring responsibilities and the effect or custody or bail conditions on the person/s being cared for. The Standing Committee on Legal Affairs is currently conducting an inquiry into the Bill and is scheduled to report in August 2026. The Government tabled its response to the Committee Report on the Magistrates Court (Indicative Sentencing) Amendment Bill 2025 in June 2026. The Government is currently considering options for government amendments to respond to the recommendations in the Committee Report. The Bill is expected to be debated later in 2026 or in early 2027.
Recommendation 16 – Agreed in principle Within 6 months, ACTCS implement a program for young detained people that includes health literacy programs provided by health promotion service providers.	In progress. ACTCS has engaged with Canberra Health Services and the Health Care Consumer Association to consider existing programs that could be modified to meet the custodial environment.

Recommendation Number and Summary	Status and Action
Recommendation 21 – Agreed in principle Within 18 months, assess whether the Supports and Intervention Unit (SIU) is meeting its objectives to support detained people including their mental health needs and reasonable adjustments for disability; and ensure it is staffed appropriately including the requisite number of psychologists for that service.	In progress. The SIU is undergoing a Model of Care (MoC) review to explore the framework and pathways for therapeutic interventions and complex care co-ordination. The staffing profile for SIU remains unchanged as consideration for additional resources would require budget bids.
Recommendation 25 – Agreed in principle Within 6 months, ACTCS take steps to ensure that the Case Management Unit staff caseloads and managerial support are appropriate, mindful of the nature of detained people's needs and prevention of staff burnout. This should include consultation with staff, consideration of other jurisdictions, and appropriate funding for required number of case manager positions.	In progress. A psychological risk register has been developed and actions taken in relation to: • Governance reform and meeting accountability. • HSR appointments and WHS representation. • Safety Management Plans and occupational violence controls. • Leadership and cultural change initiatives. • Learning and development workshops. • Communication regarding conduct, reporting mechanisms and workplace behaviour. • Recognition and staff development opportunities Case Manager and Team Leader Learning and Development Workshops have been held addressing strengthened professional practice, role clarity, leadership capability and consistency in operational decision-making. Insights and outcomes from these workshops continue to inform workforce development priorities, support continuous improvement initiatives, and contribute to a positive, capable, and psychologically safe workplace culture.
Recommendation 29 – Agreed in principle Within 6 months, ACTCS remove unnecessary barriers to reintegration for detained people assessed as eligible for the TRP and identify strategies to better identify and support employment pathways.	In progress. Preparation for a public consultation process occurred and consultation will be undertaken on the Transitional Release Program in July and August 2026. Following this, the policy will be revised in the second half of 2026.

Recommendation Number and Summary	Status and Action
Recommendation 30 – Agreed in principle Within 18 months, the ACT government and ACTCS implement a structured day with purposeful activity in the AMC, as an overarching strategy to promote rehabilitation, reduce reoffending, improve the motivation and wellbeing of detained people, and reduce demand for illicit drugs.	In progress. ACTCS continues to explore and expand opportunities for detained people to participate in education, programs, employment and recreational activities within the AMC. While there remain challenges in delivering full-day structured activity within the AMC environment, ACTCS remains committed to enhancing opportunities that support skill development, rehabilitation and future employment pathways. Recent improvements within the AMC employment program include the development of a Memorandum of Agreement (MoA) with Capital Linen to increase the volume and range of textile production undertaken at the AMC. This initiative is expected to increase employment opportunities for detainees while also providing access to a genuine external employment pathway and industry-relevant work experience. Progress has also been made on the structured day pilot associated with the AMC hail damage remediation project. Detainees have been briefed on the proposed daily activity schedule and participation arrangements. The pilot is expected to commence when roofing remediation works begin across accommodation units, currently scheduled for early August 2026. The pilot will provide valuable insight into the practical implementation of a more structured day model, including participation levels, operational challenges and resource requirements. ACTCS will continue to assess opportunities to expand employment, education and structured activity offerings, while balancing operational requirements, infrastructure limitations, staffing considerations and the needs of a growing detainee population. Lessons learned from current initiatives will inform future service delivery and program development.

ACT Ombudsman Reports

Table 35: ACT Ombudsman: Phone call charges at the Alexander Maconochie Centre: what does it really cost? – Agency response provided in report at Appendix A

Recommendation Number and Summary	Status and Action
Recommendation 1 – Agreed ACTCS review the call charges and processes set out in the Corrections Management (Detainee Communications) Policy 2024 and Corrections Management (Detainee Communications) Operating Procedure 2024. In conducting its review, ACTCS should: • weigh the ability of people in detention to pay for calls against the pro-social benefits of supporting strong ties between a person in detention and their family and community • consider re-introducing a subsidy for phone calls to ensure adequate opportunities are provided for people in detention to be able to remain in contact with family members, friends, associates and others by telephone, in accordance with s 46(1) of the *Corrections Management Act 2007* • clearly document its decision-making and reasons under s 47(4) of the *Corrections Management Act 2007*, as to why, and in which circumstances, the Director-General believes on reasonable grounds, that is appropriate for a person in detention to pay for a call.	In progress. ACTCS is reviewing and documenting previous decisions, including the reasons, considerations and legislative basis that informed those decisions, to ensure a clear and consistent record is maintained. The review also includes an examination of relevant policies, practices and approaches in other Australian jurisdictions to identify opportunities for improvement and inform future decision-making. The review will consider the policy, operational and financial factors associated with detainee telephone calls, including whether any level of subsidy may be appropriate. The outcomes will support transparent, evidence-based decision-making and strengthen governance, documentation and record-keeping practices.
Recommendation 2 – Agreed ACTCS make all reasonable efforts to locate and reimburse the 486 individuals to whom it has not yet returned over-charged funds. This should include, as a minimum, reaching out through last known contact details (or other known appropriate contacts) and increasing public awareness of the issue to encourage affected individuals to contact ACTCS for reimbursement.	Complete. ACTCS has undertaken a range of activities to contact individuals affected by the detainee phone credit overpayment and facilitate reimbursement. Between March and April 2026, ACTCS attempted to contact affected individuals by telephone, making up to 3 contact attempts on different days and at varying times. Where telephone contact was unsuccessful and a postal address was available, letters were issued in May 2026. On 1 July 2026, SMS messages were sent to individuals who had not been reached through earlier contact attempts. As at 13 July 2026, 144 affected individuals had been successfully contacted and reimbursed. A total of 273 individuals remain outstanding. Despite extensive efforts to locate and contact these individuals, a range of factors has prevented finalisation of these cases, including unsuccessful contact attempts, outdated or unavailable contact information, individuals having relocated without providing forwarding details, individuals being deceased, individuals currently in custody in other jurisdictions, and other administrative or legal barriers. Information about the overpayment and reimbursement process remains available on the ACTCS website, and efforts to contact affected individuals will continue.

Recommendation Number and Summary	Status and Action
Recommendation 3 – Agreed ACTCS publicly apologise to all people in detention between April 2022 and 24 May 2024 for its failure to remove charges for calls to Australian mobiles and landlines and the impacts this may have had on maintaining their connections with family and community.	Complete. ACTCS issued a public apology on its website in February 2026 to individuals who were in custody at the AMC between April 2022 and May 2024. The apology addresses the issue of overcharged calls to Australian mobile and landline numbers. The notice, which includes details about the overpayment and the reimbursement process, will remain on the ACTCS website for the time being.
Recommendation 4 – Agreed in principle ACTCS establish facilities for people in detention to receive calls, in accordance with s 47(1) of the *Corrections Management Act 2007*.	In progress. ACTCS continues to explore opportunities to improve communication options for detainees while maintaining the safety, security and operational requirements of the AMC. ACTCS is exploring technology solutions that incorporate identity verification, approved contact management, and monitoring and auditing functions to ensure appropriate safety, security and oversight. Any future implementation will be subject to the outcomes of current assessments, funding availability and Government decisions.
Recommendation 5 – Agreed in principle ACTCS prioritise, and if possible expedite, its procurement and implementation of an effective, accessible digital services solution to improve access to communications for people in detention.	In progress. ACTCS is progressing planning and assessment work to support future digital service capabilities at the AMC. The current ICT environment at the AMC provides limited access to shared computer terminals and does not support broader digital service delivery. To inform future investment decisions, ACTCS is assessing the feasibility of installing secure, centre-wide Wi-Fi infrastructure that meets the operational and security requirements of a correctional environment. As part of this work, ACTCS has commenced market engagement to obtain specialist advice on potential infrastructure requirements, implementation options and associated costs. The outcomes of this assessment will inform advice to government. The proposed Wi-Fi infrastructure (subject to funding) would provide a foundation for a range of future digital services across the AMC, including options that may improve access to information, services and communications for detainees, while maintaining appropriate security controls. ACTCS is also undertaking longer-term planning to better understand the operational, technology and change management requirements associated with any future offender digital services capability. This work will ensure that any future digital transformation is strategically planned, aligned with operational needs and delivered in a safe, secure and sustainable manner.

ACT Legislative Assembly Reports

Table 36: Standing Committee on Justice and Community Safety Report 4/2015: Inquiry into Sentencing – Government response tabled on 10 March 2016

Recommendation Number and Summary	Status and Action
Recommendation 10 – Agreed in principle The Committee recommends that the ACT Government introduce legislation in the Legislative Assembly which, if passed, would provide a remedy in statute for delays causing loss to an accused through no fault of that accused.	In progress. This work is not currently being progressed due to other priority projects.
Recommendation 18 – Agreed The Committee recommends that the ACT Government introduce changes to legislation in the Legislative Assembly which, if passed, would explicitly require courts to consider the Indigenous status of offenders at sentencing.	In progress. As noted in the Government Response to this recommendation, the *Crimes (Sentencing) Act 2005* currently requires the court to consider the cultural background of the offender when determining the appropriate sentence. Recommendation 9.5 of the Final Report of the *Review into Overrepresentation* recommended that the ACT Government amend the *Crimes (Sentencing) Act 2005* to provide that, when sentencing Aboriginal and Torres Strait Islander offenders, courts take into account the unique systemic and background factors affecting Aboriginal and Torres Strait Islander peoples. JACS will give consideration to these recommendations, in consultation with Ministers and relevant stakeholders, as part of the Government's ongoing program of legislative reform.

Table 37: Standing Committee on Justice and Community Safety 3/2021: Appropriation Bill 2021–2022 and Appropriation (Office of the Legislative Assembly) Bill 2021–2022 – Government Response tabled 23 November 2021

Recommendation Number and Summary	Status and Action
Recommendation 13 – Agreed in principle The Committee recommends that ACT Government: • provide opportunity for diagnostic assessment of Foetal Alcohol Spectrum Disorder (FASD) among detainees in AMC, • identify appropriate interventions to support detainees living with FASD while in custody, and • review ACTCS policies and procedures to ensure AMC operations are informed by the fact that a substantial proportion of detainees' experience challenges with memory, attention, communication, emotional regulation, and social skills.	Complete. ACTCS has implemented a range of supports and services for detained people at the AMC with cognitive brain injuries. Improvements to data collection and reporting will continue to guide the identification of further improvements to assist people with FASD and other cognitive brain injuries.

Table 38: Standing Committee on Justice and Community Safety 09/2022: Inquiry into Community Corrections Report – Government Response tabled 24 November 2022

Recommendation Number and Summary	Status and Action
Recommendation 3 – Agreed in principle The Committee recommends that the ACT Government implement electronic monitoring where appropriate as part of community corrections orders.	No longer required. On 12 June 2026, the Minister for Police, Fire and Emergency Services' budget statement provided an update in the ACT Legislative Assembly on the Government's consideration on the introduction of electronic monitoring. The Minister advised that while electronic monitoring remains a commitment that the ACT Government is broadly supportive of, the scoping and market testing carried out to date have indicated very high costs associated with the implementation. Given the current significant cost pressures experienced in delivering corrective services and competing priorities presented over this term of government such as investment in AMC infrastructure and the Board of Inquiry, the ACT Government has made the decision not to proceed with the implementation of electronic monitoring scheme in this term of government.

Table 39: Select Committee on Estimates 2022–2023 – Inquiry into the Appropriation Bill 2022–2023 and Appropriation (Office of The Legislative Assembly) Bill 2022–2023 – Government response tabled 11 October 2022

Recommendation Number and Summary	Status and Action
Recommendation 64 – Agreed in principle The Committee recommends that the ACT Government develop a 10–15-year vision for the future of poker machines in the ACT to provide clarity to the community.	In progress. The ACT Government has committed to reducing the number of EGM authorisations in the Territory to 1 000 by 2045, legislation to implement this commitment is expected to be introduced later this year.

Table 40: Standing Committee on Planning, Transport and City Services Report No 15 – Inquiry into Electric vehicle (EV) adoption in the ACT – Government response tabled December 2023

Recommendation Number and Summary	Status and Action
Recommendation 11 – Agreed The Committee recommends that the ACT Government review the *Unit Titles (Management) Act 2011* to ensure the provisions of the Act are adequate for body corporates to manage EV related matters for example the installation of charging infrastructure.	In progress. The ACT Government has commenced work on a review of the *Unit Titles (Management) Act 2011* to consider the adequacy of provisions to manage EV related matters and other electrification related issues.

Table 41: Standing Committee on Justice and Community Safety – Inquiry into Penalties for Minor Offences and Vulnerable People – Government Response tabled 27 February 2024

Recommendation Number and Summary	Status and Action
Recommendation 1 – Agreed The Committee recommends that the ACT Government reviews the impact of penalties for minor offences, particularly public space offences and offensive behaviour offences, as to their current relevancy, use and impacts on vulnerable people, particularly Aboriginal and Torres Strait Islander people.	In progress. Work on this recommendation has not yet commenced.
Recommendation 7 – Agreed in principle The Committee recommends that the ACT Government ensures that: a) the process for applying for waivers for fines for minor offences is simplified, and b) data are collected on the number of applications, the proportion of applications that are successful and the reasons for this.	Complete. The Crimes Legislation Amendment Bill 2025 (No 2) has passed the Assembly and commenced on 16 April 2026, streamlining the process around waivers. The JACS component of this recommendation is now complete. Implementation of the changes brought about by the Amendment Bill and collection of related data now sits with Access Canberra to progress.
Recommendation 9 – Agreed The Committee recommends that the ACT Government expand the availability of, and improve accessibility to, Work and Development Programs.	Complete. The Crimes Legislation Amendment Bill 2025 (No 2) passed the Assembly and commenced on 16 April 2026 addressing this recommendation.

Table 42: Standing Committee on Justice and Community Safety – Inquiry into Annual and Financial Reports 2022–23 – Government Response tabled August 2024

Recommendation Number and Summary	Status and Action
Recommendation 6 – Agreed in principle The Committee recommends that the ACT Government improve its data and transparency on court statistics on the criminal justice system.	Complete. ACTCT continues to support the Government's commitment to improving the quality, availability, use and transparency of court statistics and broader criminal justice system data. Since the Committee's recommendation, ACTCT has undertaken significant work to strengthen reporting capability, data quality, data governance, integration, controlled data sharing and information security. ACTCT has improved fines management data quality for reporting and worked with Access Canberra to establish an online smartform for the online payment of fines, enabled by data integration with ACTCT's core case management system. ACTCT has also moved away from aspects of its legacy reporting environment and is transitioning to Power BI reporting, with 2 key dashboards developed to provide improved and interactive analytics and insights for Heads of Jurisdiction, Executives, Senior Management and Operational Management. ACTCT has comprehensively reviewed and strengthened its RoGS and ABS reporting processes, including detailed review of business rules, data definitions and reporting specifications with active registry involvement. ACTCT has also built an Enterprise Data Warehouse that automates business rules and reporting logic in alignment with relevant data definitions and specifications, reducing manual intervention, rework, uncertainty and reconciliation effort. ACTCT is strengthening data governance through business involvement in the development of data dictionaries, glossaries and related data artefacts, and has contributed to year-on-year improvements in JACS data maturity self-assessments over the past 3 years. ACTCT has also developed a draft AI and Data Analytics Policy and a draft Responsible AI Usage Framework for judicial officers and ACAT members. Courts data has supported policy and research work by City and Environment Directorate, Australian National University (ANU), JACS and ANZSOG. ACTCT has also established an MOU with ACTP to share sentencing data to support ACT Policing's Crime Harm Index work. Data sharing is controlled, purpose-based and subject to agreed governance, privacy and security arrangements.

Recommendation Number and Summary	Status and Action
Recommendation 7 – Agreed in principle The Committee recommends that the ACT Government publish a plan outlining actions to improve publicly available statistical information provided to the community across the entire criminal justice system.	Complete. Criminal justice information is made routinely available through a variety of sources including the ACT Open Data Portal, the ACTCS Data Dashboard, ongoing agency reporting (Budget papers, Annual Reports incorporating performance information and data), and the continued provision of ACT data through nationally comparable reporting mechanisms such as the Productivity Commission's RoGS. As these publishing considerations are incorporated as part of business-as-usual practice, this recommendation is considered complete. Notwithstanding this, it is noted that JACS is pursuing the development of a Directorate-wide Data Strategy to help identify key priorities to strengthen the Directorate's data culture and build organisational maturity against the requirements of the ACT Government Data Management and Governance Framework. This work will further support the ongoing improvement of data accessibility, quality and transparency, and will continue to advance the intent of this recommendation.
Recommendation 10 – Agreed in principle The Committee recommends that the ACT Government explore bail programs in other jurisdictions to ensure there are enough bail staff for number of people on bail, and that the ACT is offering best practice in bail implementation.	In progress. ACTCS is conducting a Jurisdictional Scan to consider case load levels across other Australian jurisdictions. This work complements broader policy work undertaken by JACS on bail programs and implementation approaches. Progress on the jurisdictional scan is currently pending input from other jurisdictions.

Table 43: Standing Committee on Justice and Community Safety – Inquiry into Cashless Gaming in the ACT – Government Response tabled December 2024

Recommendation Number and Summary	Status and Action
Recommendation 1 – Agreed The Committee recommends that the ACT Government articulate a long-term vision for gambling harm reduction in the ACT.	In progress. The Government Response to the Clubs Inquiry will outline next steps for how the Government will continue to work with the clubs industry and gambling harm reduction advocates to address and reduce gambling harm.
Recommendation 2 – Agreed The Committee recommends that the ACT Government continue to reduce the number of electronic gaming machines in the ACT, irrespective of other policy positions it may take.	In progress. The ACT Government has committed to reducing the number of EGM authorisations in the Territory to 1,000 by 2045. Legislation to implement this commitment is expected to be introduced later this year.
Recommendation 3 – Agreed in principle The Committee recommends that the ACT Government introduce legislative amendments for the implementation of a mandatory account-based gaming system which includes a raft of integrated harm-minimisation measures such as mandatory precommitment on spending or losses, forced breaks and player-exclusion capabilities.	In progress. The ACT Government is progressing legislation to establish a framework for account-based cashless gaming in the ACT that will be introduced by the end of 2026.

Recommendation Number and Summary	Status and Action
Recommendation 4 – Agreed The Committee recommends that the ACT Government ensure that the protection of personal and private information is a part of the design of any system designed to support harm-reduction in gambling.	In progress. The ACT Government is progressing legislation to establish a framework for account-based cashless gaming in the ACT that will be introduced by the end of 2026. Account-based gaming products will be procured by licensed venues and will be subject to the applicable regulatory approval requirements, including privacy and data security requirements.
Recommendation 5 – Agreed The Committee recommends that the ACT Government develop policies to facilitate diversification with respect to reducing clubs reliance on Electronic Gaming Machines.	In progress. The Independent Inquiry into the future of ACT Clubs delivered its final report on 2 June 2026. The Government Response to the Clubs Inquiry will outline next steps for how the Government will work with clubs to diversify revenue streams.

Table 44: Standing Committee on Justice and Community Safety – Inquiry into the Administration of Bail – Government Response tabled February 2025

Recommendation Number and Summary	Status and Action
Recommendation 2 – Agreed in principle The Committee recommends that the ACT Government reform and modernise the *Bail Act 1992* so as to: • include a hierarchy of objectives for the bail system; • align with the *Human Rights Act 2004* and legislated Charter for Victims; and • explicitly require the decision to consider aboriginality, including cultural background, ties to family and place, and cultural obligations, disability, mental health and homelessness.	In progress. In May 2026, the Government has introduced a Bill that explicitly requires decision makers to consider a range of matters relevant to vulnerable accused persons. The Bill also amends the Charter of Victims Rights in the *Victims of Crime Act 1994* to address concerns about the requirement for a relevant justice agency to provide information about a victims' concerns about their protection needs, including where the victim has explicitly requested that information not be shared.
Recommendation 6 – Agreed in principle The Committee recommends that the ACT Government implement the use of electronic monitoring, especially for alleged and proved domestic violence offenders, including the provision of a receiver to at risk individuals.	No longer required. On 12 June 2026, the Minister for Police, Fire and Emergency Services' budget statement provided an update in the ACT Legislative Assembly on the Government's consideration on the introduction of electronic monitoring. The Minister advised that while electronic monitoring remains a commitment that the ACT Government is broadly supportive of, the scoping and market testing carried out to date have indicated very high costs associated with the implementation. Given the current significant cost pressures experienced in delivering corrective services and competing priorities presented over this term of government such as investment in AMC infrastructure and the Board of Inquiry, the ACT Government has made the decision not to proceed with the implementation of electronic monitoring scheme in this term of government.
Recommendation 8 – Agreed in principle The Committee recommends that the ACT Government work with Aboriginal and Torres Strait Islander people to co-design a bail support program for young Indigenous Australians.	In progress. The ACT Government is exploring options to expand culturally safe bail support services for Aboriginal and Torres Strait Islander young people. Service delivery options and associated resourcing requirements have been identified, with any future expansion subject to government consideration and future budget decisions.

Recommendation Number and Summary	Status and Action
Recommendation 9 – Agreed in principle The Committee recommends that the ACT Government implement a 'wraparound' bail support program for all people on bail in the ACT.	In progress. As part of the Directorate's work under Action 49 of the Phase 3 Action Plan to the ACT Aboriginal and Torres Strait Islander Agreement, initial conception of the components of a bail strategy has commenced, including consideration of other relevant strategies, inquiry recommendations, strategic plans and reports with links to this work. This work is intended to be completed by the end of 2026.
Recommendation 10 – Agreed in principle The Committee recommends that the ACT Government introduce an early intervention program for people who are at risk of not complying with bail orders with a focus on young people.	In progress. Pending advice being received from JACS on a jurisdictional scan and bail review, Community Corrections are conducting: • a comprehensive review of the Bail Supervision and Support Policy and associated operating procedures to strengthen bail supervision through a more proactive and responsive approach. The revised policy will support earlier identification of risks, emerging issues, and individual barriers that may impact the accused person's ability to comply with the conditions of their Bail Order. As part of this work, supervision contact levels and intensity are also being reviewed to ensure resources are appropriately aligned. This includes ensuring the accused receives supervision commensurate with their offence type, bail conditions and circumstances, enabling closer oversight, more consistent engagement, and timely support interventions. • increased emphasis on early engagement with Cultural Engagement Officers (CEOs). This approach focuses on facilitating earlier culturally informed engagement with Aboriginal and Torres Strait Islander people on bail to support connection, trust, and cultural safety. Early CEO involvement aims to strengthen engagement, promote connection to community and cultural supports, and improve overall compliance outcomes. Staff must consult with CEOs regarding any potential breaches involving Aboriginal and Torres Strait Islander clients before preparing an Alleged Breach of Bail Report. This ensures CEOs have the opportunity to intervene and re-engage the individual to avoid breach action where possible. Where breach action is unavoidable (for example, a positive drug test where a "do not use" condition applies), CEOs must be given the opportunity to review the Alleged Breach Report prior to submission.
Recommendation 11 – Agreed in principle The Committee recommends that the ACT Government increase the number of bail officers.	In progress. ACTCS is conducting a jurisdictional scan to consider case load levels across other Australian jurisdictions. Progress on this work is pending input from jurisdictional sources.

Table 45: Standing Committee on Economics, Industry and Recreation: Inquiry into Annual and Financial Reports 2023–24 – Government Response tabled 4 September 2025

Recommendation Number and Summary	Status and Action
Recommendation 17 – Agreed The Committee recommends that the ACT Government table the full report of the independent review of the ACT clubs sector in the Assembly at the earliest opportunity.	Complete. The Independent Inquiry into the future of the Clubs Industry Report is available on the ACT Government website.

Table 46: Standing Committee on Legal Affairs: Inquiry into Annual and Financial Reports 2023–24 – Government Response tabled 4 September 2025

Recommendation Number and Summary	Status and Action
Recommendation 2 – Agreed The Committee recommends the ACT Government work with ACT Policing and the DPP to address the low number of referrals from these agencies to the Restorative Justice Scheme.	Complete. The RJU has continued to engage with ACTP and the DPP to increase referrals. The RJU has met with ACTP regularly since January 2026, including attending their 6-week mandatory training once a week with the ACT Policing Education & Diversionary Team. The RJU has also met with the DPP on 2 separate occasions so far in 2026. Data indicates that referrals from ACT Policing have increased by 117% between the 2024–25 (35) and 2025–26 (76) financial years and for the DPP they have increased by 200% from one referral in 2024–25 to 3 referrals in 2025–26. The RJU is in the process of finalising its 2026–27 Stakeholder Engagement Plan which will include continued engagement with both ACTP and the DPP.
Recommendation 4 – Agreed in principle The Committee recommends that the ACT Government repeal section 435 of the *Crimes Act 1900* as soon as practicable.	In progress. JACS is currently developing options to address concerns about the operation of section 435 while providing appropriate public liability protection comparable to that for other ACT Authorities.
Recommendation 5 – Agreed in principle The Committee recommends that the ACT Government require the ACAT to compile annual reviews in a more timely manner following the conclusion of each financial year.	Complete. JACS has raised this recommendation with the ACAT for its consideration. This recommendation remains a matter for the ACAT.
Recommendation 7 – Agreed The Committee recommends that the ACT Government examine expanding the operation of the AMC bakery and other opportunities for employment in industry, and how these could be used to facilitate post release employment options, as well as the potential expansion of the horticulture offering at the AMC.	In progress. The ACTCS Bakery has expanded to include producing pies for the internal cafes at the AMC and has a new position for daily bread delivery to the cottage accommodation. ACTCS has signed an MoU with Capital Linen to increase the practical skills for detained people participating in textiles and laundry industry work. This creates an industry pathway with Capital Linen. ACTCS is finalising a MoA with ACT Natural Resource Management to deliver the CALM conservation and land management program at the AMC over 2 years.

Recommendation Number and Summary	Status and Action
Recommendation 14 – Agreed The Committee recommends that the ACT Government: • Provide details of the activities, programs, education and therapeutic programs available for people on remand; and • Explore options for programs that people on remand could commence while in custody and continue in the community if granted bail.	Complete. The first part of the recommendation was addressed with details of the activities, programs and education available to people on remand in the response to recommendation 15 of this report. ACTCS has made several attempts to introduce programs for remanded people that could be continued in the community upon release. While these initial efforts have not been successful, ACTCS will continue to seek opportunities for programs for people on remand.
Recommendation 16 – Agreed in principle The Committee recommends that the ACT Government assess how detainee-led activities could be encouraged and embedded into the AMC as well as how Corrections Officers can contribute their own skills to activities.	In progress. There are a variety of initiatives and activities that are detainee-led. These include ideas raised at the group supervision sessions for detainee peer mentors, such as the recent development of a "how to" guide for applying for parole which was then developed into a plain/easy English version for detainees to use when supporting detainees with varying capacity and abilities. In the women's area, the Roundabout Canberra Community Crochet Project is a detainee-led activity and other examples that have recently been delivered or are planned over the coming months include peer-led art sessions and drop-in mural activities, a NAIDOC friendship bracelet-making session, a detainee-facilitated craft corner hour and plans for peer-led yoga sessions to be run in the warmer months. While there is not a formal or planned development program or approach, such ideas are encouraged and supported by staff when proposed by detained people. Some correctional officers already contribute their own skills, such as the Activities Officers who holds qualifications obtained in their own time in areas such as fitness.
Recommendation 17 – Agreed The Committee recommends that the ACT Government table the full report of the independent review of the ACT clubs sector in the Assembly at the earliest opportunity.	Complete. The Independent Inquiry into the future of the Clubs Industry Report is available on the ACT Government website.
Recommendation 21 – Agreed The Committee recommends that ACTCS clarify the complaints process in a way that is easily understandable for detainees and staff and ensure that the clarified process is communicated to all detainees and staff in an easily accessible way.	In progress. ACTCS is progressing work to improve complaints handling and recording processes. Arrangements are expected to be finalised in December 2026 with revised policy and arrangements finalised towards mid-2027.

Table 47: Standing Committee on Social Policy: Inquiry into Annual and Financial Reports 2023–24 – Government Response tabled September 2025

Recommendation Number and Summary	Status and Action
Recommendation 37 – Agreed in principle The Committee recommends that the ACT Government procure and implement body scanner technology at Bimberi Youth Justice Centre, the ACT Watch House and ACT court cells as soon as practicable to eliminate the cause for strip searches to be conducted on children and young people.	In progress. Procurement has been finalised for the purchase of a body scanner for the CTU, with delivery scheduled for September 2026. Body scanning technology at Bimberi will be subject to future considerations as part of whole of government budget processes. The Health and Community Services Directorate is undertaking work to investigate options for legislative amendments to the *Children and Young People Act 2008* to better reflect human rights considerations in decision making processes involving detained young people.
Recommendation 49 – Agreed in principle The Committee recommends that the ACT Government explore options for the implementation of a case management software system for use by the Office of the Aboriginal and Torres Strait Islander Children and Young People's Commissioner.	Complete. A case management system that was co-designed with the Commissioner's office has been implemented with the support of Digital Canberra.

Table 48: Select Committee on Estimates 2025–26: Inquiry into Appropriation Bill 2025–26 and Appropriation (Office of the Legislative Assembly) Bill 2025–26 – Government Response tabled September 2025

Recommendation Number and Summary	Status and Action
Recommendation 57 – Agreed in principle The Committee recommends that the ACT Government establish a single whole-of-government accountability framework, focussed on enabling early and coordinated action and reform, to implement the Jumbunna Report's recommendations. The framework should address the full range of systemic barriers faced by Aboriginal and Torres Strait Islander people in the ACT with clear coordination, oversight and reporting mechanisms.	In progress. The Elected Body and ACT Government directorates have worked together to establish governance and funding arrangements to deliver an implementation plan by the end of the year to provide advice to Government on a plan to respond to the Jumbunna recommendations, including sequencing and priorities. The Government has been mapping key report actions and recommendations and sought the views of agencies on the various Jumbunna recommendations, Phase 3 and the Elected Body Hearings Report – Truth Through Transparency in preparation for working with ATSIEB, Elected Body ACCOs and the United Ngunnawal Elders Council (UNEC).
Recommendation 58 – Agreed in principle The Committee recommends that ACT Policing increase transparency to improve public trust, including by publishing aggregate data on complaints, disciplinary actions and outcomes.	In progress. Negotiations for the next Police Purchase Agreement are ongoing. Requirements around reporting and opportunities to publish aggregate data on disciplinary actions are part of these considerations.

Table 49: Standing Committee on Legal Affairs: Inquiry into Liquor Amendment Bill 2025 – Government

Response tabled 18 June 2026

Recommendation Number and Summary	Status and Action
Recommendation 1 – Agreed in principle The Committee recommends that the bill should be supported in principle by the Assembly with amendments as noted in this report. At a minimum, the bill should include the following requirements: • Age verification and identity checking; • Refusal of delivery to intoxicated persons and minors; • Prohibitions on unattended same-day delivery; • Prohibitions on deliveries to prescribed locations (including schools and playgrounds) with consideration of an exemption process by application to facilitate events; • Mandatory training for delivery personnel to include the requirement to hold a Responsible Service of Alcohol (RSA) or Responsible Service of Alcohol Training accreditation, and training requirements to be consistent with New South Wales to facilitate cross border trading; • Delivery service providers to maintain self-exclusion registers; • Delivery service providers to be covered by RSA principles in establishing business and marketing; and • Monitoring of the effectiveness of the legislation once passed and consideration of further reforms once data is available with local ACT context.	In progress. The Government agrees in principle with the recommendation noting that further policy analysis is required to adopt it in full.
Recommendation 3 – Agreed in principle The Committee recommends that the ACT Government explore options for implementation of a centralised scheme for self-exclusion, either in the ACT or in collaboration with other jurisdictions.	In progress. The Government is already exploring options to address these issues for consideration for possible future legislation.
Recommendation 4 – Agreed in principle The Committee recommends that the ACT Government amend the bill to require same-day delivery providers to provide consumers with the ability to opt out of any marketing and advertising of alcohol (not just same-day delivery).	In progress. The Government is already exploring options to address these issues for consideration for possible future legislation.
Recommendation 6 – Agreed The Committee recommends that the ACT Government amend the bill to remove the exemption from the same-day delivery restrictions applying to alcohol supplied with meals.	In progress. At Debate of the Bill, the Government will move amendments to remove the exemption from the same-day delivery restrictions applying to alcohol supplied with meals.
Recommendation 7 – Agreed in principle The Committee recommends that the ACT Government work with industry to develop public education materials about responsible alcohol consumption and delivery laws in plain English, Easy Read format, and community languages, based on: • the number of people in the community who speak that language (and do not speak English well); and • the prevalence of alcohol abuse within those language groups.	In progress. The Government will consider the specific suggestions of the Committee when undertaking public awareness activities.

Recommendation Number and Summary	Status and Action
Recommendation 8 – Agreed in principle The Committee recommends that the ACT Government remove the requirement to report incidents to the Commissioner for Fair Trading within 24 hours and undertake further consultation with industry to determine a reasonable reporting timeframe.	In progress. The Government regards it as necessary that the Bill provide a default timeframe to ensure the reporting requirement is operationalised. At Debate of the Bill, the Government will move amendments to provide that incidents must be reported to the Commissioner for Fair Trading within a timeframe prescribed by Regulation. The Regulation will prescribe a timeframe of 72 hours.
Recommendation 10 – Agreed in principle The Committee recommends the ACT Government introduce further legislative reforms to provide the ability for consumers to opt out of any marketing and advertising of alcohol (not just same-day delivery).	In progress. The Government is exploring options to address these issues for consideration for possible future legislation.
Recommendation 11 – Agreed in principle The Committee recommends that the ACT Government explore options to prohibit predatory marketing practices, including bans on using data to target marketing of alcohol, restrict 'buy now' buttons, and require online advertising to display prescribed health warnings.	In progress. The Government is exploring options to address these issues for consideration for possible future legislation.
Recommendation 13 – Agreed in principle The Committee recommends that the ACT Government introduce amendments to section 229 of the *Liquor Act 2010* to: • establish a risk factor for online sales and delivery to accurately reflect the increased risk of harms; and • incorporate a risk factor for supply density (as equivalent for outlet density) for online sales and delivery of alcohol in a geographic area, to be developed, implemented and evaluated in consultation with alcohol policy experts.	In progress. Further policy analysis and consultation is necessary to determine whether and how to achieve this objective.

Table 50: Standing Committee on Legal Affairs: Inquiry into the Magistrates Court (Indicative Sentencing) Amendment Bill 2025 – Government Response tabled 10 June 2026

Recommendation Number and Summary	Status and Action
Recommendation 6 – Agreed The Committee recommends that the ACT Government clarify whether under the bill the Magistrates Court will retain the discretion to order a pre-sentence report.	Complete. As clarified in the Government Response, the Bill does not preclude the Magistrates Court from ordering a pre-sentence report. No amendments are required.
Recommendation 8 – Agreed in principle The Committee recommends that the ACT Government monitor the financial impacts that the bill, if passed, may have on the community legal sector.	In progress. In addition to the ongoing engagement with the community legal sector, the Government will engage with the Magistrates Court to assess how the scheme is impacting the number of appearances and contested hearings in the Magistrate's Court.

Recommendation Number and Summary	Status and Action
Recommendation 10 – Agreed The Committee recommends that the ACT Government amend the bill to ensure that prosecutors are given immediate notice of a request to receive an indicative sentence, so that victim impact statements can be properly developed.	In progress. JACS is working with stakeholders to develop government amendments to ensure the accused person or their legal representative is required to notify the prosecution of the intention to request an indicative sentence.
Recommendation 16 – Agreed in principle The Committee recommends that the ACT Government address concerns raised by stakeholders about whether the current drafting of proposed paragraph 61E(2)(b) leaves open the possibility that other documents and evidence tendered in support of an application for sentence indication could be admissible in subsequent proceedings.	In progress. JACS is considering whether revisions to the Explanatory Statement are required to make the intended coverage of section 61E clear. Any changes will be made before the Bill is debated in the Legislative Assembly.

Risk Management

The Directorate recognises the critical importance of effective risk management to the delivery of its strategic and operational objectives and seeks to facilitate a culture where risk management is actively considered, discussed and integrated into daily work activities and decision making. Developed in consultation with business areas, the Directorate's Risk Management Framework is based on the Australian Risk Management Standard AS ISO 31000:2018 and is consistent with ACT Government Risk Management Policy and better practice guidance. This Framework supports the Directorate to identify significant operational, financial, strategic and integrity risks through regular risk assessments, business planning processes, risk register reviews, internal reporting, financial oversight activities and ongoing consultation with business units.

The Directorate strengthened its approach to reviewing and analysing risks following the introduction of its enterprise risk management system the previous year. Better reporting tools now help risk managers identify the most effective controls and treatments to reduce risks and track their progress throughout the year. This allows the Directorate to focus its resources where they will have the greatest impact.

The ERC met regularly throughout 2025–26 to provide assurance to the Director-General that the Directorate's Risk Management Framework was working effectively. During the year, the ERC lead a major review of the Directorate's strategic risks and examined a range of business unit risk registers, as well as the fraud and corruption risk register. This work helps ensure the Directorate remains aware of current and emerging risks and can respond appropriately.

As well as being tabled at the ERC, business unit risk registers are regularly discussed at the ARC and SMC. These discussions help identify new and emerging risks and guide decisions about where to invest in risk management measures. By addressing risks early, the Directorate is better able to achieve its strategic objectives and continue delivering services to the community.

Risk Management Statement

The Directorate helps the ACT Government manage risk while meeting its financial, social and environmental responsibilities.

The Directorate delivers a wide range of complex services and recognises that not all risks can be eliminated. In some circumstances, accepting a level of risk is necessary to serve the community effectively whilst seeking to manage that risk down to the lowest level possible. It can support new ideas, improve services and create more efficient ways of working.

The Directorate's willingness to accept risk varies depending on the activity and its potential consequences. It does not knowingly accept risks that could cause serious harm to the health or safety of staff, customers or stakeholders. It also has zero tolerance for accepting fraudulent, corrupt or other unethical conduct.

To manage risk effectively, the Directorate uses a practical, principles-based approach. This approach builds on existing good practices across JACS and helps staff understand different types of risks and choose the most appropriate response. It also recognises that risk management is not only about preventing problems. It is about identifying opportunities to improve services, deliver better outcomes and create greater value for the community.

Risk Management Training

The Directorate encourages staff to develop their skills and capability by participating in appropriate risk management training programs.

Staff completed 1 343 instances of online or face to face training programs relating to risk management and assurance. This included dedicated risk management training (introduction and practical application), as well as targeted courses around areas such as fraud and corruption identification and reporting, cyber security, protective security, procurement and probity. For more information on training, please refer to **B14: Human Resources Management**.

Internal Audit

The Governance and Business Improvement (GBI) branch of Corporate Services Group (CSG) manages the Directorate's internal audit function through the Head of Internal Audit. Internal audit develops and delivers the Strategic Internal Audit Program and provides administrative support to the ARC. To remain independent and objective, the function reports directly to the ARC and the Director-General, while also reporting administratively to the COO.

Internal audit conducts its activities in accordance with the JACS Internal Audit Charter to review how well the Directorate follows rules, manages risks, and delivers its services. This work helps the Director-General and the wider Directorate identify issues early, improve performance, strengthen accountability, and ensure public resources are used effectively.

Audit and Risk Committee

Under the *Financial Management Act 1996*, the Director-General is accountable to the portfolio Ministers for the efficient and effective financial management of the Directorate. To support this responsibility, and in accordance with the requirements of the ACT Government's Framework for Internal Audit Committee and Function, the Director-General has established the ARC to provide independent advice on the Directorate's accountability and control framework, including on the governance, risk, and internal control environment, as well as verifying the integrity of financial and performance reporting. The ARC is governed by its Terms of Reference as approved by the Director-General.

During the year, the ARC oversaw the delivery of the 2025–28 Strategic Internal Audit Program. Senior executives and business areas contributed to the development of this program to examine the most important risks and challenges facing the Directorate. Fraud and corruption risks were also considered in consultation with the Senior Executive Responsible for Business Integrity Risk (SERBIR).

The ARC reviews the Directorate's strategic risks on an annual basis, with updates provided on business unit risks at each meeting. The ARC also considers information technology, people and integrity related risks on a regular basis.

The Directorate engaged an external service provider to supplement internal audit resources for the delivery of the Strategic Internal Audit Program.

Eight internal audits or reviews were completed and reported to the ARC during 2025-26 :

- System Security Plan Risk Treatments
- Project and Program Management
- ATCAS Workforce Management
- Asset Management
- Hybrid Working Arrangements
- Management of Registered Training Organisations
- Per- and polyfluoroalkyl Substances (PFAS) Remediation Program
- Victim Services Scheme Invoice Administration.

Two further internal audits or reviews were underway at 30 June 2026 and are expected to be completed and presented to the ARC during 2026-27. These are:

- ICT Access Controls
- Quality Assessment of Internal Audit.

Audit and Risk Committee Members

The ARC is comprised of 4 members:

- an independent Chair
- an independent Deputy Chair
- 2 independent members.

Three ARC members were engaged under a service delivery contract and paid at an agreed rate per meeting. The 4th member is a Commonwealth public servant, and the appointment does not involve financial remuneration.

During 2025–26, the ARC met 5 times, including once to review the Directorate's 2024-25 annual financial statements. Membership, including changes that occurred during the reporting period, and attendance information are shown in Table 51 below.

Table 51: ARC membership and attendance

Name of Member	Position	Meetings Eligible to Attend	Meetings attended
Don Cross	Independent Chair	3	3
Diana Hamono	Independent Chair Independent Deputy Chair	2 3	2 3
Sue Chapman	Independent Member	3	2
Chris Collett	Independent Member	5	3
Ian Govey	Independent Deputy Chair	2	2
Lisa Berwick	Independent Member	2	1

Notes:

1. Don Cross's contract ended in December 2025, with Diana Hamono taking on the role of Independent Chair.
2. Sue Chapman's contract ended in December 2025.
3. Ian Govey commenced in March 2026 as Independent Deputy Chair.
4. Lisa Berwick commenced in March 2026.

Representatives from the ACT Audit Office, JACS executive and other key internal advisors regularly attend the ARC to brief the committee on matters of strategic importance.

Fraud Prevention

Fraud and corruption prevention planning

JACS maintains a Fraud and Corruption Prevention Plan to ensure all reasonable measures have been put in place to prevent, detect and respond to suspected fraud and corruption in the workplace. The plan commits the Directorate to undertaking a range of activities to target specific fraud and corruption risks that may otherwise undermine achievement of the Directorate's strategic objectives. The Plan is supplemented by Fraud and Corruption Reporting Standard Operating Procedures, which provide guidance to staff on the processes for responding to suspected fraud and corruption. The Plan was under review during the reporting period, with an updated version to be launched in 2026–27.

Fraud and corruption prevention planning is supported by registers capturing related risks at the strategic, business and operational level. The Fraud and Corruption Risk Register was undergoing a review at the conclusion of 2025–26, informed in part by annual reporting completed by business units on the fraud and corruption risks specific to their functions. Whilst no new risks have been identified, additional controls have been included largely to reflect changes to procurement practices and the management of digital assets.

The ARC continued to oversee the Directorate's integrity landscape throughout 2025–26, with regular briefings provided by the SSERBIR and Executive Branch Manager, People, Culture and Safety. The ERC also participated in the review of the Fraud and Corruption Risk Register and advised the Director-General on how best to manage the identified risks. Together, these oversight processes help the Directorate protect public funds, maintain ethical standards and deliver services with integrity.

Fraud Awareness

JACS is committed to promoting staff awareness of their integrity obligations through training and other development opportunities. Training is provided so staff know what is expected of them in managing their own integrity risks, as well as how to identify and respond to potential fraud and corruption.

From 2026, all new JACS employees attend a fraud and corruption awareness session as part of the face-to-face induction program. Existing staff are encouraged to complete the fraud and corruption e-learning module and relevant ACT Integrity Commission sessions to maintain awareness of their obligations for managing and responding to integrity risks.

In total, staff completed 703 sessions of fraud and corruption related training during 2025–26.

The Directorate distributed several 'all staff' messages throughout the year to help educate staff around key fraud and corruption matters including integrity in decision making, safeguarding information, gifts and benefits, and the promotion of International Anti-Corruption Day. By regularly promoting these topics, the Directorate helps build a workplace culture that values integrity, accountability and public trust.

Fraud Detection

During 2025–26, the SERBIR received six reports of suspected fraud or corruption. Of these matters:

- Five matters were assessed as not meeting the definition of fraud or corruption. In 4 instances, the reporter was provided with advice on alternative avenues to seek support for their concerns. In 1 instance, the matter was referred to People, Culture and Safety for consideration from a HR management perspective.
- One Public Interest Disclosure was referred to the ACT Integrity Commission for assessment and remains under consideration.

One matter previously reported to the ACT Integrity Commission in 2024–25 was formally closed this financial year on the basis that the allegations did not raise a reasonable suspicion of corrupt conduct. Another Public Interest Disclosure referred to the Directorate by the ACT Integrity Commission in 2024–25, was investigated by the SERBIR. Following consultation with the ACT Integrity Commission on the outcomes of this investigation, it was found that disclosable conduct had occurred in relation to the policy and procedures that were in place at the time of the reported conduct and recommendations were made to prevent its reoccurrence. Implementation of the recommendations are being progressed by the business area.

Director-General certification

I certify that, during 2025–26, the Directorate assessed integrity risks and that appropriate treatments for managing those risks were addressed through the Directorate's Fraud and Corruption Prevention Plan and associated risk management arrangements.

This certification is provided in accordance with annual reporting requirements.

Ray Johnson
Director-General

Freedom of Information (FOI)

The Directorate is committed to promoting the principles of open government and the community's right to access government information to the fullest extent possible. The following information is reported in accordance with section 96 of the *Freedom of Information Act 2016* (the FOI Act), demonstrating how the Directorate delivers on this commitment.

Open access information

In keeping with the objectives of the FOI Act, the Directorate proactively publishes government information under Open Access on both the ACT Government and the Open Access Information website.

Table 52: Open access information – section 96 (3)(a)(i), (ii) and (iii)

	Number
Number of decisions to publish open access information.	81
Number of decisions not to publish open access information.	13[1]
Number of decisions not to publish a description of open access information withheld.	0

[1] Open access information was partially released for these 13 instances.

Making a FOI request

Information on how to make an application under the FOI Act is available on the Get information from JACS webpage. Applications should be submitted using the ACT Government FOI request form. Alternatively, a Word application form can be downloaded from this webpage and sent via email to JACSFOI@act.gov.au (preferred method), or by post to:

Freedom of Information
Justice and Community Safety Directorate
GPO Box 158
Canberra ACT 2601

There are no application fees for making FOI requests; however, processing charges may apply.

Details of FOI requests processed by the Directorate, including released documents, can be viewed on the Directorate's disclosure log. Requests for personal information are not published.

The following tables provide an overview of the FOI requests processed by the Directorate in 2025–26.

Table 53: FOI applications received and decision type – section 96 (3)(a)(iv), (vii), (viii) and (ix)

	Number
Access applications received.	211
Applications where access to all information requested was given.	4
Applications where access to only some of the information requested was given (partial release).	54
Applications where access to the information was refused.	19

Notes:

1. The figures do not include applications which have been finalised on the basis that no information was held, withdrawn or transferred to other directorates within the financial year.
2. These figures include applications that were carried over from the previous financial year (2024-25) but processed in the 2025-26 financial year. They also include applications received in the 2025-26 financial year that will not be processed until the following financial year (2026–27).

Table 54: FOI processing timeframe – section 96 (3)(v) and (vi); section 96 (3)(d)

	Number
Applications decided within the time to decide under section 40.	64
Applications not decided within the time to decide under section 40.	27
Days taken to decide over the time to decide in section 40 for each application.	38, 54, 15, 1, 12, 14, 5, 25, 1, 5, 5, 5, 35, 29, 2, 21, 27, 15, 70, 28, 12, 2, 1, 19, 1, 8, 4

Notes:

1. Applications can be decided within extended timeframes as agreed by the applicant or the Ombudsman.

Table 55: Amendment to personal information – section 96 (a)(x) and section 96 (3)(e)

	Number
Requests made to amend personal information, and the decisions made (e.g. amended, refused, notation added to record, other).	0

Table 56: Reviews – section 96 (3)(b); section 96 (3)(c)

	Number	Additional Information
Applications made to Ombudsman under section 74 and the results of the application (e.g. affirmed, varied, set aside and substituted, withdrawn, other).	21	Of the applications for review: • The Ombudsman confirmed two original decisions. • The Ombudsman decided not to review two decisions as they considered there were no reasonable prospects that the original decision would be varied or set aside. • An application for Ombudsman review was withdrawn on one occasion following informal resolution. • The Ombudsman is yet to make a decision on 16 applications.
Applications made to ACAT under section 84 and the results of the application (e.g. affirmed, varied, set aside and substituted, withdrawn, other).	0	

Table 57: Fees – section 96 (3)(f)

	Number
Total charges and application fees collected from access applications	$0

Community Engagement and Support

Community Engagement Activities

In 2025–26, the Directorate shaped government policy and programs through tailored and purposeful engagement with the ACT community.

Be Emergency Ready

Be Emergency Ready is the ESA's annual campaign to help Canberrans prepare for natural hazards, including bushfire, storm, flood and heatwave.

The campaign reinforces that preparedness is a shared responsibility: emergency services provide warnings, advice and response, while individuals and households need to understand their risks, prepare their homes and decide how they will act before an emergency occurs.

The campaign introduced the refreshed call to action ***"Prepare Now. Survive Tomorrow."***, shifting the emphasis from general awareness to urgency and practical action. The campaign combined a range of different media for engagement.

Research undertaken through a Canberra Omnibus Survey of 1 000 adults found that 29% of households had an emergency survival plan, while 64% did not. People who recalled the campaign were almost twice as likely to have a plan, with 46% reporting they had a plan compared with 23% of those who did recall the campaign.

Key barriers included a belief that the household was not at risk and uncertainty about where to begin. The findings, together with market testing of future creative concepts, are informing the continued development of the campaign.

From 1 November 2025 to 28 February 2026, paid campaign activity delivered:

- 65 927 clicks and landing page views, 62% more than planned
- 24 865 Meta landing page views
- 20 380 clicks through Google Search and digital media searches
- 3 120 clicks from weather-triggered Weatherzone advertising.

During the same period, the Be Emergency Ready webpage received 48 639 views, while the Survival Plan webpage received 25 522 views.

Staff and volunteers from ESA delivered more than 31 in-person community engagement activities, reaching approximately 15 000 people and organisations.

This included direct engagement with multicultural communities at the NMF, where volunteers provided practical emergency preparedness information.

A key activity was the Ginninderry bushfire evacuation exercise, which acted as a practical Survival Plan stress test. Twenty households from Strathnairn and Macnamara participated in a planning workshop before responding to escalating test alerts during a simulated bushfire emergency.

The scenario culminated in a test ***"Emergency Alert – Leave Now"*** warning, requiring households to apply their plans and make decisions under time pressure before participating in an after-action debrief. The exercise demonstrated shared responsibility in practice and provided valuable insights into how households prepare and respond to emergencies. Its findings have informed future planning, including the development of a larger and more immersive community exercise in 2026–27.

Campaign performance, survey findings, market testing and community feedback will also guide future creative development, media targeting and practical preparedness activities.





Supporting Aboriginal and Torres Strait Islander cultural practice by reducing barriers for smoking ceremonies

ESA, working with the City and Environment Directorate (CED) and the broader JACS Directorate, consulted with Ngunnawal Traditional Custodians, other Aboriginal and Torres Strait Islander community members and ACT Government stakeholders to better understand barriers affecting cultural fire practices and smoking ceremonies in the ACT.

The consultation aimed to identify regulatory and administrative barriers, ensure cultural knowledge and perspectives informed decision-making, and explore how government and community could work together to support cultural practices in ways that were culturally appropriate, legally supported and operationally practical, while maintaining public safety.

In January 2026, ESA co-hosted a Cultural Practice Workshop facilitated by the Directorate's Cultural Advisor Nevada Brown. Approximately 24 participants attended. This included Ngunnawal Traditional Custodians and family representatives, members of other Aboriginal and Torres Strait Islander communities living in the ACT and surrounding region, ESA personnel, and government representatives involved in emergency management, land management, regulation, policy and community services.

The workshop included facilitated discussions, small-group activities and knowledge sharing between Aboriginal and Torres Strait Islander participants and government representatives. Participants considered the cultural significance of fire and smoking ceremonies, the effect of existing regulatory requirements and practical options for reducing barriers to cultural practice.

Participants identified that requirements associated with the use of open flame could create unnecessary administrative and practical barriers to cultural smoking ceremonies and other ceremonial uses of fire. The discussions also highlighted the importance of ensuring any changes continued to appropriately manage community safety.

The engagement strengthened relationships between community, ESA and other government agencies and increased government representatives' understanding of the cultural significance of fire. It also created an opportunity for participants to share experiences and jointly identify practical solutions.

Feedback from the workshop directly informed the development of a regulatory approach to better support ceremonial fire practices. ESA subsequently progressed an exemption framework that balanced cultural practice with appropriate safety safeguards.

This work resulted in the making of a Notifiable Instrument in May 2026, supporting the declaration of exempt fires for ceremonial purposes, including cultural smoking ceremonies.

The signing was marked by a community gathering hosted by ESA for Ngunnawal families and community members at Stromlo Forest Park. A cultural smoking ceremony formed a central part of the event, providing a meaningful and respectful way to recognise the significance of the reform. The family-friendly gathering brought together Ngunnawal families, community members, government representatives and ESA personnel to celebrate culture, connection and partnership.

The resulting changes reduce barriers to cultural smoking ceremonies in the ACT and demonstrate how genuine collaboration between community and government can lead to practical policy reform. The consultation also informed ESA's broader approach to cultural engagement and strengthened partnerships that will support ongoing work with Ngunnawal Traditional Custodians and other Aboriginal and Torres Strait Islander communities.


Emergencies (Exempt Fire) Declaration 2026 (No 1)



Reforming the regulation of sex work in the ACT

The ACT Government undertook community consultation during 2025–26 on potential reforms to the regulation of sex work in the ACT.

The consultation was designed to inform future government decisions about whether industry-specific regulation should continue to apply to sex work, or whether the industry should instead be regulated through the same laws that apply to other businesses, including planning, employment, WHS, and public health legislation.

The Fairer and Safer Sex Work Regulation YourSay conversation was open from 4 March to 1 April 2026 and was supported by a consultation paper and summary paper outlining the proposed reforms.

The consultation received 195 submissions, including 167 from individuals and 28 from organisations. Contributors included sex workers, health professionals, legal experts, advocacy organisations, academics, community groups, industry representatives and members of the public.

To capture broader community views, the Government also conducted a YourSay Panel Survey, which received 1 647 responses from a representative sample of ACT residents. The survey explored community attitudes towards sex work, awareness of current laws, views on proposed reforms, and support for removing industry-specific regulation.

These consultation outcomes provided valuable insights into community and industry perspectives and will help inform legislative reform work, ensuring proposed changes reflect community expectations and lived experience.

Community Support Initiatives: Grants and Sponsorship

Sponsorship

Program	Purpose	Recipient	Amount (GST excl.)
Cuz Boxing – Youth Development & Cultural Camps	Cuz Boxing is a First Nations-led youth development program that brings together Aboriginal and Torres Strait Islander young people through boxing, cultural connection, mentorship, and wellbeing activities. The program provides a safe and supportive environment where young people can build confidence, resilience, self-discipline, and positive relationships while strengthening their connection to culture and community. The Office's sponsorship aligns with our commitment to promoting the rights, wellbeing, and voices of Aboriginal and Torres Strait Islander children and young people. By supporting Cuz Boxing, the Office helped create opportunities for young people to participate in positive, culturally safe activities that encourage healthy lifestyles, personal growth, leadership, and social inclusion. The program also supports early intervention by providing young people with positive role models, a sense of belonging, and pathways to develop skills and confidence that contribute to better long-term outcomes. Supporting initiatives such as Cuz Boxing reflects the Office's values of listening to young people, strengthening cultural identity, and advocating for opportunities that enable Aboriginal and Torres Strait Islander children and young people to thrive.	Cuz Boxing Ltd	$5,000
Fashique Runway	Fashique Runway is a First Nations-led fashion event that showcases Indigenous designers, celebrates culture, and promotes sustainable fashion. The Office's sponsorship supported First Nations young people by providing opportunities to explore the fashion industry, express their creativity, build confidence, and connect with positive role models. The event also created a valuable opportunity to engage with young people and their families while raising awareness of the Office and the support and advocacy it provides for Aboriginal and Torres Strait Islander children and young people.	Yarrudhamarra Creations	$2,000
NAIDOC	NADOC Sponsorship Funds.	Canberra and District NAIDOC Corporation	$2,500
NAIDOC Family Day	NAIDOC Family Day Sponsorship.	Canberra and District NAIDOC Corporation	$3,500

Program	Purpose	Recipient	Amount (GST excl.)
Support for ACT Retirement Village Association's 2026 Forum	The ACT Retirement Village Association's 2026 Forum focused on transitioning into and experiencing retirement village living. The ACT's Discrimination, Health Services, Disability & Community Services Commissioner presented on her experiences supporting retirement village residents.	Retirement Village Residents Association Inc	$3,000

Grants

Program	Purpose	Recipient	Term of Grant	Amount (GST excl.)
ACAT Duty Lawyer	To provide assistance to people with ACAT disputes related to housing matters, including social housing and eviction.	Canberra Community Law	09/10/2024 – 30/09/2026	$85,264.00
ACAT Duty Lawyer	To provide assistance to people with ACAT disputes related to Australian Consumer Law and other consumer law matters, contracts, debt recovery and consumer credit.	CARE inc	02/10/2024 – 30/09/2026	$282,145.50
Accessible Justice – Supporting the Community legal assistance sector	Supporting the legal needs of vulnerable Canberrans contract - A paralegal for Aboriginal Legal Service.	Aboriginal Legal Service	06/11/2023 – 30/06/2026	$40,923.00
Accessible Justice – Supporting the Community legal assistance sector	Funding to increase the capacity of the Women's Legal Centre family law and employment practices.	Women's Legal Centre	11/10/2023 – 30/06/2026	$422,155.50
ACT Government – Environmental Defenders Office	ACT Government funding to support the continuation of services provided by the Environmental Defenders Office.	Environmental Defenders Office	03/02/2022 – 30/06/2026	$176,525.94
Canberra Community Law – Baseline funding	Support for Canberra Community Law to facilitate and administer legal advice and assistance within the ACT community.	Canberra Community Law	22/12/2022 – 30/06/2026	$401,262.00
Canberra Community Law – Dhurrawang Aboriginal Human Rights Program	Funding to Canberra Community Law to enable the continuation of its Aboriginal Human Rights Program.	Canberra Community Law	24/08/2021 – 30/06/2026	$339,085.00
Canberra Community Law – Street Law Program	Funding to enable the continuation of the Street Law Outreach legal service for the homeless.	Canberra Community Law	24/08/2021 – 30/06/2026	$484,732.00
Care and Protection Legal Advocacy Service	Service designed to ensure that Aboriginal and Torres Strait Islander people coming into contact with the ACT's child protection system and their families have improved access to justice and are empowered to address their legal needs.	Aboriginal Legal Service	06/04/2023 – 30/09/2026	$599,916.00

Program	Purpose	Recipient	Term of Grant	Amount (GST excl.)
Community Legal Centre Hub	Grants for funds to rent premises for Community Legal Centre Hub Accommodation, an office space used by Canberra Community Law and Environment Defenders Office.	Canberra Community Law	01/07/2024 – 30/06/2034	$201,218.00
Community Legal Assistance Services Socio-Legal Practice Clinic – Disability Justice Strategy	To fund the Canberra Community Law Socio-Legal Practice for 4 years, which is staffed by a lawyer and social worker to provide intensive social work to resolve legal issues for adults with a high level of vulnerability.	Canberra Community Law	01/01/2019 – 30/06/2026	$76,495.19
Community Legal Centre Hub	Grant for funds to rent premises for Community Legal Centre Hub Accommodation, an office space used by Women's Legal Centre	Women's Legal Centre	01/07/2024 – 30/06/2034	$172,794.00
Cultural evaluation of the Coming Home Program	Funding to undertake a cultural evaluation of the Coming Home Program.	Toora	25/08/2025 – 30/04/2026	$30,909.09
Disability Liaison Officer Funding – Disability Justice Strategy	Disability Liaison Officer funding.	Canberra Community Law	20/12/2022 – 30/06/2026	$144,809.00
Diversification and Sustainability Support Fund – Tier 1 Funding	Funding to help small to medium community clubs to diversify their income to sources other than gaming machines.	Canberra Irish Club	22/10/2025 – 28/02/2026	$43,384.20
Diversification and Sustainability Support Fund – Tier 1 Funding	Funding to help small to medium community clubs to diversify their income to sources other than gaming machines.	Harmonie German Club Canberra	22/10/2025 – 16/01/2026	$75,000.00
Diversification and Sustainability Support Fund – Tier 2 Funding	Funding to help Canberra's community clubs to develop initiatives which would support the sustainability of clubs and assist them to diversify their income to sources other than gaming machines.	Belconnen Soccer Club	25/09/2025 – 04/08/2026	$250,000.00
Diversification and Sustainability Support Fund – Tier 2 Funding	Funding to help Canberra's community clubs to develop initiatives which would support the sustainability of clubs and assist them to diversify their income to sources other than gaming machines.	Canberra Tradesmen's Union Club	25/09/2025 – 26/02/2027	$200,000.00
Duty Lawyer and Trial Advocate Program	Deliver culturally appropriate Duty Lawyer Services for Aboriginal and Torres Strait Islander people in the Magistrates Court and Childrens Court of the Australian Capital Territory.	Aboriginal Legal Service	22/12/2022 – 30/06/2030	$333,852.62
EveryChance Youth Program	Funding for a program to engage young people who are at risk in sporting activities.	EveryChance	13/05/2024 – 30/06/2026	$20,000.00

Program	Purpose	Recipient	Term of Grant	Amount (GST excl.)
Grants to Racing Industry	Racing development support funding	Canberra Harness Racing Club Inc	01/07/2022 – 30/06/2027	$1,215,923.00
Grants to Racing Industry	Racing development support funding	Canberra Racing Club	01/07/2022 – 30/06/2027	$7,298,941.00
Mental Health Justice Clinic Grant	Funding for the Mental Health Justice Clinic.	Canberra Community Law	09/10/2024 – 30/09/2026	$51,675.00
Mobile Debt Clinic	The provision of outreach consumer credit legal assistance services for people in the ACT who are experiencing financial abuse and/or disadvantage as a result of domestic and family violence.	CARE inc	22/12/2022 – 30/06/2026	$262,142.00
Mulleun Mura Program	The Women's Legal Centre ACT & Region delivers the Mulleun Mura Aboriginal and Torres Strait Islander Women's Access to Justice Program ('A2J Program') to vulnerable and disadvantaged Aboriginal and Torres Strait Islander women in need of law and justice services in the ACT and surrounding region.	Women's Legal Centre	09/10/2024 – 30/09/2029	$761,889.12
Ngurrambai Bail Support Program	The trial is designed to reduce the number of Aboriginal and Torres Strait Islander people on remand, and the time spent on remand, and is aimed at supporting Aboriginal and Torres Strait Islander People who, in the absence of bail support, would find it difficult to obtain bail.	Aboriginal Legal Service	01/12/2021 – 30/06/2027	$417,627.00
P180- additional capacity (first instalment)	Support additional capacity for CPCYC to reduce its waitlist for the P180 program.	Canberra PCYC	28/05/2026 – 30/06/2027	$180,000.00
P180 Evaluation	To undertake an evaluation of the P180 program.	University of Canberra	01/05/2025 – 31/12/2026	$82,500.00
Web and Reporting Infrastructure Upgrade (first instalment)	To improve crime reporting and analysis capabilities for Crime Stoppers. The project will deliver a comprehensive ICT upgrade that will include full implementation, independent auditing and professional communications to the community.	ACT Crime Stoppers	28/05/2026 – 30/06/2027	$20,500.00
Yarrabi Bamirr	Tailored services for Aboriginal and Torres Strait Islander families that aims to prevent or delay contact with the justice system whilst also improving life outcomes.	Clybucca Dreaming	20/09/2021 – 30/06/2027	$292,763.00
		Winnunga Nimmityjah	20/12/2019 – 30/06/2027	$761,141.00
		Yeddung Mura (Goodpathways) Aboriginal Corporation	18/06/2020 – 30/06/2027	$292,763.00

Aboriginal and Torres Strait Islander Reporting

Progress in Implementing both the National Agreement and the ACT Agreement

JACS continued to implement the principles of the National Agreement and the ACT Agreement through its policy, legislative, regulatory, service delivery and community safety functions.

JACS is guided by the principles of self-determination, shared decision-making, cultural safety and accountability. The Directorate strengthened governance and accountability arrangements by incorporating Closing the Gap principles into executive leadership responsibilities, business planning and performance expectations. JACS also worked in partnership with ACCOs and considered feedback from Aboriginal and Torres Strait Islander peoples, including through ACT Elected Body hearings and recommendations.

JACS provides a broad range of services that contribute to justice, safety and wellbeing outcomes for Aboriginal and Torres Strait Islander peoples, including courts and tribunals, corrective services, emergency services, restorative justice, family violence responses, human rights and policy functions. Across these responsibilities, JACS considers Closing the Gap principles in planning, decision-making, governance, workforce development, commissioning, procurement and service delivery.

JACS strengthened partnerships with Aboriginal and Torres Strait Islander peoples and organisations, embedded cultural integrity and safety across the Directorate, expanded community-led and culturally responsive services, and strengthened accountability through reforms informed by the *Review into Overrepresentation*, Elected Body recommendations, Closing the Gap principles and commissioning.

This section outlines JACS' progress in implementing the Priority Reforms under the National Agreement and contributing to the commitments of the ACT Agreement during 2025–26.

Key Achievements in 2025–26

78%
of funding for Aboriginal and Torres Strait Islander justice programs and services directed to ACCOs

$1.781m
addressable procurement spend directed to Aboriginal and Torres Strait Islander enterprises

3.29%
of addressable procurement spend directed to Aboriginal and Torres Strait Islander enterprises

1,400+
Throughcare case management and client support interactions

110
clients supported through the Ngurrambai Bail Support Program

300+
staff completed Mulanggari – Keeping Culture Alive

101
Aboriginal and Torres Strait Islander employees across JACS (3.9% of the workforce)

22
Aboriginal and Torres Strait Islander enterprises received addressable procurement spend

The National Agreement and ACT Agreement in the Exercise of JACS Functions

Governance and Leadership

JACS strengthened governance, leadership and accountability arrangements to support implementation of the National Agreement and the ACT Agreement. This included embedding Closing the Gap principles in executive leadership responsibilities, business planning processes and performance expectations, helping ensure cultural safety, self-determination and shared decision-making are considered in organisational decision-making.

During the reporting period, the Directorate Cultural Advisor led work to strengthen cultural safety, build cultural capability and support organisational reform.

JACS continued to strengthen organisational capability through cultural learning, leadership development and cultural safety initiatives. This included participation in whole-of-government Closing the Gap leadership workshops, development of cultural safety resources and self-assessment tools, support for cultural supervision, review of workplace policies and practices, and ensuring Aboriginal and Torres Strait Islander representation on governance mechanisms such as the JACS Policy, Procedure Reference Group.

Aboriginal and Torres Strait Islander staff also reported improved perceptions of workplace inclusion. Results from the 2025 ACT Public Service Employee Satisfaction Survey showed satisfaction with JACS as an inclusive workplace increased by 11 percentage points compared with the previous survey, indicating positive progress in creating a culturally safe and more inclusive work environment.

To strengthen governance arrangements, JACS is working with committee secretariats across the Directorate to review committee terms of reference, agenda structures and reporting practices, to identify opportunities to more systematically consider Closing the Gap commitments within governance, oversight and decision-making processes.

Policy, Reform and Service Delivery

Phase 3 Justice Action Plan

JACS continued implementing the Phase 3 Justice Action Plan under the ACT Agreement. Progress was made on diversion, reintegration, culturally responsive justice services, systemic racism, restorative justice, bail and remand, and governance reform. This includes 2 actions relating to the governance arrangements for the *Review into Overrepresentation*.

Review into Overrepresentation Implementation

JACS initiated planning and governance arrangements to implement the *Review into Overrepresentation*. During the year, the Directorate supported development of governance arrangements and community-led oversight mechanisms to guide the Government's response to the Review. The Elected Body agreed to undertake the role of interim oversight body, supporting Aboriginal-led input into implementation priorities and sequencing of reforms.

Board of Inquiry into Aboriginal and Torres Strait Islander Deaths in Custody

JACS commenced establishing the Board of Inquiry, in consultation with Aboriginal and Torres Strait Islander stakeholders and a Community Advisory Committee established for that purpose. Further information is provided under Responding to Reviews and Strengthening Accountability.

Bail and Remand Reform

JACS progressed reforms intended to improve bail outcomes and address Aboriginal and Torres Strait Islander overrepresentation on remand. This included commencing work on a remand strategy under Phase 3 Action 49 and progressing the *Bail Amendment Bill 2026*, which requires decision-makers to consider factors relevant to the experiences of Aboriginal and Torres Strait Islander peoples when making bail decisions. The Directorate also continued to support Aboriginal and Torres Strait Islander-specific bail support services through the *Ngurrambai Bail Support Program* and *Front Up Program*.

Justice Futures Fund and Community-Led Investment

JACS continued to support the co-design of a Justice Futures Fund through community-led engagement. The co-design process delivers on commitments made in *RR25By25 and Beyond: A Justice Reinvestment Strategy*, and complements commissioning activities and implementation planning associated with the Review into Overrepresentation to inform future investment decisions and community-led justice reform.

Commissioning and Service Reform

JACS completed the Design Phase of the Aboriginal and Torres Strait Islander Justice Programs Commissioning Process. The process informed service improvements, investment priorities and future reform opportunities across the justice system. Further information is provided under Service Design and Reform Informed by Aboriginal and Torres Strait Islander Perspectives and Output 1.1 Policy Advice and Justice Programs.

Circle Sentencing

ACTCT continued to support shared decision-making and self-determination through Circle Sentencing initiatives, including the Galambany Circle Sentencing Court, Warrumbul Children's Circle Sentencing Court and the Supreme Court Circle Sentencing Pilot. Circle Sentencing is a partnership between the ACT Aboriginal and Torres Strait Islander community and the ACT criminal justice system delivering culturally informed sentencing and contributing to efforts to reduce Aboriginal and Torres Strait Islander overrepresentation in the justice system. These initiatives strengthen the role of Aboriginal and Torres Strait Islander communities in sentencing processes and create culturally informed pathways that recognise the importance of culture, healing and community connection.

The Galambany Circle Sentencing Court expanded its capacity, increasing the number of sitting days for both sentencing matters and assessments. Defendants participating in Galambany and the Supreme Court Circle Sentencing Pilot continued to have access to the Court Support Program delivered by Yeddung Mura, assisting participants to engage with wraparound services, attend court, and develop plans to support rehabilitation and positive behavioural change.

The Court Support Program assists participants to engage with culturally appropriate supports, attend court processes and participate in rehabilitation activities recommended through the Circle Sentencing pathway, strengthening community connection and supporting positive justice outcomes.

Increased Circle Sentencing capacity contributed to reduced time spent in custody prior to sentencing and strengthened access to culturally safe bail and support options. Independent evaluations have also demonstrated broader social benefits, including improved employment, health and community outcomes for participants and their families.

Further information on the operation and performance of the Galambany Circle Sentencing Court, Warrumbul Children's Circle Sentencing Court and the Supreme Court Circle Sentencing Pilot is provided in **Output 3.1 ACT Courts and Tribunal**.

Culturally Safe Court and Tribunal Services

The First Nations Liaison Officer (FNLO) provided cultural support, referrals and practical assistance to Aboriginal and Torres Strait Islander court and tribunal users, their families and support services. The role also contributed cultural advice to ACTCT projects, workforce initiatives and service improvements.

The Ngilimadadun room continued to provide a culturally safe and private space for Aboriginal and Torres Strait Islander court users and families. The room supports engagement with the FNLO, access to support services and participation in court proceedings in a culturally appropriate environment.

ACTCT also supported culturally responsive practices in the coronial jurisdiction. The Coroner's Family Liaison Officer supported access to culturally appropriate services and the Ngilimadadun room, while cultural requests from Aboriginal and Torres Strait Islander peoples and families were accommodated where possible.

ACTCT also commenced development of a *First Nations Action and Inclusion Plan* to strengthen cultural integrity and improve experiences and outcomes for Aboriginal and Torres Strait Islander peoples interacting with courts and tribunals. The Plan is being developed with input from Aboriginal and Torres Strait Islander staff and community members and will support further cultural learning, service improvements and culturally responsive practices across ACTCT.

Bail, Diversion and Early Intervention Services

JACS continued to invest in programs that support diversion from custody and reduce barriers to successful participation in the justice system. The *Ngurrambai Bail Support Program*, delivered by the Aboriginal Legal Service (NSW/ACT), provided advocacy, practical support and case management to Aboriginal and Torres Strait Islander peoples applying for, or subject to, bail conditions. During 2025–26, the program supported 110 clients and maintained strong referral partnerships across legal, health and community services.

The *Front Up Program* also supported 28 Aboriginal and Torres Strait Islander peoples who had outstanding warrants or breaches of bail and community-based orders, helping participants voluntarily engage with the court process and resolve matters without unnecessary periods in custody.

JACS also progressed actions under the ACT Agreement to increase access to prevention and diversion programs, improve referral pathways and strengthen culturally responsive responses for Aboriginal and Torres Strait Islander peoples at risk of entering, or progressing deeper into, the justice system.

In restorative justice, JACS progressed development of an *Indigenous Guidance Partner Framework* and *Indigenous Stakeholder Engagement Plan*. These initiatives are intended to strengthen relationships with Aboriginal community organisations, increase participation in restorative justice processes and ensure Aboriginal and Torres Strait Islander participants feel culturally safe and supported throughout the restorative justice journey.

The Aboriginal and Torres Strait Islander Children and Young People Commissioner provides individual and systemic advocacy for Aboriginal and Torres Strait Islander children and young people. During the reporting period, the Commissioner supported children and young people across areas including child protection, youth justice and education, helping ensure their rights, interests and experiences informed advocacy and systemic reform activities.

Justice Journey: Supporting Positive Outcomes

1

Diversion from the Justice System

- Yurwan Ghuda (Strong Children)
- Young Bruthas Healing Men's Group
- Restorative Justice initiatives

2

Bail and Early Intervention

- Ngurrambai Bail Support Program
- Front Up Program
- Circle Sentencing pathways

3

Rehabilitation and Reintegration

- Throughcare
- ICAN
- Empowerment Yarning Circles
- Galambany Court Support

4

Stable Community Outcomes

- Transitional Accommodation Program
- Justice Housing Program
- Employment and education supports
- Cultural reconnection and community participation

Reintegration and Wraparound Supports

JACS continued to support culturally responsive reintegration and post-release services aimed at reducing recidivism and strengthening long-term community outcomes.

Through the *Throughcare Program*, intensive case management and practical support was provided for Aboriginal and Torres Strait Islander peoples transitioning from custody back into the community. During 2025–26, the program delivered more than 1 400 case management and client support interactions, supported housing access, family reconnection and engagement with education, training and employment pathways.

Empowerment Yarning Circles supported participants to reconnect with culture and community, restore relationships with family, friends and peers, and strengthen their capacity to manage the challenges associated with reintegration following release from custody.

The *Transitional Accommodation Program and Justice Housing Program* provided culturally appropriate accommodation and wraparound support for Aboriginal and Torres Strait Islander peoples following release from custody to support stable housing, rehabilitation and long-term reintegration outcomes.

ACTCS continued to work with community partners to reduce barriers to successful reintegration and improve long-term community outcomes. Between 1 July 2025 and 30 June 2026, the Justice Housing Program accommodated 91 participants, including 37 Aboriginal and Torres Strait Islander men and 5 Aboriginal and Torres Strait Islander women. The Transitional Accommodation Program provided culturally appropriate accommodation and wraparound support to a further 8 Aboriginal and Torres Strait Islander men transitioning from custody to the community.

An independent evaluation of the Justice Housing Program found that the program addresses a significant gap in housing and support for people exiting custody, with access to stable and secure accommodation helping to reduce the cycle between the criminal justice system, homelessness and crisis services.

Additional supports included *Yarrabi Bamirr*, iCAN, External Reporting Sites and the *Young Bruthas Healing Men's Group*. These initiatives support participants to strengthen cultural identity, reconnect with family and community, access practical supports and build positive pathways into employment, education and community participation.

Collectively, these services demonstrate JACS' commitment to delivering justice responses that are culturally informed, trauma-informed and responsive to the needs and aspirations of Aboriginal and Torres Strait Islander peoples, while contributing to Closing the Gap justice outcomes and priorities under the ACT Agreement.

Service Design and Reform Informed by Aboriginal and Torres Strait Islander Perspectives

JACS continued to apply Aboriginal and Torres Strait Islander perspectives to the design, delivery and improvement of justice services during 2025–26. Through commissioning, co-design and engagement with Aboriginal and Torres Strait Islander peoples, organisations and people with lived experience, JACS worked to ensure justice reforms and services reflected community priorities, cultural knowledge and lived experience.

A key example was the Aboriginal and Torres Strait Islander Justice Programs Commissioning Process which brought together the Elected Body, Justice Caucus representatives, ACCOs, people with lived experience, community members and government stakeholders to identify service gaps, strengthen justice responses and inform future investment decisions.

More than 190 participants contributed to the commissioning process between 2024 and 2026 across 3 key stages of the justice journey:

- Diversion from Custody
- Diversion from the Justice System
- Breaking the Cycle.

This engagement informed recommendations to strengthen diversion, rehabilitation, reintegration, cultural safety and access to Aboriginal and Torres Strait Islander-led supports.

Several recommendations identified through the commissioning process resulted in practical improvements during 2025–26, including:

- strengthened program logics
- improved pre-release engagement and support pathways
- increased promotion of available services
- improved access to culturally appropriate justice information.

Within ACTCT, Aboriginal and Torres Strait Islander perspectives continued to influence service design through Circle Sentencing Courts, partnerships with Elders and Respected Persons, and operation of the FNLO role. These initiatives support ongoing improvements to cultural safety, accessibility and the experience of Aboriginal and Torres Strait Islander court and tribunal users.

Investment and Economic Participation

JACS considered Closing the Gap principles in commissioning, procurement and investment decisions by supporting ACCOs, increasing opportunities for Aboriginal and Torres Strait Islander enterprises, and investing in culturally responsive and community-led approaches to service delivery.

Supporting Aboriginal Community Controlled Organisations

JACS provided approximately $7.268 million to external providers delivering justice programs specifically for Aboriginal and Torres Strait Islander peoples. Of this funding, 78% ($5.659 million) was directed to organisations that meet the Closing the Gap definition of an ACCO. A further 7% was provided to other Aboriginal and Torres Strait Islander organisations ($0.492 million), with the remaining $1.117 million (15%) provided to non-Indigenous organisations delivering services intended to improve outcomes for Aboriginal and Torres Strait Islander peoples.

ACCOs that received funding included:

- Aboriginal Legal Service
- Winnunga Nimmityjah Aboriginal Health and Community Services
- Yeddung Mura
- Worldview Foundation.

Funding was also provided to Aboriginal and Torres Strait Islander providers including Clybucca Dreaming, Culture on the Move and Dean Jard Consulting.

Supporting Community-Led Service Delivery

Community-led organisations continued to deliver culturally responsive services at critical points across the justice continuum.

As outlined above under Reintegration and Wraparound Supports, ACCOs and Aboriginal-led organisations delivered a broad range of diversion, bail support, rehabilitation, reintegration, housing and healing services that strengthen cultural identity, support community connection and reduce the risk of further justice system involvement. Further information on these programs and their outcomes is provided in Output 1.1 Policy Advice and Justice Programs.

Procurement and Economic Participation

JACS continued to support Aboriginal and Torres Strait Islander economic participation through implementation of the Aboriginal and Torres Strait Islander Procurement Policy. During 2025–26, JACS directed 3.29% of addressable procurement spend, equivalent to $1.781 million, to Aboriginal and Torres Strait Islander enterprises, exceeding the ACT Government target of 2.25%. Twenty two Aboriginal and Torres Strait Islander enterprises received addressable spend during the reporting period. This investment contributes to the growth, capability and sustainability of Aboriginal and Torres Strait Islander enterprises while increasing participation in government supply chains and procurement opportunities.

Improving Transparency and Proportional Funding

JACS continued to improve its understanding of how funding supports Aboriginal and Torres Strait Islander peoples and organisations across the Directorate. Increasing visibility of funding flows is helping identify opportunities to strengthen proportional funding approaches and improve reporting on investment in Aboriginal and Torres Strait Islander outcomes.

JACS identified opportunities to continue discussions with the Elected Body and other community stakeholders regarding how financial reporting can be made more meaningful and accessible. In addition, JACS worked with the Chief Minister, Treasury and Economic Development Directorate and the Health and Community Services Directorate through the Proportional Funding Steering Committee to progress Phase 3 Action 27 and strengthen approaches to monitoring and reporting investment supporting Closing the Gap outcomes.

Progress Against the Priority Reforms



Priority Reform 1: Formal Partnerships and Shared Decision-Making

- Elected Body engagement and oversight
- Justice Caucus participation
- Circle Sentencing initiatives
- Board of Inquiry Community Advisory Committee
- *Review into Overrepresentation* implementation planning



Priority Reform 2: Building the Community-Controlled Sector

- 78% of funding directed to ACCOs
- Aboriginal-led programs and services
- Commissioning reforms
- ACCO partnerships strengthened
- Procurement target exceeded



Priority Reform 3: Transforming Government Organisations

- Mulanggari cultural learning
- Cultural Advisor leadership
- Ngunnawal-led cultural artwork
- Cultural Model of Service development
- Workforce and leadership initiatives



Priority Reform 4: Shared Access to Data and Information

- Public data dashboard
- Indigenous Data Sovereignty audit
- Data-sharing pilot
- Justice data linkage exploration
- Big JACS Plan reporting framework

Progress Against the Priority Reforms

Priority Reform 1: Formal Partnerships and Shared Decision-Making

JACS continued to strengthen partnerships with Aboriginal and Torres Strait Islander peoples, organisations and representative bodies throughout 2025–26.

Strengthening Partnerships and Governance

JACS continued to work closely with the Elected Body, ACCOs, Justice Caucus members, the United Ngunnawal Elders Council and other Aboriginal and Torres Strait Islander stakeholders to guide justice reform and Closing the Gap implementation activities. The Elected Body played a significant role in informing justice priorities, governance arrangements and implementation planning across a range of initiatives throughout the year.

The Justice Caucus continued to provide Aboriginal and Torres Strait Islander community advice and oversight in relation to implementation of justice actions under the ACT Agreement, helping monitor progress and inform future priorities across the justice system.

JACS also participated in the national Justice Policy Partnership, established under Priority Reform 1 of the National Agreement. The partnership brings together Aboriginal and Torres Strait Islander representatives and Australian, state and territory governments to support coordinated justice reform. JACS contributed to work on bail and remand, systemic racism and strengthening the Aboriginal and Torres Strait Islander community-controlled justice sector.

As outlined under *Review into Overrepresentation* Implementation, the Elected Body was established as the interim oversight body for implementation planning, supporting Aboriginal and Torres Strait Islander leadership in governance and reform priorities.

JACS also supported establishment of an Aboriginal and Torres Strait Islander Community Advisory Committee to guide development of the Board of Inquiry. The Committee provided advice on the terms of reference, Board membership criteria and community engagement approaches, helping ensure Aboriginal and Torres Strait Islander perspectives informed governance of the inquiry from its earliest stages.

In addition, the Directorate continued consultation and engagement activities associated with commissioning processes and implementation of the ACT Agreement, creating additional opportunities for Aboriginal and Torres Strait Islander peoples and organisations to influence policy, investment and service delivery decisions.

ESA worked with Ngunnawal Traditional Custodians, Aboriginal and Torres Strait Islander community members and ACT Government stakeholders to identify and address barriers affecting cultural fire practices and smoking ceremonies in the ACT. Through consultation, knowledge sharing and community-led discussions, participants identified practical reforms that would support cultural practices while maintaining public safety. Feedback directly informed development of a new exemption framework and the making of a Notifiable Instrument in May 2026 supporting exempt fires for ceremonial purposes, including cultural smoking ceremonies. This reform removed a long-standing barrier to cultural practice and demonstrates how partnership and shared decision-making can lead to practical policy change that supports cultural rights and self-determination. Further information is provided in **B8: Community Engagement and Support**.

Shared Decision-Making in Justice Settings

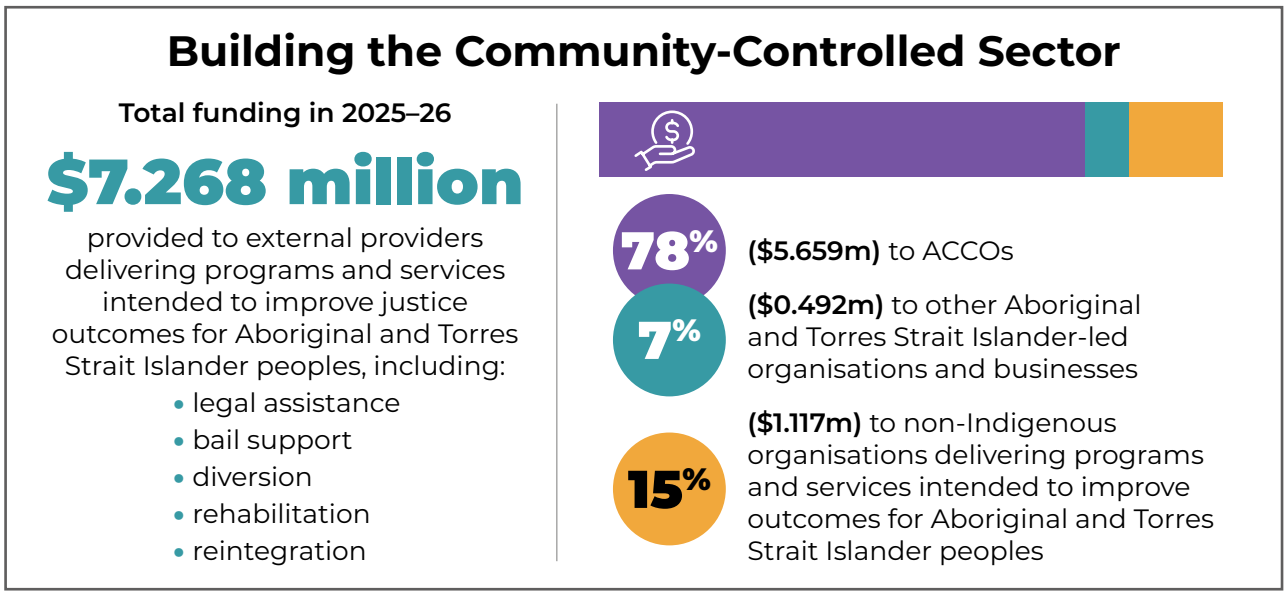
ACTCT continued to support shared decision-making through the Galambany Circle Sentencing Court, Warrumbul Children's Circle Sentencing Court and Supreme Court Circle Sentencing Pilot. As outlined earlier in this section, these initiatives strengthen Aboriginal and Torres Strait Islander participation in sentencing processes through the involvement of Elders and Respected Persons and support culturally informed justice responses.

Co-design and Community Influence

JACS continued to use co-design approaches to inform justice reform and improve services for Aboriginal and Torres Strait Islander peoples. The Aboriginal and Torres Strait Islander Justice Programs Commissioning Process brought together ACCOs, Elected Body representatives, people with lived experience, community members and government stakeholders to identify service gaps, review existing programs and shape future investment priorities.

The commissioning process examined key stages of the justice journey and involved more than 190 participants through workshops, listening reports and working groups. As outlined above under Service Design and Reform Informed by Aboriginal and Torres Strait Islander Perspectives, community input informed recommendations to strengthen diversion, rehabilitation, reintegration and culturally responsive supports, several of which were implemented during the reporting period.

Priority Reform 2: Building the Community-Controlled Sector



JACS continued to strengthen the Aboriginal and Torres Strait Islander community-controlled sector through investment, commissioning and partnerships that support Aboriginal-led service delivery across the justice system.

Partnerships with Aboriginal Community-Controlled Organisations

JACS worked closely with ACCOs and Aboriginal-led organisations including the Aboriginal Legal Service (NSW/ACT), Winnunga Nimmityjah Aboriginal Health and Community Services, Yeddung Mura (Good Pathways) Aboriginal Corporation, Worldview Foundation and Gugan Gulwan Youth Aboriginal Corporation to deliver justice services spanning legal assistance, diversion, rehabilitation, reintegration and cultural healing.

In 2025–26, JACS provided $7.268 million to external providers delivering justice programs specifically for Aboriginal and Torres Strait Islander peoples. Of this funding, $5.659 million (78%) was directed to organisations that meet the Closing the Gap definition of an ACCO and a further 7% was provided to other Aboriginal and Torres Strait Islander organisations, demonstrating JACS' continued commitment to Aboriginal-led service delivery and community leadership.

The 2026–27 Budget also provided ongoing funding certainty for several ACCO-delivered justice programs, including Aboriginal and Torres Strait Islander legal assistance services, culturally responsive reintegration pathways, transitional accommodation services and implementation of justice reform initiatives. These investments support the long-term sustainability and capability of ACCOs delivering justice services in the ACT.

Community-Led Service Delivery

As outlined above under Reintegration and Wraparound Supports, ACCOs and Aboriginal-led organisations delivered a broad range of diversion, bail support, rehabilitation, reintegration, housing and healing services. These included Throughcare, Ngurrambai Bail Support, Front Up, Empowerment Yarning Circles, Yurwan Ghuda and the Transitional Accommodation Program. Together, these services strengthened cultural identity, community connection and positive justice outcomes.

Through commissioning, contract management and reform activities, JACS continued to strengthen the role of ACCOs as both service providers and contributors to the design, review and improvement of justice programs and policies.

Supporting Economic Participation

JACS exceeded the ACT Government Aboriginal and Torres Strait Islander Procurement Policy target, directing 3.29% of addressable spend, equivalent to $1.781 million, to Aboriginal and Torres Strait Islander enterprises. Twenty two Aboriginal and Torres Strait Islander enterprises received addressable spend during the reporting period.

JACS also improved its understanding of funding flows to Aboriginal and Torres Strait Islander organisations and communities through participation in proportional funding initiatives and collaboration with the Elected Body, Chief Minister, Treasury and Economic Development Directorate and the Health and Community Services Directorate. Increasing transparency around investment decisions is helping identify opportunities to strengthen proportional funding approaches and support Aboriginal and Torres Strait Islander-led solutions.

Through sustained investment in ACCOs, procurement from Aboriginal and Torres Strait Islander enterprises, and support for Aboriginal-led service delivery, JACS continued to contribute to the growth, capability and sustainability of the Aboriginal and Torres Strait Islander community-controlled sector while strengthening self-determination and improving justice outcomes.

Priority Reform 3: Transforming Government Organisations

Workforce and Cultural Integrity

Aboriginal and Torres Strait Islander Workforce

101

employees

3.9%

of the JACS workforce

Above the ACTPS target of 3%

Building Cultural Capability

- Mulanggari – Keeping Culture Alive training
- Engoori Leadership Program
- Closing the Gap leadership workshops
- Ngunnawal-led cultural artwork
- Cultural Safety resources and self-assessment tools
- Cultural supervision supports

Building Cultural Safety

- Cultural Advisor leadership
- JACS cultural artwork and visual identity
- Grounded in Culture podcast
- Cultural Model of Service (CMoS) development

Building Cultural Capability

JACS introduced mandatory cultural learning through *Mulanggari – Keeping Culture Alive*. Developed in consultation with the Ngunnawal community and with cultural permission from Muru Mura Mayi Aboriginal Corporation, the program supports staff to understand the histories, cultures and experiences of Aboriginal and Torres Strait Islander peoples and the importance of partnership, cultural safety and shared decision-making. The program forms part of JACS' implementation of Closing the Gap commitments and supports staff to apply these principles in policy, service delivery and workplace practices.

During 2025–26, more than 300 staff completed Mulanggari training, supporting implementation of Closing the Gap commitments and strengthening cultural capability across the Directorate.

Cultural capability was further strengthened through delivery of the Engoori Leadership Program, Senior Executive Service participation in whole-of-government Closing the Gap leadership workshops facilitated by the Cultural Transformation Group, ACTAS cultural awareness training, and a range of cultural learning opportunities delivered across JACS. Together, these initiatives support leaders and staff to engage respectfully with Aboriginal and Torres Strait Islander peoples and communities and build greater confidence in applying culturally informed approaches in their work.

Building Cultural Safety

JACS continued to strengthen cultural safety across its workforce, services and workplaces through practical tools, resources and organisational reforms. During the year, JACS introduced Cultural Safety resources including self-assessment tools and action planning guides to help staff reflect on their practice and identify opportunities to create culturally safe environments. These resources were developed with input from Aboriginal and Torres Strait Islander people, staff and subject matter experts to ensure they were practical, meaningful and culturally informed.

JACS also launched the *Grounded in Culture* podcast, creating a platform for Aboriginal and Torres Strait Islander and non-Indigenous staff to share experiences and perspectives on cultural safety within the workplace. Additional initiatives included cultural supervision supports, review of workplace policies and practices, and access to cultural safety resources designed to strengthen understanding and accountability across the Directorate.

Cultural Identity and Cultural Integrity

JACS strengthened its commitment to cultural integrity through the commissioning of a new cultural artwork and photography collection reflecting connection to Ngunnawal Country, justice, safety and community wellbeing.

In May 2026, JACS commissioned a new artwork by Ngunnawal artist Bradley Mapiva Brown. The artwork reflects JACS' commitment to cultural integrity, justice, safety and community wellbeing, while recognising the importance of Ngunnawal Country. Developed in accordance with cultural protocols, the project retired artwork that had been created for a specific purpose and time, recognised Ngunnawal cultural authority through engagement of a local Ngunnawal artist, and created a visual expression of JACS values, partnerships and commitment to community.



The artwork was launched during National Reconciliation Week on 27 May 2026 and will be used across JACS publications, resources and communications. The project supports ongoing efforts to embed cultural integrity across the organisation and strengthen recognition of Aboriginal and Torres Strait Islander perspectives in the Directorate's work.

As part of this initiative, JACS also engaged Danielle Austen Photography to capture images of Country at Tidbinbilla Nature Reserve on Ngunnawal Country, with guidance from JACS Cultural Advisor, Nevada Brown. The resulting collection reflects connection to Country, culture and place, and supports a visual identity grounded in Ngunnawal Country and its continuing cultural significance.



Together, the artwork and photography reinforce JACS' commitment to cultural safety, recognition of Aboriginal and Torres Strait Islander knowledge and perspectives, and implementation of Closing the Gap principles across the Directorate.

Embedding Organisational Change

Governance and accountability arrangements have been strengthened to better embed Closing the Gap principles throughout the organisation. In 2025, JACS appointed a Cultural Advisor to help the Directorate strengthen cultural safety, cultural capability and progress organisational reform.

JACS incorporated Closing the Gap principles into Executive leadership responsibilities, business planning and performance expectations, strengthening accountability for cultural integrity and improved outcomes for Aboriginal and Torres Strait Islander peoples. The Directorate also reviewed governance arrangements, committee processes and organisational systems to identify opportunities to better embed Closing the Gap commitments within decision-making, oversight and reporting processes.

ACTCS continued development of its CMoS, which brings together and describes the principles, expectations and approaches that support culturally responsive service delivery for Aboriginal and Torres Strait Islander peoples across ACTCS. Development of the model has been informed by stakeholder consultation, Aboriginal and Torres Strait Islander priorities and relevant government commitments. The model supports a consistent approach to cultural safety, cultural integrity and culturally responsive practice across custodial operations, community corrections and reintegration services. The model is intended to strengthen cultural connection and wellbeing, increase access to culturally responsive rehabilitation and reintegration services, build workforce cultural capability, strengthen partnerships with Aboriginal and Torres Strait Islander peoples and organisations, and support governance arrangements that uphold cultural safety, cultural rights and human rights.

These initiatives support implementation of the *Public Sector (Closing the Gap) Amendment Act 2025* and demonstrate progress towards transforming government practices, strengthening accountability and addressing systemic barriers identified through reviews such as the *Review into Overrepresentation.*

Aboriginal and Torres Strait Islander Workforce and Leadership

JACS continued to strengthen Aboriginal and Torres Strait Islander workforce participation, leadership development and representation across the Directorate. As at 30 June 2026, 101 employees identified as Aboriginal and Torres Strait Islander, representing 3.9% of the workforce and exceeding the ACTPS target of 3%. This represented an increase from the previous reporting period.

JACS supported Aboriginal and Torres Strait Islander staff through culturally safe recruitment practices, professional development opportunities, staff networks, cultural supervision and leadership pathways. Aboriginal and Torres Strait Islander staff participated in leadership and development opportunities including the ANZSOG First Nations Public Administration Conference, Emerging Leaders programs and other professional development initiatives.

Across JACS, identified positions and culturally specific roles continued to strengthen Aboriginal and Torres Strait Islander representation and influence. This included the Cultural Advisor, Aboriginal and Torres Strait Islander identified positions across business areas, including FNJB, and culturally focused positions within ACTCT, including the FNLO and Circle Sentencing roles. These positions provide cultural leadership, support culturally responsive service delivery and contribute to ongoing organisational reform. ACTCS also continued to strengthen culturally informed service delivery through Aboriginal and Torres Strait Islander identified positions across custodial operations, offender reintegration and community corrections, supporting culturally responsive engagement throughout a person's interaction with the justice system.

Priority Reform 4: Shared Access to Data and Information

JACS undertook activities to improve the visibility and reporting of Aboriginal and Torres Strait Islander justice data. This included the ACTCS public data dashboard, participation in whole-of-government Indigenous Data Sovereignty work, exploration of justice data linkage opportunities and development of internal monitoring arrangements. Further work is required to strengthen JACS' data capability and improve the collection, governance and use of Aboriginal and Torres Strait Islander data.

Improving Aboriginal and Torres Strait Islander Data

JACS continued to improve the quality, availability and transparency of Aboriginal and Torres Strait Islander justice data across the Directorate. ACTCT records Aboriginal and Torres Strait Islander status within a range of case management systems, while ACTCS and other business areas continue to improve data collection, reporting and analysis capabilities.

ACTCS launched a public data dashboard to improve transparency and accessibility of information relating to the custodial population. The dashboard provides automated monthly reporting and includes information that can be viewed by Aboriginal and Torres Strait Islander status, supporting greater visibility of justice outcomes and providing improved access to information for stakeholders and the broader community.

JACS also improved understanding of justice system interactions through exploration of justice data linkage opportunities. This work seeks to develop a more person-centred understanding of interactions across policing, courts and corrective services and support improved monitoring of Aboriginal and Torres Strait Islander overrepresentation, recidivism and service pathways.

Indigenous Data Sovereignty

JACS participates in Indigenous Data Sovereignty and Indigenous Data Governance initiatives being driven through whole-of-government reform activities.

JACS participated in the whole-of-government Indigenous Data Sovereignty audit. This included reviewing and registering additional datasets in the ACT Data Catalogue and contributing to the identification of datasets containing Aboriginal and Torres Strait Islander identifiers. Initial audit activities identified datasets within ACTCT, ACTCS and restorative justice as relevant sources of Aboriginal and Torres Strait Islander justice information.

Using Evidence to Improve Outcomes

JACS continued to use data, evaluation findings and performance information to inform justice reform, service improvement and investment decisions. For example, analysis of participants engaged in the iCAN for at least 6 months showed that, among participants who returned to custody, 36% spent longer in the community before returning than their individual historical average. Across recorded instances of return to custody, 62% showed reduced offence severity or offending behaviour compared with previous custody episodes. ACTCS continues to work with Yeddung Mura to improve data collection to support future evaluation of the program. Data and reporting activities also supported monitoring of justice outcomes and commitments under the ACT Agreement and National Agreement.

The Directorate also progressed development of the Big JACS Plan, a centralised reporting and monitoring tool designed to improve visibility of Aboriginal and Torres Strait Islander commitments, recommendations and reporting obligations across JACS. The initiative supports stronger executive oversight, improved accountability and more coordinated reporting against commitments arising from the National Agreement, the ACT Agreement, the *Review into Overrepresentation* and Elected Body recommendations.

Through these initiatives, JACS continued to strengthen data quality, improve transparency, support Indigenous Data Sovereignty and build a stronger evidence base to inform decision-making and improve outcomes for Aboriginal and Torres Strait Islander peoples. Over time, this work will support greater Aboriginal and Torres Strait Islander access to justice information, stronger accountability and more evidence-informed justice reforms.

Responding to Reviews and Strengthening Accountability

Review into Overrepresentation

JACS continued to progress work related to the *Review into Overrepresentation*, which made 99 recommendations aimed at reducing the overrepresentation of Aboriginal and Torres Strait Islander peoples in the ACT criminal justice system. The Directorate supported the release of government responses to the Review, undertook implementation planning and established governance arrangements to support Aboriginal and Torres Strait Islander involvement in future reform activities.

Interim governance arrangements have been established to oversee implementation of the Review. The Elected Body agreed to undertake the role of interim oversight body and will work with ACCOs, the United Ngunnawal Elders Council and ACT Government Directorates to provide advice on implementation priorities, sequencing and future governance arrangements. Funding was also secured to support Aboriginal and Torres Strait Islander-led implementation planning and engagement activities.

The Directorate also progressed a range of activities that support the intent of *Review into Overrepresentation* recommendations, including reforms relating to shared decision-making, bail, Circle Sentencing, governance, accountability, cultural safety and systemic racism.

For example, JACS progressed work under Phase 3 Action 26 to better understand systemic racism, conscious and unconscious bias, and racial profiling across the justice system. This included stakeholder engagement, data exploration activities and planning for an Aboriginal-led workshop focused on systemic racism, accountability and organisational change.

ACT Aboriginal and Torres Strait Islander Elected Body Recommendations

JACS continued to respond to recommendations arising from Elected Body hearings and associated reporting processes. JACS worked with the Elected Body on matters relating to justice reform, proportional funding, Indigenous Data Sovereignty, community-controlled service delivery, governance and implementation of Closing the Gap commitments.

Progress during the year included strengthening shared decision-making and community governance arrangements, increasing transparency around Aboriginal and Torres Strait Islander funding and procurement, progressing implementation of Phase 3 Justice Action Plan commitments, and supporting the involvement of the Elected Body in governance arrangements associated with *Review into Overrepresentation* implementation and the Board of Inquiry.

The Directorate also continued to work with the Elected Body to improve reporting, accountability and access to information, including through proportional funding initiatives and development of the Big JACS Plan. JACS also participated in whole-of-government Indigenous Data Sovereignty work.

Board of Inquiry into Aboriginal and Torres Strait Islander Deaths in Custody

JACS worked to establish the Board of Inquiry, which is expected to commence in early 2027. The ACT Government has committed to examining systemic issues relating to the treatment and experiences of Aboriginal and Torres Strait Islander detainees through the Board of Inquiry.

An Aboriginal and Torres Strait Islander Community Advisory Committee was established to provide advice on the terms of reference, board membership criteria and community engagement arrangements. Members included people with lived experience, community leaders and individuals with expertise across justice, health and community services. This process enabled Aboriginal and Torres Strait Islander perspectives to inform the design and governance of the Inquiry.

Funding was also secured to support culturally appropriate counselling, wellbeing and community support services associated with the Board of Inquiry, recognising the importance of trauma-informed and culturally safe approaches for affected individuals, families and communities.

Strengthening Accountability and Reporting

JACS continued to strengthen accountability and performance reporting mechanisms supporting implementation of Closing the Gap commitments. This included development of the Big JACS Plan, improved monitoring of Directorate commitments arising from the National Agreement, ACT Agreement, Elected Body recommendations and the *Review into Overrepresentation*, and enhanced approaches to reporting and governance across business units.

The Big JACS Plan will be a centralised reporting and monitoring tool intended to improve visibility of Aboriginal and Torres Strait Islander commitments, recommendations and reporting obligations across JACS. The tool will bring together commitments arising from the National Agreement, ACT Agreement, *Review into Overrepresentation* and Elected Body recommendations to support more coordinated monitoring and reporting.

Impact Snapshots

50

Aboriginal and Torres Strait Islander peoples supported through post-release accommodation support

110

clients supported through Ngurrambai Bail Support Program

1,400+

Throughcare support interactions helping participants into housing, health, education and employment pathways

11

11 percentage point increase in staff satisfaction that JACS is an inclusive workplace

$1.781m

addressable procurement spend directed to Aboriginal and Torres Strait Islander enterprises

Cultural Fire and Smoking Ceremony Reform

New exemption framework introduced in May 2026, removing a long-standing barrier and supporting cultural rights and shared decision-making

Contributing to the ACT Aboriginal and Torres Strait Islander Agreement

JACS contributed to the outcomes and priorities of the ACT Agreement through justice reform, culturally responsive service delivery, partnerships with Aboriginal and Torres Strait Islander organisations, organisational transformation activities and strengthened accountability mechanisms. JACS' activities were aligned with the ACT Agreement focus areas of Justice, Community Leadership, Cultural Integrity, Connecting the Community, Economic Participation and Health and Wellbeing.

Through the Phase 3 Justice Action Plan, JACS focused on reducing Aboriginal and Torres Strait Islander overrepresentation in the justice system, strengthening diversion and reintegration pathways, improving culturally safe justice responses, addressing systemic racism and supporting Aboriginal-led governance arrangements. All JACS-led Phase 3 actions remained on track during the reporting period.

ACTCS contributed to ACT Agreement justice outcomes through culturally responsive rehabilitation, reintegration and housing initiatives. Programs including iCAN, Throughcare, the Transitional Accommodation Program, Justice Housing Program and culturally informed community corrections approaches supported Aboriginal and Torres Strait Islander people to access housing, strengthen community connections and reduce the likelihood of reoffending. These initiatives support the ACT Agreement objective of reducing overrepresentation and improving justice outcomes for Aboriginal and Torres Strait Islander peoples.

Despite the significant work undertaken, Aboriginal and Torres Strait Islander peoples remain disproportionately represented throughout the ACT justice system, highlighting the need for sustained reform, long-term investment, stronger partnerships and continued implementation of community-led solutions.

As outlined throughout this section, JACS continued to support self-determination and community leadership through partnerships with the Elected Body, ACCOs, the United Ngunnawal Elders Council and people with lived experience. These partnerships informed governance arrangements, service design, implementation planning and justice reform activities across the Directorate.

As outlined under Priority Reform 3, JACS continued to strengthen cultural integrity through cultural capability, cultural safety and organisational reform initiatives that embed Closing the Gap principles across the Directorate.

As outlined under Priority Reform 2, JACS continued to invest in ACCOs and Aboriginal-led organisations delivering justice, diversion, rehabilitation and reintegration services, contributing to community leadership, self-determination and improved justice outcomes.

Together, these activities demonstrate JACS' ongoing commitment to working in partnership with Aboriginal and Torres Strait Islander peoples, supporting self-determination and community leadership, strengthening cultural integrity and improving justice outcomes under both the ACT Agreement and the National Agreement.

Looking Ahead

During 2026–27, JACS will continue to advance implementation of the National Agreement on Closing the Gap and the ACT Agreement. This includes implementing the *Public Sector (Closing the Gap) Amendment Act 2025* and working with the Elected Body, Aboriginal Community Controlled Organisations (ACCOs) and the United Ngunnawal Elders Council to progress *Review into Overrepresentation* implementation. This work will support the development of longer-term governance arrangements, reform priorities and accountability mechanisms to address the overrepresentation of Aboriginal and Torres Strait Islander peoples in the justice system.

JACS will also complete the establishment of the Board of Inquiry into Aboriginal and Torres Strait Islander deaths in custody at the Alexander Maconochie Centre.

JACS will continue to strengthen partnerships with ACCOs and Aboriginal-led organisations delivering justice, diversion, rehabilitation and reintegration services. The Directorate will also continue to strengthen shared decision-making and community-led approaches, while progressing commissioning activities and ensuring future investment decisions are informed by Aboriginal and Torres Strait Islander priorities, lived experience and evidence.

Work will continue to advance cultural integrity, cultural safety and cultural capability across the Directorate. This will include implementation of the *ACTCS First Nations Action and Inclusion Plan* and broader organisational reforms to strengthen culturally responsive services and increase Aboriginal and Torres Strait Islander employment and leadership opportunities.

JACS will also continue to progress Indigenous Data Sovereignty initiatives, improve data governance and strengthen reporting and monitoring arrangements. In partnership with Aboriginal and Torres Strait Islander stakeholders, this work will enhance access to justice data and insights to support evidence-based decision-making, transparency and accountability.

Disability Inclusion Act 2024 Reporting

JACS progressed a range of initiatives to support disability inclusion across justice services, workplaces and community engagement activities. This work contributed to the development and implementation of Disability Inclusion Plans across JACS.

Initiatives focused on identifying and reducing physical, communication, attitudinal and systemic barriers experienced by people with disability. Key measures included improving access to information and services, strengthening staff capability, enhancing identification and support processes, improving accessibility of facilities and digital services, and promoting more inclusive workplace and service environments.

Through implementation of the *Disability Justice Strategy 2019–29* (the Strategy), as well as agency-based disability inclusion planning, JACS continued to work towards a more accessible, inclusive and responsive justice system that supports the participation of people with disability on an equal basis with others.

Disability Justice Strategy

The Directorate leads the Strategy, a 10-year plan to make sure people with disability can access the justice system on an equal basis with everyone else.

The *Second Action Plan 2024–28* sets out 36 actions across 5 priority areas:

- Information and communication
- Education and guidance
- Identification, screening and assessment
- Better service delivery
- Data, research and review

This work matters because people with disability can face barriers when accessing legal information, reporting crime, attending court, or getting support. The Strategy helps make justice services more accessible, inclusive and responsive to people's needs.

Information and communication

JACS improved access to clear and accessible information about justice services and processes. This helps people understand their rights, communicate their needs, and take part in legal processes more effectively.

Key activities included:

- ACTCT developing accessible referral resources and communication boards.
- Victim Support ACT (VSACT) progressing Easy English versions of the Charter of Rights for Victims of Crime.
- Legal Aid ACT translating important legal information into Easy English.
- DPP developing communication tools, including choice boards, social scripts and storyboards, to help victims and witnesses with disability participate in legal processes.

Education and guidance

JACS improved access to clear and accessible information about justice services and processes.

ACTCT, ACTCS, Legal Aid ACT and VSACT delivered training on disability awareness, neurodiversity, inclusive communication, trauma-informed practice and reasonable adjustments. ACTP also began developing new guidance and educational resources to help staff respond appropriately to people with disability. This work supports fair treatment and appropriate support for people with disability when dealing with JACS justice entities.

Identification, screening and assessment

Early identification of disability and support needs remained a focus across the justice system during 2025–26.

Key activities included:

- ACTP introducing a disability screening tool at the ACT Watch House
- ACTCS beginning a Complex Needs Project to better understand and plan for the support needs of detainees who require additional assistance
- ACTCT updating application forms so people can identify their disability and any adjustments they need
- VSACT and the DPP improving intake and engagement processes to identify communication and support needs earlier.

Identifying needs early helps to provide the right support at the right time.

Better service delivery

Practical improvements to services and supports continued to enhance participation for people with disability.

The number of DLO positions across the justice sector increased from 8 positions under the First Action Plan to 11 ongoing roles. The Disability Justice Community of Practice also continued to strengthen collaboration and referral pathways between government agencies, legal services, advocacy groups and community organisations.

Data, research and review

Better information and evidence are helping JACS understand barriers and drive more effective service improvements.

ACTCS began transferring key client information into the CORIS system and reviewed disability classifications to improve data consistency. ACTCT also started developing new arrangements to improve coordinated support for court and tribunal users with disability and additional needs.

More information about activities completed during 2025–26 will be included in the *Disability Justice Strategy: 2026 Annual Progress Report*, which will be published on the Disability Justice Strategy OpenGov webpage in the next financial year.

Disability Inclusion Planning and Action

Disability Inclusion Plans

Following the commencement of the *Disability Inclusion Act 2024*, JACS developed a project plan for a Directorate-wide Disability Inclusion Plan (DIP). The JACS DIP will provide an overarching framework that builds on existing plans across JACS. It will seek to align shared goals to promoting disability inclusion, embedding inclusive practices, and addressing ableism at work and in service delivery.

Following the ACT Auditor-General's January 2026 report on *Diversity, equity and inclusion in the ACT Public Service*, JACS has been working with CMTEDD to support development of the ACTPS Inclusion and Belonging Strategy. This work will help shape the JACS DIP, particularly in relation to employment.

Through the Strategy, JACS justice entities continued to improve inclusion and accessibility for people with disability through agency specific Disability Action and Inclusion Plans (DAIPs).

ACTCT commenced implementation of its second Disability Action and Inclusion Plan (DAIP) in 2025. The plan focuses on:

- improving accessible information and communication
- strengthening education and guidance
- improving identification, screening, and assessment
- enhancing service delivery
- strengthening data, research, and review processes
- modifying facilities to improve accessibility.

ACTCT established a Steering Committee to guide DAIP implementation and with support from the ACT Office for Disability, commissioned a Disability Report from the ANU. This report informs ongoing improvements.

ACTCS continued implementation of the second DAIP 2024–26, which focused on:

- making information more accessible
- building staff capability (particularly with a focus on Community Correctional Officers)
- improving care for detainees with disability and other complex needs.

As part of a commitment to better support people with additional and complex needs, ACTCS started a project to better understand the challenges detainees with disability and other complex needs face.

The project is identifying gaps across the corrections system, including the physical environment, services, supports, health care, wellbeing and other care provided to detainees with disability.

ACTCS is working with staff across the corrections and justice system through workshops to better understand the practical challenges of delivering personalised care and services. ACTCS also consulted detainees about their experiences of current services and supports. Findings from this work will help ACTCS develop more effective, coordinated and sustainable ways to support detainees with disability.

The DPP has continued to develop its draft Disability Action and Inclusion Plan and expects this will be delivered in 2026–27.

CSPP is incorporating disability inclusion into divisional governance discussions and in May 2026, the Senior Leadership Team considered the CSPP Interim Disability Action Plan. The plan focuses on:

- accessible information and communication
- staff education and guidance
- workplace adjustments for people with disability

CSPP expects the plan will help inform the broader JACS DIP.

Disability Inclusion Initiatives

The following activities demonstrate how JACS is implementing disability inclusion in practice. Together, these initiatives contribute to reducing barriers, improving accessibility, and supporting people with disability to participate on an equal basis in employment, community life, emergency preparedness, and the justice system.

Employment and Financial Security

JACS supports ACT Government strategies that help create fair and inclusive workplaces for people with disability. Staff access the ACTPS Culture, Inclusion and Belonging Hub to learn how to make workplaces more inclusive. The Hub provides guidance on:

- accessible and equitable recruitment
- workplace adjustments for employees and job candidates
- disability leave and other workplace supports.

JACS supports the Our Abilities Staff Network, which brings together employees with disability, carers and allies. The network provides peer support, opportunities to connect, and advice on disability inclusion. It also contributes valuable lived experience and expertise to the JACS Policy, Procedure and Reference Group, helping to shape policies and procedures that support inclusion across JACS.

JACS works to make recruitment accessible and inclusive by:

- welcoming applications from people with disability in all job advertisements
- encouraging candidates to request reasonable adjustments during recruitment processes
- promoting early engagement with contact officers to support accessible processes.

JACS promotes the ACTPS Workplace Adjustments Policy and encourages staff to talk to their managers about the supports they need to do their jobs effectively.

Business areas support employees by:

- providing reasonable workplace adjustments
- helping staff access workplace supports
- developing Personal Emergency Evacuation Plans (PEEPs), when needed.

PCS is trialling a new Performance and Development Plan template. The template includes a prompt for managers and staff to discuss workplace adjustment needs and where appropriate, review them regularly.

HRC improved accessibility at the Allara House office by installing automated doors and remote access buttons. These upgrades support easier and more independent access for staff and visitors.

These improvements are part of a broader commitment to:

- create accessible environments
- remove barriers to participation
- implement the ACT Discrimination Act 1991 positive duty to provide reasonable adjustments and take steps to eliminate discrimination from service delivery and employment.

Inclusive Homes and Communities

JACS works to make government information accessible, inclusive and easy to understand.

All new content published on the ACT Government website follows whole-of-government accessibility and content standards which align to international web accessibility standards WCAG 2.2 AA. This includes requirements for:

- clear and readable language
- accessible structure and formatting
- accessible images and videos.

Examples include content on the **Reducing the Impact of Disasters** hub, which is designed to support a broad range of users, and information about bail available in different formats to meet different communication needs

JACS verifies website accessibility using SiteImprove. From January to June 2026, JACS content on the ACT Government website achieved an accessibility score of 94.5%, well above the government industry benchmark of 85.5%.

JACS reviews the website every 2 weeks and addresses accessibility issues as quickly as possible.

CSPP also promotes inclusion by ensuring information is accessible, written in plain English, and available through accessible online platforms.

In April 2025, CSPP led a Disability Inclusive Emergency Planning Forum that was part of a national initiative to build disability inclusive emergency management in Australia. The Forum informed the development of inclusive, person-centred disaster planning resources that will be made publicly accessible.

Community Attitudes

The Discrimination, Health Services, Disability, Community Services Commissioner delivered training and information sessions to ACT Government agencies and the broader community on the implementation of obligations under the *Discrimination Act 1991*, including the positive duty to provide reasonable adjustments and the positive duty to eliminate discrimination.

This work promotes inclusive environments where people can participate on an equal basis and access services, opportunities and supports without discrimination.

JACS promotes disability inclusion by recognising and celebrating important dates, including:

- the 2025 Chief Ministers Inclusion Awards
- International Day of People with Disability 2025
- World Autism Day 2026.

These activities promote learning and help build a culture of inclusion and belonging.

More than 130 staff participated in disability inclusion training and learning activities, including:

- 'Let's Talk Disability' in-person training
- JACS 'Let's Talk Disability' eLearning
- Easy Read & Accessible Information
- Easy & Accessible English
- Disability Inclusion Plan: How to Get Started workshops.

This training supports staff to deliver responsive, person-centred services and create more inclusive workplaces.

Health and Wellbeing

Hidden Disabilities Sunflower Program

DPP joined the Hidden Disabilities Sunflower program, an internationally recognised initiative that enables people to discreetly indicate they may require additional support. This initiative helps staff recognise that some disabilities, health conditions and access needs, may not be immediately apparent, supporting more inclusive interactions for victims, witnesses and others engaging with the justice system.

Personal and Community Support

The ACT Discrimination, Health Services, Disability and Community Services Commissioner provides a single point of contact for people in Canberra to raise concerns about a range of issues, including disability services.

The Commissioner helps people have their concerns heard and addressed. The office also works with government agencies, service providers and community organisations to identify and address barriers that affect people with disability.

Fire Safety and Emergency Preparedness

Inclusive Fire Education Program

ACTF&R developed an Inclusive Fire Education program to teach basic fire safety to children with additional support needs.

The program provides practical fire safety education for children, their families and carers.

ACTF&R worked with specialist schools across Canberra to better understand the experiences and needs of students, educators and families. Using this feedback, the Service is developing accessible learning materials with the Education Directorate that are easy to understand and appropriate for different learning needs.

The program improves access to fire safety education for children with additional support needs.

Hard of Hearing Smoke Alarm Program

During the second half of 2025–26, ACTF&R expanded its Hard of Hearing Smoke Alarm program by training more staff to install specialised alarm systems and actively promoting this service to the community.

The program provided smoke alarms with a flashing strobe light and vibrating pads. These features help people who are Deaf or hard of hearing receive early warning of a fire and respond quickly in an emergency.

The increased focus on the program led to a significant increase in installations. ACTF&R installed 22 specialised alarm systems between 2019 and December 2025. From January to June 2026 alone, ACTF&R installed a further 20 systems, almost matching the total number installed over the previous 6 years.

The rise in installations has increased access to specialised fire safety technology for people who are Deaf or hard of hearing.

Accessible safety equipment helps people receive critical information in ways that work for them, supporting safer outcomes during emergencies.

Community Education and Engagement

In March 2026, ACTF&R attended the Aged and Disability Expo to share practical home fire safety information for people with a disability, their families, carers, and support networks.

ACTF&R provided advice about:

- reducing fire risks at home
- preparing for emergencies
- knowing what to do if a fire occurs.

The event provided practical fire safety and emergency preparedness information for people with disability, their families and carers.

Working with the Deaf and Hard of Hearing Community

ACTF&R and ESA partnered with Fire and Rescue NSW (FRNSW) and representatives from the Deaf community to develop a fire safety workshop scheduled for delivery in August 2026.

The workshop will provide practical, accessible information to support safety at home and during emergencies. Topics include:

- the Hard of Hearing Smoke Alarm service
- preventing fire in the home
- safe disposal of hearing aid batteries
- creating an evacuation plan
- contacting emergency services when assistance is needed.

The workshop will provide accessible fire safety information tailored to the needs of the Deaf and hard of hearing community.

Safety, rights and justice

Supporting participation in the Justice System

The Witness Assistance Service, Courts DLO, and DPP supported victims and witnesses with disability, through tailored communication, advocacy, referrals and reasonable adjustments.

These supports help people with disability engage more effectively with the justice system.

Provide accessible and culturally appropriate information

FNJB continued to support disability inclusion by improving access to justice information for Aboriginal and Torres Strait Islander peoples with disability engaging with the justice system.

Community participants and people with lived experience identified difficulties understanding the parole process through the Aboriginal and Torres Strait Islander Justice Programs Commissioning Process. In response, funding was secured through the ACT Disability Justice Strategy to develop a culturally appropriate and accessible parole information resource. The resource is being developed in partnership with the ACT Office for Disability, ACTCS, ACTCT and people with lived experience to improve access to justice information and support successful transition from custody to community. The project demonstrates how community feedback can inform practical service improvements that make the justice system more accessible and easier to navigate.

Accessible Physical Environments

JACS Capital Works and Infrastructure engaged an architect to redesign a standard holding cell as part of the City Police Station Watch House Upgrade.

The redesigned cell improves accessibility for people who use wheelchairs and others with mobility requirements.

Key improvements include:

- increased space to support wheelchair access and movement
- accessible design features that improve usability and comfort
- design solutions that balance accessibility, safety and operational needs.

These changes will:

- improve access to facilities for a wider range of people
- support dignity, independence and participation
- help ensure facilities meet accessibility requirements and standards.

Intermediary Program

The ACT Intermediary Program continues to help people communicate effectively when engaging with police, courts and legal services.

Demand for the program has continued to grow, with referrals to ACT Courts increasing by 17% in 2025–26 compared with the previous year.

During 2025–26, 65% of referrals involved people who experienced communication barriers unrelated to age. This was an increase from 54% in 2024–25.

The program supports people with a wide range of communication needs, including people with:

- intellectual disability
- autism
- cognitive disability
- speech or language differences
- physical disability
- mental health conditions
- experiences of trauma.

People do not need a formal diagnosis to access support from an intermediary.

Through completing the communication assessment prior to formal engagement, intermediaries with relevant expertise provide tailored recommendations to police, courts, and legal professionals.

Since expanding to support accused persons in 2024, the program has seen a 13% increase in referrals for this group.

The program works closely with disability advocacy organisations, DLOs and specialist services to ensure its practices remain person-centred, evidence-based and responsive to people's communication needs, while reinforcing the impartiality and neutrality of the role.

This also includes representation on the VSACT Disability Leadership Forum to progress the development of a disability action inclusion plan.

People achieve better outcomes when they can communicate in ways that work for them. The program helps remove communication barriers and supports fair participation in the justice system.

Victim Support ACT

VSACT established a Disability Leadership Forum to guide disability inclusion initiatives and support actions under the Strategy. The forum brings together expertise from across the disability, justice and community sectors to improve access to justice and victim support services.

VSACT also started developing a Disability Inclusion Action Plan (DIAP). While the plan is focussed on VSACT, the learnings and improvements will be incorporated across and benefit the broader HRC.

Court Servicing Pilot

The Public Advocate (PA) collaborated with ACT Courts to deliver a short-term pilot program to support vulnerable people involved in court protection matters. The program aimed to make it easier for people to access justice and take part in court proceedings.

The program provided practical support, including:

- explaining court documents in plain language
- helping people manage stress and emotions
- assisting them to navigate court processes and environments
- providing support during court appearances
- preparing written submissions about human rights concerns.

Although funding for the pilot ended in November 2025, this work helped people understand their rights, participate more fully in court processes, and access the support they needed. It also demonstrated the value of tailored support and highlighted ways to create a fairer and more accessible justice system.

Children and Young People's Rights

The Children and Young People Commissioner (CYPC) contributed to the Commonwealth Government's development of a child-friendly version of the National Autism Strategy 2025–31.

This work included consulting with the Young Influencer Network and advising on how to present information in ways that children and young people can easily understand.

The strategy was published in June 2026, on the Department of Health, Disability and Ageing website.

Child Safe Standards Implementation

The CYPC is also developing guidance to help organisations create safer and more inclusive environments for neurodivergent children and young people as part of the Child Safe Standards. The guidance is expected to be published during the next reporting period.

Children and young people should be able to understand decisions that affect them and have a say in shaping them. These actions support inclusion, help organisations better meet the diverse needs of children and young people with disability, and ensure their views are heard in policies and services that affect them.

Vulnerable person complaints jurisdiction

Under the vulnerable person complaints jurisdiction, the Discrimination, Health Services, Disability, Community Services Commissioner handles matters involving concerns about the abuse, neglect, exploitation or mistreatment of people with a disability.

The office works with people with a disability, carers, service providers and community organisations to address concerns, promote safety and support people's rights.

Multiculturalism Act 2023 reporting

Through consultation, service delivery, workforce initiatives and legislative reform, JACS supported the principles of the Charter for Multiculturalism by valuing cultural diversity, strengthening community participation, improving equitable access to services and contributing to efforts that prevent racism and discrimination.

Consultation with the Council, partners and community

JACS works with territory agencies, the Ministerial Advisory Council for Multiculturalism and community organisations, including UnitingCare and Migrant and Refugee Settlement Services (MARSS), to promote multiculturalism in service design and delivery.

During the period:

- ACTCS Offender Reintegration met with MARSS to identify services for detainees and offenders from CALD backgrounds. Staff explored a trauma counselling pilot and toured the AMC to identify further support options.
- ACTCS worked with Multicultural Hub Canberra to identify support services that could better meet the needs of detainees from diverse cultural backgrounds at the AMC.
- ESA worked with the ACT Multicultural Hub, Australian Red Cross, multicultural community leaders and ACT Government partners to identify barriers to accessing emergency preparedness information. ESA used this feedback to inform multicultural engagement activities and translated resources.
- ESA participated in the *NMF* and *Welcome to Canberra Expo* and maintained partnerships with multicultural organisations to share emergency preparedness information, build relationships and gather feedback.
- ESA began planning the 2026–27 *Chat. Plan*. Act consultation. Focus groups will identify the needs and communication preferences of CALD communities to shape accessible, relevant and culturally responsive emergency preparedness messaging and engagement.
- PTG engaged with members of Canberra's multicultural communities through a shared information stall at the NMF 2026, in partnership with the Human Rights Commission. Staff answered questions, shared information, and spoke directly with community members about their needs and experiences.
- CSPP embedded inclusive and culturally responsive approaches in disaster resilience activities. Indigenous representatives on the ACT Multi Hazard Advisory Council advised on disaster prevention, preparedness, response and recovery. This representation will continue to be prioritised in emergency management advisory bodies into the future.
- LPP consulted multicultural community representatives on the proposed standalone offence of coercive control. At a forum hosted with Multicultural Hub Canberra, community members described their experiences and advised how information about coercive control and the new offence could be communicated accessibly and effectively.
- DPP worked closely with VSACT, Domestic Violence Crisis Service (DVCS), ACTP and other justice sector partners to improve services for victims and witnesses from CALD backgrounds. This included co-locating services to improve information sharing for people engaging with the criminal justice system.

These partnerships strengthened JACS' understanding of community needs and informed more inclusive, accessible and responsive policies, programs and services.

Promotes multiculturalism

JACS improved access to information and services, supported culturally responsive employment practices, celebrated cultural diversity, and contributed to strengthening laws that address hate crimes and serious vilification.

Activates the Charter for Multiculturalism

JACS applies the Charter for Multiculturalism when designing and reviewing policies, programs and services for the ACT's diverse communities.

Policy officers must demonstrate alignment with the Charter during the approval process. The cross-directorate JACS Policy and Procedure Reference Group reviews documents and provides diverse perspectives to support inclusive and equitable outcomes.

JACS continued to implement recommendations from the 2025 Training Needs Analysis Project. The project identified Cultural Capability, Diversity, Equity and Inclusion, and Cultural and Linguistic Diversity as core training priorities. JACS has strengthened procurement requirements by embedding criteria that require training providers to incorporate cultural safety, accessibility, and inclusion into the design and delivery of training.

DPP's Witness Assistance Service (WAS) and legal teams worked with interpreters, support services and partner agencies to help victims and witnesses from CALD backgrounds understand and participate in the criminal justice process.

DPP prosecution services recognised victims' and witnesses' cultural, linguistic and personal circumstances. WAS provided specialist support in sexual violence and homicide matters; where this support was not routinely available, including in family violence matters, prosecutors reduced barriers by measures such as obtaining expert reports on cultural issues relevant to individual cases.

Workplace Initiatives

JACS supports an inclusive workplace where people from diverse backgrounds and cultures are valued and respected.

The Communications and Engagement (C&E) Team delivered an internal communications series that helped staff adopt inclusive workplace practices. The series promoted multiculturalism, anti-racism, anti-discrimination and inclusive language. It also helped staff recognise and respond to racism, discrimination and stereotyping, and highlighted available resources and support.

Harmony Week

JACS celebrated cultural diversity during Harmony Week 2026 and encouraged staff to learn from one another's experiences, cultures and perspectives.

During Harmony Week:

- JACS delivered a coordinated internal communications campaign that promoted multiculturalism, respectful conversations, and shared understanding. The campaign also recognised the United Nations International Day for the Elimination of Racial Discrimination and encouraged staff to act against racism and foster an inclusive workplace.
- Corporate Services hosted a *Taste of Harmony* lunch, where around 40 staff shared food reflecting their cultural backgrounds and learned about one another's cultures and experiences.
- Through PTG's *Our Stories* initiative, six staff shared stories and photographs about their cultural backgrounds, family traditions and life experiences on the intranet.
- PTG also hosted a Harmony Week morning tea where staff shared food connected to their cultures and family traditions.

Recruitment, Retention and Development

JACS uses inclusive recruitment and workforce development practices to attract, retain and support people from diverse backgrounds.

JACS hiring managers used the ACTPS Inclusive Recruitment Guidelines and included diversity statements in job advertisements to encourage applications from people of all backgrounds.

JACS provides staff with resources through its intranet, including:

- inclusive recruitment guidance
- diversity and inclusion information
- workplace adjustment resources
- inclusive language guides
- accessible document training.

JACS continued supporting Multicultural ACT's Work Experience and Support Program (WESP), which gives migrants ACTPS experience. Eight JACS business units—PTG, DPP, ACTCT, HRC, Strategic Finance, ACTCS, ESA and CSPP—hosted 14 placements across two eight-week rounds. Participants gained skills and experience; several received temporary contracts and others secured ongoing roles. The placements also strengthened the cultural capability of host teams.

Seven JACS staff applied for the six-month ACTPS Pilot Mentoring Program for leaders from CALD backgrounds, including three mentees and two mentors. The program built cross-directorate connections and awareness of barriers experienced by culturally diverse leaders.

JACS staff participated in a range of Cultural learning opportunities as part of the Directorate's commitment to uplifting Cultural Integrity, Cultural Capability and Cultural Safety. Further information about these programs and initiatives is available in B9: Aboriginal and Torres Strait Islander reporting.

Equitable Access to Information, Programs and Services

JACS improved access to information, programs and services for people from diverse backgrounds.

The volunteer chaplaincy team delivers spiritual support services at the AMC, including Jewish and Islamic faith services. These services help detainees maintain connections with their faith and community, strengthen their wellbeing, and access support during their time in custody.

ACTCS uses the Department of Home Affairs Translating and Interpreting Service, interpreters arranged by Community Corrections, and AMC translation devices to communicate with detainees, clients, family members and support people who face language barriers.

ACTCS staff use the Supervision and Resource Guide and Practice Guide to identify and respond to cultural needs and implement reasonable adjustments where required.

ESA maintained website translation in more than 120 languages, used captioning and transcription, and provided the Emergency Survival Plans and All Hazards Discussion Guides in multiple languages and Easy English.

ESA worked closely with Multicultural ACT, the ACT Multicultural Hub, and the Suburban Land Agency to deliver preparedness workshops, community engagement activities and culturally appropriate emergency information.

ACTCT updated its *For the Multicultural Community* webpage with clear information about interpreter services, pre-hearing tours and court supports.

PTG provided interpreter and translation services to support clients and community members who require language support. Staff actively use these services to support effective communication and ensure clients can participate in decisions that affect their circumstances.

DPP facilitated interpreters for victims and witnesses with limited English. In WAS-supported sexual violence and homicide matters, staff provided accessible information about court processes, support services and rights.

The DPP will update their website over the next 12 months to introduce translation functionality, improve accessibility for people from CALD backgrounds, and increase access to information and services.

Improving access to justice

ACTCT applies the ACT Charter for Multiculturalism across its services and operations. ACTCT:

- creates a safe and welcoming environment for people to express their cultural and religious beliefs
- provides access to interpreters
- offers oaths and affirmations in multiple languages
- allows witnesses to swear an oath according to their faith.

These measures support fair participation while respecting cultural and religious identity.

Multi-faith rooms

A clearly signposted multi-faith room in the main foyer enables staff and visitors to practise their faith while attending court.

Service charters

ACTCT updated its public Service Charter in plain English to explain expected service standards, respectful and culturally sensitive treatment, and how to provide feedback or make a complaint.

Interpreter services

ACTCT provides free interpreter services to support access to justice, including:

- court and tribunal hearings
- conferences
- telephone enquiries
- counter enquiries.

The courts use the National Interpreter Symbol on their website and other information channels to let people know interpreter services are available.

ACTCT works with Translationz and 2M Language Services to provide:

- on-site interpreters
- telephone interpreters
- video interpreters
- document translation services.

Through Translationz and 2M Language Services, these services are available in more than 160 languages, including Auslan, helping people understand proceedings and participate fairly.

Accessible information and resources

ACTCT helps multicultural communities understand and engage with the justice system through:

- information about interpreter services
- pre-hearing tours
- videos explaining protection order processes
- factsheets translated into 20 languages.

Translated resources help people understand their rights, responsibilities and options relating to personal and family violence protection orders.

Supporting participation in court processes

Coroners Court

When the Coroners Court investigates a death, it invites family members to complete a *Views of Immediate Family* form. Through this form, families can tell the Court and the Forensic Medicine Centre about cultural, religious, or personal practices that are important to them.

Identifying these needs early allows the Court to make arrangements that respect families' wishes, including where they fall outside standard processes.

A Family Liaison Officer supports families throughout the coronial process. The officer serves as the primary point of contact, answers questions, provides guidance, and advocates for the family's needs, wishes, and cultural considerations wherever possible.

The Coroners Court's handbook for families and friends explains the coronial process, what to expect and available support services.

Improving Access to Jury Service

ACTCT will introduce a new Jury Management System that gives people more ways to access jury services.

Through the new system, people will be able to:

- request an interpreter through the Jury Portal
- ask to be excused from jury service if they do not have sufficient English language skills
- call the Jury Management Unit for assistance
- request a paper questionnaire if they prefer not to use online services.

These options improve access for people who need language support, have limited access to technology or prefer not to use online systems.

Remote Witness Suites

ACTCT's Remote Witness Suites allow vulnerable court users, including people from CALD backgrounds, to participate in hearings from a safe and secure space outside the courtroom.

Where appropriate, support workers can also assist participants using these facilities.

New information booklets, videos and a simpler referral process explain remote appearances, available support and what to expect.

Accessible court services

Easier Navigation Through Court Buildings

ACTCT provides free BindiMaps navigation through an app, on-site kiosks and web-based tools. Voice guidance, interactive maps and multilingual features help users plan visits and navigate court and tribunal buildings independently.

Ticket Machine

ACTCT upgraded its service-counter ticket machine with multilingual information, a wheelchair-accessible design and details about the DLO and FNLO.

Liaison Officers

ACTCT also strengthened referral pathways to their DLO and FNLO. These services help people:

- access reasonable adjustments
- receive navigation support
- connect with relevant support services.

These referral pathways reduce barriers to participation in court and tribunal processes.

Anti-discrimination protections

In media statements and published opinion pieces, the HRC affirmed its solidarity with the ACT's vibrant immigrant communities and highlighted the factual inaccuracies of anti-immigration rallies and sentiment. Through these communications, the HRC challenged misinformation about immigration and promoted respectful, evidence-based public discussion.

HRC anti-racism campaigns raised awareness and explained how to report racist behaviour, make a complaint or seek support.

Hate crime and vilification review

Following its 2024 commitment and heightened national concern, the ACT Government prioritised a review of hate crime and serious vilification laws in early 2026.

The review is identifying opportunities to strengthen protections for the community, includingCALD communities, from conduct motivated by hate and prejudice.

Targeted consultation commenced on 26 February 2026. More than 100 stakeholders were invited, including multicultural representatives; JACS received submissions from 26 multicultural stakeholders and held 10 meetings with them on the Discussion Paper and community experiences of hate crime and vilification.

A Final Report of the Review is being developed which will consider legislative amendments to better protect the community from discrimination and crimes motivated by prejudice, including members of the multicultural community.

Period Products and Facilities (Access) Act Reporting

The Directorate supports the *Period Products and Facilities (Access) Act 2023* by providing free period products, appropriate facilities and access to information that helps reduce period poverty in the ACT.

JACS continued to improve and maintain access to these products, facilities and information across workplaces, operational environments and custodial settings, helping improve access to menstrual health resources for staff, detainees, visitors and service users.

Access to free period products

The Directorate provides free period products at a range of workplaces and service locations, ensuring staff, visitors and service users can access essential items when they need them.

Free period products are available at:

- ACT Magistrates Court, Supreme Court, Children's Court and ACAT
- ESA Headquarters (HQ) and Training Centre (ESAT)
- ACTCS, including for detainees and staff at the AMC and the CTU
- Office of the DPP for staff, visitors, victims and witnesses.

Information on where and how to access period products is available at Free Period Products Page.

At ACT Courts and ACAT, dispensers provide a range of period products and their locations support privacy, dignity and ease of access.

Feedback from DPP staff, visitors and clients shows that availability of free period products and appropriate bathroom facilities are valued and help create an inclusive and supportive environment, reducing barriers to accessing services.

Access to facilities

JACS workplaces provide facilities that support people who menstruate, including:

- clean and accessible toilets
- handwashing facilities
- sanitary waste disposal services
- private spaces that support safe and dignified menstruation management.

These facilities help ensure staff and visitors can manage their menstrual health comfortably and with dignity.

Support in Emergency Services

ACT Ambulance Service

Since August 2025, all operational ACTAS vehicles, including Duty Officer vehicles, Single Response Units and stretcher vehicles, have carried Menstruation Support Kits.

The kits contain:

- pads
- tampons
- biohazard waste bags for safe disposal.

Each kit also includes a QR code, scanned through your phone, linking the user to health resources.

ACT Fire & Rescue

ACTF&R provides period products in all fire stations, designated operational vehicles, and Welfare and Hygiene Pods.

Products are available in:

- three Welfare and Hygiene Pods
- all Compressed Air Foam System (CAFS) vehicles
- heavy and light tankers
- Rescue 48, a specialist Vertical Rescue Vehicle
- Rescue 49, a designated Remote Area Road Rescue Vehicle
- commander vehicles.

Menstruation Support Kits contain:

- pads
- tampons
- toilet paper
- biohazard waste bags.

All ACTF&R stations have an accessible toilet with sanitary waste disposal facilities and access to free period products. Welfare and Hygiene Pods can be deployed to incidents and provide shower facilities, toilets, and sanitary product disposal facilities.

ACTRFS

Period products are available at all 8 ACTRFS brigade stations and in all ACTRFS vehicles as part of standard crew welfare supplies. Products are stored in dedicated kits and are replenished regularly.

ACTSES

Menstrual Support Kits are available at all ACTSES units and in all ACTSES vehicles.

Each kit contains:

- pads
- tampons
- biohazard waste bags
- personal hygiene wipes.

Equipment officers regularly check and re-stock the kits.

Support for ACTCS Detainees

Detainees at the AMC have ongoing access to free period products. Custodial Officers provide products when needed, and detainees can keep supplies in their accommodation cottages. Additional products are available at any time on request.

Providing free period products helps reduce financial barriers, supports dignity and wellbeing, and ensures detainees can manage their periods safely while in custody.

The Women's Community Centre delivered several programs for women at the AMC. These programs supported women to learn more about sexual and reproductive health, improve their understanding of health issues, and connect with healthcare services when needed.

Sexual Health and Family Planning ACT (SHFPACT) delivered 5 workshops covering a range of women's health topics, including:

- healthy bodies and routine health checks
- vulval and vaginal health
- breast, ovarian and cervical cancer awareness, and screening
- sexually transmitted infections (STIs)
- contraception
- polycystic ovary syndrome (PCOS)
- pelvic pain and endometriosis
- menopause
- reproductive health.

These workshops provided practical health information and encouraged participants to access screening, treatment and support services.

The Canberra Health Services Sexual Health Team delivered their *Peek'a Boob* health session. The session focused on understanding normal breast health, recognising changes, the importance of early detection, and how to access healthcare and screening services. A Justice Health Nurse attended the session and helped participants identify health concerns and access referrals to appropriate health services.

The AMC Women's Case Management Team delivered the 10-module SHARE program. The program covered:

- identity and diversity
- gender stereotypes
- sex positivity
- social and sexual safety
- body awareness and health
- consent and boundaries
- healthy and unhealthy relationships
- online safety
- help-seeking.

The program gave participants the knowledge and skills to make informed decisions, build healthy relationships and support their wellbeing.

Access to information and support

JACS provides access to information and support that helps staff manage their menstrual health and wellbeing through a range of resources and initiatives, including:

- information about menstrual health and hygiene
- links to relevant healthcare services and support resources
- information about workplace leave entitlements and flexible work arrangements
- employee wellbeing support services
- information about women's health and wellbeing, including resources accessed through QR codes included in ACTF&R menstruation support kits.

JACS staff and managers can also access information and resources through the JACS Menopause SharePoint page and the ACTPS Culture, Inclusion and Belonging SharePoint Hub.

These initiatives support equitable access to essential period products, facilities and information, helping reduce period poverty and promote dignity, health and inclusion across JACS workplaces and operational environments.

Work Health and Safety

The Directorate is committed to providing safe and healthy workplaces for employees, volunteers and other persons engaged in or affected by its operations. JACS manages WHS through its governance, risk management, consultation, injury prevention and psychological health and safety arrangements across its operational and corporate environments.

The Directorate delivered its WHS activities in accordance with the *Work Health and Safety Act 2011* (the WHS Act), it's WHS Management System and relevant ACTPS policies and frameworks.

The Directorate has 6 full-time positions dedicated to WHS functions across PCS, ESA, ACTCT and ACTCS. The Safety, Health and Wellbeing Team within PCS coordinates the Directorate's WHS Management System and consultative framework and provides strategic advice, governance oversight and specialist support.

Governance and Consultation

The Directorate has a three-tiered WHS governance structure that provides strategic oversight, supports operational management and enables worker consultation. The structure enables business areas to manage WHS matters at the appropriate level and escalate significant or systemic issues when required.

Tier 1 – Director-General's Safety, Health and Wellbeing Committee

The Tier 1 Director-General's Safety, Health and Wellbeing Committee provides strategic oversight of WHS across the Directorate. The Committee sets strategic priorities, monitors WHS performance and compliance, and considers systemic and escalated WHS issues. Senior executives, Health and Safety Representatives (HSR's), WHS practitioners and union representatives participate in the Committee, bringing operational and worker perspectives to its consideration of WHS matters.

Tier 2 – Agency Safety, Health and Wellbeing Committees

Agency-level (Safety, Health and Wellbeing Committees, consider WHS matters specific to their operational environments and support Directorate-wide WHS priorities and initiatives. Where appropriate, co-located business areas operate joint committees to support consultation, share information and promote consistent WHS practices. These arrangements enable business units to respond to local operational risks while aligning with the Directorate's broader strategic objectives.

Tier 3 – Local Safety, Health and Wellbeing Committees

Local Safety, Health and Wellbeing Committees focus on WHS matters within specific workplaces and work groups. The committees contribute to hazard identification, incident management, workplace consultation and the implementation of risk controls. They also escalate matters requiring broader consultation through the Directorate's WHS governance structure.

Consultation and Representatives

A total of 69 elected HSRs supported consultation between workers and management on WHS and wellbeing matters, contributing to identifying workplace hazards and raising issues affecting worker health, safety and wellbeing.

Employee representative organisations also participate in the Directorate's WHS governance and consultation arrangements, ensuring worker perspectives inform decision-making and supporting a collaborative approach to fostering safe, healthy and inclusive workplaces.

The Safety, Health and Wellbeing team reports monthly to SMC on WHS performance. Reporting covered incidents and hazardous situations reported, notifications to WorkSafe ACT, injury and illness trends, psychological health matters and occupational violence, including physical, verbal and technology-based incidents. SMC uses this information to monitor performance, identify emerging risks and oversee action where required.

WHS Risk Management and Assurance

During 2025–26, the Directorate focused on the 3 WHS risk areas identified as priorities for the year:

- occupational violence
- psychosocial hazards
- musculoskeletal injuries.

Occupational Violence

The Directorate manages occupational violence as a priority WHS risk, recognising the elevated risks within frontline and operational environments. During 2025-26, JACS strengthened its occupational violence prevention framework through improved risk identification and assessment, reviews of existing controls, analysis of incident trends and targeted advice to business areas. The Directorate also supported incident reporting and escalation and post -incident responses. Lessons from incidents were used to improve preventative controls and inform future priorities.

Psychosocial Hazards

Psychosocial hazards are identified and managed through consultation, risk assessment and practical guidance for workers and managers. JACS provides a psychosocial risk management framework and online resources to help business areas identify, assess, control and review psychosocial hazards. Resources include the Managing Psychosocial Hazards in the Workplace Policy, Psychosocial Hazards Guideline, guidance material and a psychosocial risk register template.

The Safety, Health and Wellbeing Team supported business areas to develop and maintain psychosocial risk assessments by providing guidance and templates. Workers can also report psychosocial hazards and incidents through the Safety Portal, providing information to support risk assessment, incident investigation and review of controls.

Musculoskeletal Disorders

A systems-based approach is taken to preventing and managing musculoskeletal disorders, recognising the physical demands of many roles across JACS. Employees have access to early intervention physiotherapy, ergonomic assessments, reasonable workplace adjustments and targeted fitness and conditioning programs to support injury prevention, early intervention and safe participation in work.

Risk Assessments

The Directorate undertakes proactive and reactive risk assessments across operational and corporate environments to identify hazards, assess risks, determine appropriate controls and respond to new or changing risks.

The Directorate did not conduct any WHS audits during 2025-26.

Hazardous Chemical Management

Th Directorate consolidated its use of Chemwatch into a single chemical management database for workplaces that use or store hazardous chemicals. The system provides greater visibility of chemical inventories and supports workers to access information about the safe storage, handling and use of hazardous substances.

WHS Capability and Continuous Improvement

Policies, procedures, templates and practical tools have been developed and updated to support consistent WHS risk management across JACS. These included:

- Undertaking a *Work Health and Safety Root Cause Analysis Standard Operating Procedure*
- a cultural safety module for psychosocial risk assessments
- the JACS Cultural Safety Toolkit
- the JACS Aboriginal and Torres Strait Islander Cultural Safety Self-Assessment and Action Plan SharePoint page.
- the Root Cause Timeline and Analysis Form (5 Whys) – Template
- the Incident Cause Analysis Method investigation– Template
- the *Work Health and Safety Workplace Inspections Standard Operating Procedure*
- the *Safety by Design guideline*
- the Safety by Design risk assessment template.

Training and Capability Building

WHS capability is being built through targeted training, education and practical support for workers and managers. During 2025–26, initiatives included:

- training and workshops on identifying, assessing and managing psychosocial hazards
- introduction and delivery of JACS WHS 101 for Managers
- integration of WHS content into leadership and supervisory development programs
- education and awareness activities on mental health, psychological wellbeing, trauma-informed practice and the prevention of vicarious trauma.

Mandatory general WHS awareness training is delivered through the Learning Management system (LMS). All employees must complete the training and undertake refresher training every 2 years. The training covers WHS responsibilities, injury prevention and the role of workers in maintaining safe workplaces.

Psychological Health and Wellbeing

Psychological health and wellbeing services are provided to support early intervention and respond to the different needs of the workforce.

Employees and volunteers have access to confidential counselling and psychological support through the Employee Assistance Program (EAP). Services include traditional counselling and embedded onsite psychological services within some operational environments, providing workers with different ways to access support.

The Directorate maintains peer support networks across operational environments, providing workers with access to trained peer supporters for confidential support and referral to professional services where required. Peer supporter officers (PSOs) undertake professional development, clinical supervision, and specialised training in areas including mental health awareness, suicide prevention, psychological wellbeing and supporting workers experiencing distress.

ESA's Peer Support Program operates across its 4 operational services, with 72 trained Peer Support Officers:

- 25 in ACTAS
- 19 in ACTF&R
- 10 in ACTRFS
- 18 in ACTSES.



PSOs received clinical supervision and attended skills-based training, including suicide awareness training.

Chaplaincy and Therapeutic Programs

Chaplaincy, therapeutic and wellbeing programs are provided to support employees and volunteers across operational environments. Chaplaincy services provide pastoral care, critical incident support, and wellbeing activities, complementing the psychological and PSO services available to the workforce.

Therapeutic and wellbeing initiatives include mindfulness, creative arts, and animal-assisted programs, providing additional ways for employees and volunteers to access wellbeing support.

The Directorate also promotes mental health and wellbeing resources through internal communication channels and employee support networks. Respect, Equity and Diversity (RED) Contact Officers provide information and confidential guidance and support to employees experiencing workplace concerns and help them understand available support and resolution pathways.

Physical Health, Injury Prevention and Return to Work

Physical health and injury prevention is supported through early intervention, workplace adjustments, ergonomic support and initiatives tailored to the physical demands of operational roles.

ACTSES introduced a nationally consistent Fit for Role fitness assessment program to help ensure members can safely perform operational duties. The assessment comprises nine components that reflect the physical demands of emergency service work. ACTSES introduced seven components during the reporting period, with swimming assessments planned for future implementation.

Employees have access to the ACTPS Early Intervention Physiotherapy Program, which provides early assessment and treatment of musculoskeletal injuries. The Directorate also provided reasonable workplace adjustments, ergonomic assessments and tailored support to help employees remain at work or return to work safely following injury or illness.

In operational environments, qualified fitness personnel deliver functional movement screening, fitness assessments, individual and group fitness programs, health and fitness education and specialist advice. The Directorate provides fitness and wellbeing facilities and resources in operational workplaces to support workers to maintain the physical capability required for their roles.

Employees can access the Health and Wellbeing Reimbursement for approved activities undertaken in their own time that support physical or mental wellbeing.

The Directorate delivered its annual influenza vaccination program to support workforce health again this financial year.

The Safety, Health and Wellbeing Team provides advice, coaching and early intervention support to managers and workers involved in injury management and return to work, with a focus on timely and sustainable participation in the workplace.

Strategic Planning and Collaboration

Workforce data, employee feedback and wellbeing survey results are used to inform WHS planning and identify emerging health, safety and wellbeing priorities. JACS also reviews workforce wellbeing needs, including psychological support, education and fitness programs, to inform future service planning.

The Directorate participates in whole-of-government forums and communities of practice focused on psychosocial health and safety. This enables JACS to share information, consider emerging issues and align its approach with broader ACTPS initiatives.

WorkSafe ACT Regulatory Activity

WorkSafe ACT issued 6 Improvement Notices to the Directorate, compared to 9 in 2024-25. The Directorate addressed all notices within the required timeframes.

The improvement notices related to:

- **risk management:** revision of risk registers to reflect current legislative requirements, apply consistent risk management terminology, consider hazards across relevant operational contexts, and identify appropriate controls
- **hazardous chemicals:** 4 notices relating to personal protective equipment (PPE) Safety Data Sheets (SDS); and hazardous chemical registers
- **notifiable incidents:** processes for identifying and reporting notifiable incidents, including information, instruction and training for workers on notification requirements.

The Directorate did not receive any prohibition or non-disturbance notices during 2025-26 and did not enter into any enforceable undertakings under the WHS ACT.

WorkSafe ACT made no findings that the Directorate failed to comply with an improvement, prohibition or non-disturbance notice or an enforceable undertaking, or failed to comply with a safety duty under Part 2, Divisions 2.2, 2.3 or 2.4 of the Act.

Notifiable Incidents

The Directorate submitted 1 771 incidents and hazardous situations identifications through the ACTPS Safety Portal. Of these, 55 were notified to WorkSafe ACT as notifiable incidents under the Act.

The increase in notifiable incidents during 2025-26 reflects amendments to the Act that commenced on 19 November 2025. The amendments expanded the circumstances in which workplace incidents must be notified to WorkSafe ACT, resulting in a broader range of incidents meeting the notification requirements.

Performance against Injury Reduction Target

The ACTPS has a target to reduce the incidence of serious workplace injuries by at least 10% over the five-year period from 2023-24 to 2028-29.

Performance is measured by the incidence of accepted workers' compensation claims resulting in one week or more of incapacity per 1 000 FTE employees.

Table 58: Performance against injury reduction target

Directorate/Agency	For 2025–26	
	WHS/workers compensation Target	Achieved Result
Justice and Community Safety	21.77	26.11

The indicator measurement methodology and target align with the Safety, Rehabilitation Commission Licence Compliance and Performance Model. The target aims to achieve 10% reduction over five years (to 2028–29) or a 2% reduction year on year from the result achieved in 2023–24.

The 2025–26 result against the target have been calculated using the following:

- **Data used:** actual FTE and workers compensation claims data as at 30 June 2026.
- **Calculation specification:** LKPI 4 Incidence of claims reaching one week of incapacity as defined in the SRCC Licensee Key Performance Indicator Specification.

JACS has not met its injury reduction target for 2025–26. Work has commenced to analyse the 2025–26 results in order to improve the Directorate's performance in 2026–27.

Key Priorities for 2026–27

The Directorate will focus on improving performance against the ACTPS injury reduction target, with occupational violence, psychosocial hazards and musculoskeletal disorders remaining priority WHS risks. JACS will build on work undertaken during 2025-26 to prevent workplace injury, strengthen risk controls and support safe and sustainable participation in work.

Occupational Violence

The Directorate will progress its occupational violence prevention and management framework, with a focus on risk management, preventative controls, worker support and organisational capability.

Psychosocial Hazards

The Directorate will work with business units and offices to identify, assess and manage psychosocial hazards, with a focus on developing and maintaining psychosocial risk assessments and registers and embedding psychosocial risk management in WHS processes.

Musculoskeletal Disorders

The systems-based approach to preventing and managing musculoskeletal disorders will continue, with a focus on early intervention, ergonomic risk management, injury prevention and support for workers experiencing musculoskeletal conditions.

Human Resources Management

JACS delivers a wide range of services to the community and government. To do this, JACS relies on a workforce with diverse skills, experience, and professional expertise.

The JACS workforce includes:

- accountants
- advocates
- business managers
- custodial staff
- data analysts
- financial managers
- firefighters, rural and urban
- HR specialists
- ICT specialists
- independent statutory office holders
- infrastructure specialists
- lawyers
- legislative drafters
- paramedics
- policy and governance professionals
- prosecutors
- SES Officers.

The Directorate supports its workforce through workforce planning and people management strategies that operate across the ACTPS, directorate, and individual business areas.

The Directorate also values the high number of volunteers, who make an important contribution to JACS' services. They bring specialist knowledge, skills and experience that support JACS' ability to support the community.

Workforce Planning

JACS undertakes workforce planning to ensure it has the capability, capacity and specialist expertise needed to deliver justice, community safety and emergency services functions for the ACT community.

Workforce planning occurs at whole-of-directorate, business unit, Statutory Office and profession-specific levels. These activities help identify current and future workforce needs, critical roles, emerging capability requirements and workforce risks.

Business areas used workforce planning activities to inform recruitment priorities, succession planning, leadership development, capability uplift initiatives and targeted learning and development programs. Particular focus areas included operational emergency services capability, correctional services staffing, legal and policy expertise, leadership development, workplace wellbeing and specialist technical skills.

Workforce planning also informed the development of the JACS CORE Training Framework, recruitment activities across key operational workforces, and initiatives to attract and retain employees from diverse backgrounds.

Workforce Attraction, Retention and Capability Development

JACS invests in strategies and initiatives that attract, develop, and retain a skilled and capable workforce. The Directorate supports a workplace culture where people feel valued, included and supported so they can contribute to strategic priorities.

ACTCT continued to implement its People Strategy 2024–2027. The strategy focuses on:

- capability and performance
- culture and leadership
- health, safety and wellbeing
- workforce planning and recruitment.

During the year, ACTCT:

- restructured Registry Operations by integrating counter staff into registry teams
- improved induction and onboarding resources for new employees
- reviewed and updated recruitment information on the ACTCT intranet
- supported the delivery of mandatory training programs
- developed and delivered a leadership development program for mid-level managers
- introduced the ACTCT Awards program.

CSPP promoted a positive, welcoming and supportive workplace by:

- providing new staff with tailored welcome letters, induction resources and onboarding support
- consulting and engaging with staff through regular communication from the Executive Group Manager, divisional meetings, planning days and branch meetings
- developing a divisional roles and responsibilities matrix to improve role clarity, accountability, collaboration and workforce planning.

ESA recognises the importance of inclusion and belonging and creating a workplace where people feel respected, valued and connected.

The ESA Inclusion & Belonging Committee established in 2024–25, promotes inclusive practices and provides advice to the Executive. The Committee includes staff and volunteers from across the organisation and following an expression of interest process, membership increased from 16 in the last reporting period to 28 in 2025–26.

ACTCS continued to attract a more diverse workforce by:

- running recruitment campaigns that highlighted career opportunities for women and Aboriginal and Torres Strait Islander people
- delivering an information session for Aboriginal and Torres Strait Islander people who are interested in becoming Correctional Officers.

At the ACTCS information session, participants heard from Aboriginal and Torres Strait Islander staff about their experiences working in correctional services. Participants learned about the role, available training and support, and the skills, knowledge and perspectives Aboriginal and Torres Strait Islander people bring to the workplace. Participants also learned about ACTCS's commitment to Cultural Safety, Cultural Integrity, the strong relationship with community, support for connection to Country, culture and kinship, and culturally informed ways of working.

ACTGS continued to:

- support lawyers to work across different practice areas, helping them build broader legal experience while maintaining flexibility to respond to government priorities
- increase opportunities for solicitors to work within a wider range of directorates, strengthening collaboration and understanding across government.

Recruitment

JACS welcomes applications from diverse backgrounds and advertised positions include a pro-diversity statement encouraging a broader talent pool to apply for advertised roles. Contact officers also provide additional support and can arrange reasonable adjustments throughout the recruitment process.

ACT Courts and Tribunal

Since being established in 2019, the ACTCT DLO role has continued to grow. The role supports people with disability and others with additional needs by arranging reasonable adjustments that promote independence and participation in court and tribunal processes. The role also leads disability inclusion initiatives.

ACTCT began recruiting for the DLO role in mid-2025. The recruitment process received 44 applications, including 7 from people with a disability. ACTCT interviewed 6 candidates, and the successful candidate commenced in September 2025.

ACTCT upgraded the First Nations Engagement Officer position in 2024–25 to reflect the high level of engagement needed to support Aboriginal and Torres Strait Islander court and tribunal users. The change also strengthened ACTCT's ability to attract and retain qualified Aboriginal and Torres Strait Islander candidates.

ACTCT completed recruitment for the role during the reporting period. 2 candidates were interviewed from 4 applications received, with the successful candidate commencing in September 2025.

ACT Ambulance Service

ACTAS conducted a graduate paramedic recruitment process in October 2025, resulting in two Graduate Paramedic Intern programs commencing in February, and July 2026.

ACTAS also completed 3 recruitment processes for experienced paramedics in November 2025, March 2026 and June 2026.



ACTAS Graduate Paramedics

Table 59: ACTAS Recruitment

Applicants	Numbers and details	
	Graduate Paramedic	**Lateral Paramedic**
Total number of applicants	238	67
Total number of successful applicants	24	14
Breakdown by gender	16 Female / 8 Male	9 Female / 5 Male

ACT Corrective Services Recruitment Programs

ACTCS conducted 1 bulk recruitment campaign for Correctional Officers between July 2025 and June 2026 to fill vacancies at the AMC and the CTU.

The February 2026 recruitment round attracted 231 applications. The recruitment process remains underway, with 11 candidates completing medical and functional assessments.

A total of 72 women applied for positions through this process, representing 31.2% of all applicants. Of those, 5 women remain in the recruitment process, representing 45.45% of candidates still progressing. Aboriginal and Torres Strait Islander candidates also applied through this recruitment round.

ACTCS will review the campaign after it concludes to identify opportunities to improve recruitment processes and candidate experiences.

ACT Fire and Rescue

ACTF&R conducted one Firefighter recruitment process for Recruit Colleges 53 and 54:

- College 53 commenced in February 2026 and will conclude in July 2026
- College 54 will run from July to December 2026.

Table 60: ACTF&R Firefighter Recruitment

Applicants	Numbers and details	
	College 53	**College 54**
Total number of applicants	375 applicants received for both colleges	
Total number of successful applicants	36 applicants accepted into both colleges	
Total number of graduated Firefighters	18	TBC
Breakdown by gender	3 Female / 15 Male	TBC

ACTF&R also delivered:

- 2 Station Officer Development Programs
- 1 Commander Development Program.

Applicants	Numbers and details	
	Station Officer Development Program	**Commander Development Program**
Total number of applicants	38	11
Total number of successful applicants	14	5
Breakdown by gender	0 Female / 14 Male	0 Female / 5 Male

ACTF&R's Community Fire Units (CFUs) continued to strengthen community preparedness and support operational crews. During 2025–26, 39 new volunteers joined the program (7 female and 32 male).

ACT Rural Fire Service

ACTRFS maintained a stable volunteer workforce during 2025–26 and did not run a formal recruitment campaign.

The service focused on retaining skilled volunteers, building capability through training and development, and ensuring brigades remained ready to respond to emergencies across the ACT.

ACTRFS also continued collecting and analysing volunteer demographic information to better understand the diversity of their volunteer workforce. This information will help inform future recruitment and retention activities and support a more inclusive volunteer service.

ACT State Emergency Service

A recruitment process is planned to commence in 2027 and aims to recruit 70 new volunteers across the 2026–27 and 2027–28 financial years.

Government Solicitors Recruitment Program

ACTGS completed bulk recruitment processes for:

- Government Solicitor 1
- Government Solicitor 2
- Senior Solicitor
- Principal Solicitor.

Table 61: ACTGS Recruitment

Recruited positions	GS1	GS2
Total number of applicants	35	40
Permanent positions filled	7	13
Extended Contracts or Higher Duties of internal staff	6	4

ACTGS also engaged 3 additional casual paralegals during the reporting period. This pathway provides opportunities for paralegals to complete their Professional Legal Training, progress into Legal Officer roles and, after admission as lawyers, move into Government Solicitor positions.

ACTPS Graduate Program

JACS continued to participate in the ACTPS Graduate Program, maintaining participation levels as in previous years.

During the reporting period, JACS placed 2 Graduates in the legal career stream:

- 1 commenced in February 2025, successfully completing the program in November 2025
- 1 commenced in October 2025 and is expected to complete the program in late 2026.

Apprenticeships, Traineeships, Internships and Work Experience

In 2025–26, JACS supported a range of work placement programs that provided practical experience and pathways into employment.

Graduate and Internship Programs

JACS supported the Legal Aid Commission Graduate Program, which helps Aboriginal and Torres Strait Islander law graduates build skills and experience early in their careers. The government-funded program operated throughout 2025 and involved several community partners, including:

- Aboriginal Legal Service (NSW/ACT)
- Care Consumer Law
- Canberra Community Law
- Women's Legal Centre ACT
- Office of the DPP
- Environmental Defenders Office.

During the year, the Directorate offered 33 internship opportunities, including:

- The Human Rights Law and Policy Team hosted 4 law student interns through the ANU College of Law Internship Program and 1 intern through the University of New South Wales Law Internship Program
- ACTAS recruited 23 Graduate Paramedic Interns
- ACTGS employed 2 law students as paralegals. Both students progressed to Legal Officer positions while completing their Graduate Diploma of Legal Practice.
- PTG partnered with ANU to provide structured internship placements focused on legislative review. As part of their studies, students completed supervised workplace placements where they conducted research, analysed legal issues and applied their knowledge in a professional setting. Students gained practical experience in legislative analysis, exposure to public sector decision making, and insights into trust and estate functions. During 2025–26, PTG hosted 3 interns. These placements helped build future workforce capability and strengthen connections between universities and the ACTPS.

Work Experience Opportunities

The Directorate provided 41 work experience opportunities, these included:

- 14 WESP placements across a range of business areas. More information on WESP is provided in **B11: *Multiculturalism Act 2023* reporting**
- 1 social work student placement with Victim Support ACT
- 5 student placements through the ACTCT work experience program. The 5-day program runs twice a year and supports students interested in careers in the legal and justice sectors
- one 3-month, part time, placement through the PCYC. The Youth Advisor program provides young people with practical work experience and supports work readiness
- the CYPC continued to offer placements through the 'Young Thinkers at Work' program to young people in years 9–12, and professional social work placements. During the year, 18 secondary school students participated and contributed to work that supports the rights and wellbeing of children and young people
- the Public Advocate and CYPC hosted 2 final-year social work students between July and November 2025. Students worked alongside experienced practitioners and contributed to operational and strategic priorities.

Coaching and Mentoring

JACS staff are supported to participate in both formal and informal mentoring opportunities as a Mentor or Mentee. This helps staff build knowledge, develop new skills and learn from the experiences of others.

In the period staff participated in 2 whole-of-government mentoring programs:

- ACTPS Women's Mentor Program 2026
- ACTPS Mentoring Program pilot for leaders from CALD backgrounds in 2025. More information on the pilot program is provided in **B11: *Multiculturalism Act 2023* reporting**.

Staff also participate in Communities of Practice within JACS, across government, and with external organisations. These communities support learning, collaboration and knowledge sharing in the areas of:

- Procurement
- Finance
- Digital and ICT
- Risk Management
- Project Management
- Workplace Health and Safety
- HR
- Disaster Resilience and Risk Reduction
- Advisory Councils
- Inclusion and Diversity.

Learning and Development

JACS continued to invest in learning and development to build a skilled, inclusive and community-focused workforce. These efforts support employees to deliver high-quality services to the ACT community.

In 2025–26:

- staff completed 7 016 individual training courses
- more than 1 571 staff participated in at least one learning activity.

This included ACTPS-wide learning and development programs delivered through HRIMS learning management system (LMS).

JACS Core Training Framework

Following a Directorate-wide Training Needs Analysis that JACS completed in 2025, JACS developed a CORE Training Framework.

The framework includes 14 learning modules delivered across 4-tiered priority levels, over an 18-month implementation period.

In 2025–26, JACS:

- developed the framework design
- established governance arrangements
- prepared supporting communications and implementation activities.

Tier 1 training launches in September 2026. New employees already complete this content as part of JACS Induction, while existing staff will access equivalent online modules through the HRIMS.

Learning and Development Reporting

The Organisational Capability and Culture (OCC) team developed the JACS Learning and Development Power BI Dashboard.

The dashboard combines training completion and Study Assistance Program information into a single reporting tool. It provides a consistent source of information across the Directorate and reduces the need for separate data requests.

Centralised Training

Staff completed the JACS Best Practice Recruitment and Staff Selection program. This program equips hiring managers and recruitment panel members with the knowledge to apply consistent and best practice recruitment.

Through Preliminary Assessments, Injury Management, and WHS Manager 101 training, Human Resource Business Partners equipped leaders with knowledge and skills to:

- implement safe work systems
- manage psychosocial risk
- address behavioural issues early
- navigate support pathways.

JACS Induction (CORE Learning)

JACS redesigned and relaunched its face-to-face Induction Program delivery in April 2026. A total of 305 staff have completed the program, gaining essential knowledge on:

- WHS
- Information Privacy
- Fraud and Ethics
- ACTPS Values and Expected Behaviours
- Diversity, Equity and Inclusion.

Leadership Development

JACS supports current and emerging leaders with a range of leadership development opportunities.

Centrally offered programs included:

- JACS Supervisor Development Program
- Senior Leadership Forums
- 190 individual leadership and management learning completions
- 2026 IPAA Future Leaders Program
- Engoori.

Senior Leadership Forums

In response to results from the 2025 ACTPS Employee Survey, PCS developed and delivered a series of Senior Leadership Forums for SOG A and equivalent leaders.

The forums strengthened connections between SES and SOG A leaders, addressing:

- Leadership responsibilities
- Effective leadership within JACS
- Cultural safety and integrity
- Leadership as a support capability.

Engoori Leadership Program

SES and senior officer staff participated in Engoori workshops.

The Engoori program encouraged participants to explore complex organisational and cultural challenges through structured discussions. It focuses on the importance of strong relationships and positive workplace culture in supporting collaboration, decision-making and organisational outcomes. More information on Engoori is provided in B9: Aboriginal and Torres Strait Islander reporting.

Tailored Leadership Development

JACS business units accessed centrally offered programs with additional tailored leadership development opportunities.

Programs included:

- The Working Mind, supporting the wellbeing and leadership capability of first responders
- People Management Program, helping current and emerging leaders strengthen people management and leadership skills
- Lead from Any Seat, developing accountability, emotional intelligence, adaptability, psychological safety, and resilience
- Leadering, a program for SOG A leaders, focusing on strategic thinking and leadership capability
- Leadership Futures Program, building capability to lead with innovation, influence and engagement, develop a leadership identity, and prepare for senior leadership roles.

Study Assistance

JACS supported employees through its study assistance program which resulted in:

- 44 employees receiving support through 74 study assistance applications seeking both time, and financial sponsorship
- JACS investing $80 373 in financial assistance
- staff completing 1 280 hours of approved study leave.

Staff studied a range of qualifications from certificate-level courses to postgraduate studies.

The program also supported employees from a range of backgrounds, including people from CALD backgrounds, people with disability, and Aboriginal and Torres Strait Islander employees.

Specialised Training

JACS business areas provided specialised training for employees, volunteers, partner organisations and the broader community. These programs helped build and maintain capability, support staff wellbeing, and strengthen service delivery.

ACTCT

ACTCT held its Staff Conference in November 2025. Under the theme *Supporting Our People*, the conference focused on staff wellbeing, resilience, managing change and responding to difficult interactions. The event provided practical tools to help staff work safely, confidently and compassionately.

In addition, ACTCT delivered:

- Managing Trauma training for staff whose roles involve regular exposure to distressing material. The program combined training on managing exposure to confronting content and recognising and responding to vicarious trauma
- Occupational Violence: Handling Challenging Interactions (De-escalation) training, to help staff recognise signs of stress and distress, communicate effectively, manage conflict and respond safely to challenging situations
- Coercive Control training, to strengthen the ability of staff to recognise coercive control in family violence matters and apply trauma-informed, family violence-informed and culturally responsive approaches when working with court and tribunal users
- Trauma-Informed Practice training for staff who regularly engage with people experiencing grief, loss and trauma.

ESA

Training and development are essential to maintaining the capability of ESA's workforce.

During 2025–26, an independent consultant completed the ACT Government-funded ESA Training Feasibility Study.

The study found that ESA already delivers high-quality operational and technical training supported by a skilled and committed workforce. It also identified opportunities to strengthen training to meet future challenges, including climate change, population growth and increasing community expectations.

The study recommended a blended learning model that combines practical, face-to-face training with flexible online learning. This approach would:

- improve access to training
- increase consistency across programs
- support future growth and scalability
- maintain the practical training required for emergency service work
- improve safety, sustainability and cost-effectiveness.

The study also identified opportunities to strengthen leadership, communication and teamwork capability.

As part of this work, ESA began transitioning mandatory training, including induction, fraud and ethics training, to the JACS HRIMS learning platform. During 2025–26, ESA supported 79 new personnel to complete this training and ensured training records were accurately captured during the transition.

ACTAS

ACTAS Education continued to expand its training and development programs, increasing enrolment numbers and class sizes across graduate paramedic intern, experienced paramedic, and call taker training programs.

ACTAS staff completed:

- 667 clinical simulations
- 1 200 hours of simulation-based training
- more than 4 500 hours of classroom-based training.

ACTAS provided training support to ACTF&R, ACTSES, ACTRFS, Domestic Animal Services, and St John Ambulance, and delivered organisation-wide training, credentialling and clinical development programs covering:

- CPR
- De-escalation techniques
- Occupational Violence
- CorPulse clinical systems.

All new ACTAS staff participate in dedicated learning sessions facilitated by CHS Aboriginal Liaison Officers. Further information on JACS cultural capability initiatives is provided in section B9: Aboriginal and Torres Strait Islander reporting.

In addition, ACTAS Inductions introduce new starters to the range of health and community services available across the ACT. This helps paramedics connect people with the most appropriate care and support, including:

- Walk-in Centres
- Call and Respond Early (CARE)
- Palliative care services.

By increasing awareness of available services, ACTAS supports better outcomes for patients and helps reduce pressure on emergency departments and hospitals.

ACTF&R

ACTF&R delivered a broad range of training and development activities to maintain workforce capability and support operational readiness.

This included:

- Firefighter development programs to build operational and leadership capability
- leadership development programs to prepare future leaders and support workforce succession
- specialist training for Emergency Triple Zero operators, urban interface firefighters, aerial platform operators and support appliance crews
- refresher training in advanced first aid, rope rescue and life support equipment
- training on new firefighting and rescue equipment before operational deployment.

These activities help firefighters maintain the skills, knowledge and confidence needed to respond safely and effectively during emergencies.

ACTF&R also delivered community-focused training programs, including:

- specialised rescue training
- fire safety systems training
- community education programs.

ACTRFS

ACTRFS delivered specialised training to maintain operational readiness and support safe emergency responses.

Training covered:

- bushfire suppression
- interface firefighting
- crew leadership
- incident management
- fireground safety
- vehicle and equipment operation
- prescribed burning.

ACTRFS also participated in multi-agency training and exercises with emergency service and land management partners. These activities strengthened collaboration, improved emergency preparedness and supported coordinated responses to bushfires and other emergencies.

The training helped volunteers maintain essential skills, meet safety requirements and remain prepared to protect the ACT community.

ACTSES

ACTSES participated in capability development initiatives including:

- Exercise Sudden Storm, which focused on strengthening Incident Management Team skills.
- an Incident Management Team exercise with the Pialligo Unit held alongside the annual Legacy gutter cleaning initiative.
- the Local Disaster Rescue Challenge, where teams practised operational procedures through scenario-based activities.
- NAVSHIELD, a national land navigation exercise held in August 2025. 45 ACTSES members participated, strengthening navigation skills using paper maps and compasses in situations where telecommunications systems may not be available.

ACTCS

The ACTCS Training Development Unit coordinated and delivered tailored training for staff, contractors and clients of the AMC, including:

- Security Awareness training
- Radiation Safety training
- Grenadiers training (initial and refresher) to support the safe use of chemical agents
- Tactical Leadership training to prepare staff to lead teams during major incidents
- High-risk Licensing training for facilities and maintenance staff
- Give Evidence training to improve confidence and effectiveness in court proceedings
- First Response Negotiator training
- Incident Command and Control Systems Plus training
- Mock Court training
- Working Mind First Responders training to support mental health and wellbeing
- Verbal De-escalation training
- Frontline Adaptive Communication training
- Body Scanner Imaging training.

These programs strengthened operational capability, workplace safety and service delivery.

CSPP

2026 ACT Government Security Conference

CSPP delivered the 2026 ACT Government Security Conference, bringing together public sector employees and security specialists from across government.

The conference explored:

- Personnel security
- Insider risk
- Human resilience
- Security culture and awareness.

Participants reported strong satisfaction with the event and highlighted the value of practical insights and opportunities to build professional networks across government.

ACT Disaster Resilience Policy and Research Forum

In August 2025, CSPP partnered with the University of Canberra's News & Media Research Centre and Centre for Environmental Governance to deliver the ACT Disaster Resilience Policy and Research Forum.

The event was the first of its kind in the ACT region, representing an innovative cross-sector collaboration approach to disaster resilience.

The forum brought together 82 researchers, policy professionals, practitioners and community organisations to share knowledge and strengthen disaster resilience across the ACT region.

Participants explored research priorities, practical challenges and opportunities for collaboration, with 92% of attendees reporting that the event met or exceeded their expectations.

ACT Major Exercise 2026 (MJEX26)

CSPP worked with ACTP and ESA to deliver MJEX26 during May and June 2026.

The program built on lessons from MJEX25 and included discussion and field exercises designed to strengthen preparedness for current and emerging threats.

The exercise demonstrated strong collaboration between agencies and helped strengthen the ACT's counter-terrorism preparedness and response capability.

Legislation, Policy and Programs

LPP tailored internal learning opportunities, featuring internal experts and guest speakers.

Topics included:

- Policy Development
- Data Storytelling
- Corrections Population Dashboard
- Navigating ACT Government Budget Papers
- The intersection between gambling harm and family and domestic violence.

LPP staff also completed training in:

- Coercive Control
- Bootcamp for the Brain: Maintaining Resilience in Challenging Times.

New RJU staff completed Restorative Justice: Setting Relations Right training.

PCO delivered training to support ACT public servants involved in legislative work:

- Caught in the Act, which helps participants understand ACT legislation
- ACT Public Sector Seminar Series: Legislative Assembly, which explains the role of the Parliamentary Counsel's Office and how to use the ACT Legislation Register.

These programs help to build capability and confidence in legislative and policy work across the ACTPS.

Human Rights and Victim Support

HRC continued to strengthen support for employees whose work may expose them to traumatic or distressing content.

During the reporting period, HRC:

- introduced an updated suite of wellbeing policies, including a dedicated Vicarious Trauma Policy
- conducted workshops to identify and manage psychosocial risks
- used psychosocial risk assessment findings to inform wellbeing priorities and actions
- continued to encourage reporting of psychosocial hazards and incidents
- reviewed wellbeing data each month and used the findings to update risk registers, policies and procedures.

These activities help create safer workplaces and support employee mental health and wellbeing.

The HRC Intermediary Program delivered specialised training to ACTP, ACTCT, ACT Legal Aid, ACT Law Society and participants at the Interjurisdictional Conference.

The program delivered 13 tailored sessions covering:

- the role of intermediaries
- interviewing vulnerable witnesses
- specialised workshops featuring judicial officers, legal practitioners and intermediaries.

Victim Support ACT delivered regular training and engagement sessions for volunteers involved in the Volunteer Justice Program. These sessions increased awareness of available support services such as the Domestic Violence Crisis Service (DVCS) and Financial Assistance Team and strengthened volunteers' understanding of victim support pathways.

The Discrimination, Health Services, Disability and Community Services Commissioner team delivered information sessions across JACS and the ACT Government on employers' responsibilities under the positive duty provisions of discrimination law.

HRC also delivered:

- Human Rights for ACT Public Authorities training for new ACTCS officers and Bimberi youth workers
- Human Rights and Discrimination training for CHS staff who work in mental health settings
- a pilot human rights program for supervisory correctional officers
- guest lectures for university students studying Aboriginal and Torres Strait Islander Health in the ANU Medical School, social work students at the Australian Catholic University, Legal Aid employees, community organisations and community events.

The CYPC delivered in-person and online information sessions for ACT Government agencies and community organisations, supporting the implementation of the ACT Child Safe Standards Scheme.

Registered Training Organisations

ACTCS and ESA continue to maintain their Enterprise Registered Training Organisation (RTO) status. Through these RTOs, they provide nationally recognised training, skills development, leadership programs and career development opportunities for employees and volunteers.

ACTCS RTO

The ACTCS Enterprise RTO is managed by the Organisational Capability Unit.

The RTO delivers nationally recognised training from the Corrective Services Training Package for new and existing ACTCS staff. It provides Certificate III and IV in Correctional Practice qualification, which support staff to develop the knowledge, skills and confidence needed to work safely and effectively in custodial settings.

During 2025–26:

- 28 Correctional Officers enrolled in Certificate III in Correctional Practice
- 22 officers enrolled in Skills Group A1: Custodial Operations and Functions
- 6 officers enrolled in Skills Group B: Leadership.

Table 62: ACTCS RTO Awards

Awards	Number Awarded	Number Continuing
Certificate III in Correctional Practice	13	27
Skills Group A1: Custodial Operations and Functions	4	19
Skills Group B: Leadership	0	4
Total	**17**	**50**

ESA RTO

The ESA Enterprise RTO primarily provides specialised training for staff and volunteers.

The training focuses on building and maintaining the practical skills and knowledge needed to perform emergency services roles safely and effectively. While the RTO delivers some nationally recognised qualifications, its primary focus is on competency-based training and specialised skill development.

From time to time, ESA also delivers specialist training to external organisations that operate in public safety and emergency management environments.

Table 63: ESA RTO Awards

Awards	Number Awarded	Number Continuing
Achievements	21	751
Accredited Courses	231	271
Statements of Attainment	304	287
Skill Sets	544	397
Qualifications	134	123
Total	**1,234**	**1,829**

Future Learning and Development Priorities

A key priority for JACS in 2026–27, is the staged implementation of the JACS Mandatory (CORE) Training Framework.

Tier 1 will commence in September 2026. The Directorate has already introduced an Induction program covering key workplace responsibilities which form part of Tier 1 training requirements, including:

- WHS
- Information Privacy
- Fraud and Ethics.

The program also includes *Mulanggari*, reflecting JACS' commitment to making Cultural Safety and Cultural Integrity a core part of learning and development for all staff.

Tier 2 implementation will follow, subject to procurement activities. JACS will also continue to mature compliance reporting and progress the remaining recommendations from the Directorate-wide Training Needs Analysis.

Business Unit Learning and Development Priorities for 2026–27

ACTCS will focus on delivering targeted training to enhance operational readiness for Millimetre Wave, Body Scanner technologies, and CORIS Offender Management System.

ACTCT has introduced a new mandatory behavioural training policy to ensure employees have the knowledge and skills needed to meet organisational and role-based requirements.

Sessions that will be rolled out to staff in 2026–27 to support this work will include:

- Introduction to Vicarious Trauma
- Managing Trauma
- De-escalation and Managing Challenging Interactions.

ACTCT will deliver a Leadership Forum for staff at ASO6 – SOG and equivalent levels. The initiative will provide leaders with practical tools to build respectful, inclusive and supportive workplaces. This will strengthen team culture, support employee wellbeing and improve organisational outcomes.

ACTCT is also developing a new induction program to improve the experience of new employees.

The program will include:

- induction videos covering key workplace topics
- a half-day face-to-face induction facilitated by senior leaders
- practical onboarding resources.

Additional support measures will include:

- new starter checklists
- a 90-day employee experience survey
- wellbeing check-ins
- dedicated onboarding information on the intranet.

Together, these initiatives aim to provide a consistent, engaging and supportive introduction to ACTCT.

CSPP is working with ACTP and ESA to develop a program of counter-terrorism exercises for 2026–27. Planned activities include:

- A Security and Emergency Management Senior Officials Group (SEMSOG) and Security Emergency Management Committee (SEMC) activation exercise
- ACTP Active Armed Offender exercises
- Whole-of-government recovery exercises focused on responding to and recovering from terrorism-related incidents.

These exercises will strengthen preparedness, coordination and response capability across agencies.

HRC will continue to support staff to develop capabilities in addressing Occupational Violence, Vicarious Trauma, and Trauma Informed Practice.

Cultural Integrity

JACS continued to embed Cultural Integrity, Cultural Safety and Cultural Capability across workforce policies, learning and development initiatives and workplace practices. Further information is provided in Section B9: Aboriginal and Torres Strait Islander reporting.

Awards and Recognition

JACS leaders continued to recognise and celebrate employee contributions through formal awards, informal recognitions, and regular opportunities to highlight achievements.

The 2025 Director-General Awards held in September 2025, received 79 nominations, involving 285 staff for individual and team awards. This represented more than 10% of the JACS workforce.

A highlight of the event was the Canberra High School Jazz Band performance. The Ministers attendance and participation also helped recognise the contribution of JACS staff and reinforce the connection between their work, government priorities and positive outcomes for the community.

The awards program aligns award categories with ACTPS values, helping employees see how these values translate into everyday behaviours, decision-making and service delivery.

The program also supports:

- employee recognition
- ethical leadership
- collaboration across business areas
- workplace engagement.

By celebrating achievements and recognising excellence, the Director-General Awards helps build a connected, inclusive and values-driven workplace culture.



JACS Director-General Awards 2026 Category Winners and Highly Commended recipients



Sabrina Antonakos receiving the Strong Spirit Award, presented by Director-General Ray Johnson and Richie Allan



Director-General Ray Johnson and Attorney-General Tara Cheyne MLA



Collaboration winners – Client Services Team, Victim Support ACT

Gender Action Plan and Gender Impact Assessment Reporting

Women represented 51.6% of the JACS workforce at 17 June 2026, men represented 48.2%, and non-binary employees represented 0.2%. Gender representation continued to vary across occupational groups. Women were strongly represented in legal, policy and administrative roles, while men remained the majority in firefighting and custodial occupations. These workforce trends continue to inform initiatives under the JACS Gender Action Plan 2024–2027, including activities aimed at increasing participation in traditionally gender-segregated occupations and supporting equitable workforce outcomes.

The JACS Gender Action Plan 2024–2027 aligns with the ACT Governments Gender Equity Strategy, focusing effort in areas that have the potential to transform gender equity outcomes across the Directorate and ACTPS.

The plan prioritises:

- safe workplace cultures, free from gender discrimination and gendered violence
- increased diversity in gendered work types
- reduction in pay gaps experienced by Aboriginal and Torres Strait Islander people, women from CALD backgrounds, and LGBTIQA+ staff
- work-life flexibility for people of all genders.

Within the period, JACS continued work to address these priorities by:

- incorporating Sexual Harassment Prevention, Family Violence Awareness, and Trauma Sensitive Skills training for all JACS staff in the CORE Training Framework
- supporting staff to complete learning and development programs including:
  - Family and Domestic Violence Training
  - JACS Respectful Behaviour at Work training
  - Respect, Equity and Diversity, and Code of Conduct eLearning
  - LGBTQIA+ General Awareness Training with local organisation Meridian
  - leadership and management modules aimed at maximising the effectiveness of flexible working arrangements
- delivering internal campaigns promoting safety and inclusion. Topics addressed inclusive communication, LGBTIQA+ terminology and pronouns, and acknowledged significant dates ‘Wear It Purple Day’ and ’International Day Against Homophobia, Biphobia, Intersexism and Transphobia’ (IDAHOBIT)
- promoting resources developed by the CYPC with A Gender Agenda which support organisations to apply the Child Safe Standards in ways that are inclusive and affirming for LGBTIQA+ children, young people and families
- partnering with Girls on Fire, to reduce barriers and promote pathways into emergency services careers for young women from diverse backgrounds. More information can be found in the ACTPS State of the Service Report 2026
- maintaining Breastfeeding Friendly Workplace Accreditation with the Australian Breastfeeding Association
- supporting staff to participate in the ACTPS Mentoring Program pilot for leaders from CALD backgrounds
- embedding Cultural Integrity, Cultural Safety and Cultural Capability initiatives to support respectful, equitable and safe workplaces. More information is provided in section **B9: Aboriginal and Torres Strait Islander reporting**.

Staffing Profile

At 17 June 2026, JACS employed 2 593 staff, representing 2 479.3 FTE.

JACS maintained a diverse workforce with employees from a broad range of professional and operational occupations. Emergency Services Agency and ACTCS together represented more than 60% of the Directorate's workforce.

The average length of service was 8.4 years, demonstrating the value of workforce retention initiatives while maintaining opportunities for workforce renewal through ongoing recruitment activity.

During the reporting period, the Directorate's recruitment rate was 10.2% and separation rate was 8.6%, resulting in modest workforce growth.

The staff numbers in the tables below represent JACS employees who received a payment on the last payday of 2025–26, that is 17 June 2026. Noting, due to rounding, numbers presented in tables may not add up precisely to 100% of the totals provided.

Table 64: Full time Equivalent (FTE) and headcount by division

Division	FTE	Headcount
ACTCT	233.4	258
ACTGS	164.5	180
ACT Official Visitors	1	1
Community Safety	7	1
Corporate Services Group	94.2	95
ACTCS	573.5	591
Director of Public Prosecutions	95.9	101
ESA	979.4	1,006
HRC	123.1	135
Inspectorate of Custodial Services	2	2
LPP	77.3	82
Office of the Director-General	9	9
Aboriginal and Torres Strait Islander Children and Young People's Commissioner	5	5
PCO	19.4	20
Public Trustee and Guardian	60.2	63
SEMD	34.4	38
Total	**2,479.30**	**2,593**

Table 65: FTE and headcount by gender

Classification Group	Female	Male	Non-Binary	Total
FTE by Gender	1,259.6	1,213.8	5.9	2,479.3
Headcount by Gender	1,337	1,250	6	2,593
Percentage (%) of Workforce (based on headcount)	51.6%	48.2%	0.2%	100.0%

Table 66: Headcount by classification group and gender

Classification Group	Female	Male	Non-Binary	Total
Administrative Officers	448	185	1	634
Ambulance Officers	176	159	2	337
Ambulance Support Officers	29	15	0	44
Custodial-Correctional Officers	88	201	0	289
Executive Officers	37	20	0	57
Fire and Rescue Officers	32	401	0	433
General Service Officers & Equivalent	1	25	0	26
Health Assistants	2	0	0	2
Health Professional Officers	13	1	0	14
Information Technology Officers	4	1	0	5
Judicial Officers	9	8	0	17
Legal Officers	109	45	0	154
Legal Support	35	10	0	45
Professional Officers	2	1	0	3
Prosecutors	29	20	0	49
Senior Officers	313	150	3	466
Statutory Office Holders	7	4	0	11
Technical Officers	3	1	0	4
Trainees and Apprentices	0	3	0	3
TOTAL	**1,337**	**1,250**	**6**	**2,593**

Table 67: Headcount by employment category and gender

Classification Group	Female	Male	Non-Binary	Total
Casual	29	23	0	52
Permanent Full-time	1,009	1,120	5	2,134
Permanent Part-time	157	29	1	187
Temporary Full-time	133	77	0	210
Temporary Part-time	9	1	0	10
TOTAL	**1,337**	**1,250**	**6**	**2,593**

Table 68: Headcount by diversity group

Diversity Group	Headcount	Percentage of Total Staff
Aboriginal and/or Torres Strait Islander	101	3.9%
Culturally and Linguistically Diverse	321	12.4%
People with a disability	109	4.2%

Table 69: Headcount by age group and gender

Age Group	Female	Male	Non-Binary	Total
Under 25	101	47	0	148
25–34	428	294	3	725
35–44	375	353	1	729
45–54	257	326	2	585
55 and over	176	230	0	406
Total	**1,337**	**1,250**	**6**	**2,593**

Table 70: Headcount by average length of service and gender

Classification Group	Female	Male	Non-Binary	Total
Average years of service	7.1	9.8	3.3	8.4

Table 71: Recruitment and Separation Rates

	Recruitment Rate	Separation Rate
JACS	10.2%	8.6%

Table 72: Gender pay gap by classification group

Classification Group	Female Ave Salary	Male Ave Salary	Pay Gap
Administrative Officers	103,538	101,592	-1.9%
Ambulance Officers	103,242	112,575	8.3%
Ambulance Support Officers	77,768	83,031	6.3%
Custodial-Correctional Officers	90,206	91,585	1.5%
Executive Officers	248,472	259,720	4.3%
Fire and Rescue Officers	104,977	110,588	5.1%
General Service Officers & Equivalent	132,623	110,411	-20.1%
Health Assistants	74,860	0	0.0%
Health Professional Officers	129,256	144,399	10.5%
Information Technology Officers	111,862	104,752	-6.8%
Judicial Officers	474,117	466,912	-1.5%
Legal Officers	170,377	169,226	-0.7%
Legal Support	86,162	90,632	4.9%
Professional Officers	118,971	118,971	0.0%
Prosecutors	149,532	139,978	-6.8%
Senior Officers	153,438	154,361	0.6%
Statutory Office Holders	326,347	389,478	16.2%
Technical Officers	95,900	0	0.0%
Trainees and Apprentices	0	71,741	0.0%
TOTAL	**124,617**	**116,228**	**-7.2%**

JACS reported an overall gender pay gap of -7.2%, indicating that average earnings for female employees exceeded average earnings for male employees across the Directorate workforce.

Table 73: Gender composition by classification group

Classification Group	Female	Male	Non-binary
Administrative Officers	71%	29%	0%
Ambulance Officers	52%	47%	1%
Ambulance Support Officers	66%	34%	0%
Custodial-Correctional Officers	30%	70%	0%
Executive Officers	65%	35%	0%
Fire and Rescue Officers	7%	93%	0%
General Service Officers & Equivalent	4%	96%	0%
Health Assistants	100%	0%	0%
Health Professional Officers	93%	7%	0%
Information Technology Officers	80%	20%	0%
Judicial Officers	53%	47%	0%
Legal Officers	71%	29%	0%
Legal Support	78%	22%	0%
Professional Officers	67%	33%	0%
Prosecutors	59%	41%	0%
Senior Officers	67%	32%	1%
Statutory Office Holders	64%	36%	0%
Technical Officers	75%	25%	0%
Trainees and Apprentices	0%	100%	0%
TOTAL	**52%**	**48%**	**0%**

Volunteer Profile

JACS recognises the important contribution volunteers make to supporting the community and delivering services across the Directorate. Volunteers bring valuable skills, experience and local knowledge that strengthen community safety, resilience and wellbeing.

During the reporting period, the Directorate had 1 471 volunteers, including:

- 1 supporting literacy programs for detainees through the AMC library
- 10 within HRC and the Victims Justice Volunteer Program
- members of the ACT Justices of the Peace Association
- volunteers across emergency services.

ESA volunteers play an important role in protecting the ACT community.

They support responses to emergencies such as bushfires, storms and floods, and help communities prepare for and recover from emergencies. Volunteers also work with residents to build awareness of local risks and share practical information that improves community preparedness and resilience.

ESA values diversity within their volunteer workforce and recognises that different skills, experiences and perspectives strengthen emergency services.

Volunteers are supported to increase their knowledge, confidence, and wellbeing with training and skills development opportunities, equipment and operational resources, and wellbeing programs and services.

Table 74: ESA Volunteers broken down by Services

	Headcount
ACTRFS	537
ACTSES	387
CFUs	488
Mapping & Planning Support	46
Multi-Faith Chaplains	2
Total	**1,460**

Ecological Sustainability Reporting

The Directorate is committed to reducing emissions in line with the ACT Climate Change Strategy 2019–2025, the Zero Emissions Government (ZEG) Framework, and the principles of ecologically sustainable development as defined in the *Commissioner for Sustainability and the Environment Act 1993*, *Climate Change and Greenhouse Gas Reduction Act 2010*, and the *Environment Protection Act 1997*. The ACT Government is currently developing a new Climate Change Strategy for 2026–2035 to guide the Territory's next phase of climate action.

Under the ZEG Framework, ACT Government directorates are working towards achieving net zero emissions from government operations by 2040. The Directorate's response to climate change has been developed in collaboration with the City and Environment Directorate (CED) and reflects a whole-of-government approach to sustainability.

Alignment with Ecological Sustainability Development (ESD)

The Directorate integrates environmental, social and economic considerations into its decision-making processes, with a strong focus on supporting the whole-of-government **Electrification of Government Gas Assets (EoGGA)** program.

Key initiatives undertaken during the reporting period to reduce the Directorate's environmental footprint and support sustainable development include:

- **Fleet Electrification:** ESA continued to increase the number of low emission vehicles in the fleet with the addition of hybrid and plug-in hybrid utility vehicles. The rollout of additional EV charging infrastructure continues to support these vehicles with the completion of an additional 12 chargers at ESA HQ and an additional rapid charger planned for the South Tuggeranong Fire & Rescue Station.
- **Sustainable Infrastructure:** JACS continued to deliver emergency services infrastructure designed to support the ACT Government's transition to zero emissions operations. New and upgraded facilities incorporate all-electric building services, energy-efficient design features and electric vehicle charging infrastructure to support future fleet electrification. This commitment is reflected in the recently commissioned and operational Acton Station and the newly built Molonglo Station commissioned for operation in 2025-26.
- **Building Electrification:** JACS completed the Woden Police Station Electrification Project, delivering new electrical infrastructure, solar photovoltaic (PV) systems and EV charging facilities to support the ACT Government's transition away from gas. The project improved energy efficiency and sustainability outcomes through the installation of heat pump heating, ventilation and air conditioning (HVAC) systems, upgraded insulation, and new domestic hot water systems. Building on the success of this project, investigations commenced for the installation of solar PV, battery energy storage and EV charging infrastructure at Belconnen Police Station.

These initiatives reduce reliance on fossil fuels, improve energy efficiency, support fleet electrification and deliver long-term environmental and operational benefits across the Directorate's asset portfolio.

The Directorate continued to support ecologically sustainable development through the delivery of infrastructure and asset improvement initiatives that enhance energy efficiency, reduce greenhouse gas emissions and support the transition away from fossil fuels.

While construction and operational activities continue to consume energy, water and other resources, these impacts were mitigated through sustainable design principles, the adoption of energy-efficient systems, and the increased integration of renewable energy and electrification technologies across the Directorate's asset portfolio.

JACS continued to make meaningful progress towards its sustainability objectives through improved resource efficiency, reduced reliance on stationary fossil fuel energy sources, enhanced recycling and waste diversion practices and the ongoing transition to a lower-emission vehicle fleet.

There was a significant decrease in water usage primarily due to the AMC site's reduced irrigation demand because of a wetter season, increased use of alternative water sources (bore water and harvested stormwater), and improved leak detection and rectification practices.

Waste diversion outcomes improved during the reporting period, with increased recovery of co-mingled recyclable materials and reduced landfill disposal. Higher co-mingled recycling volumes were driven by the opening of two new emergency services stations, the reopening of an upgraded station, increased training activity across ACT facilities, and improved waste data collection.

Lower volumes of paper, cardboard and organic recycling reflect the continued adoption of paperless work practices and ongoing resource efficiency initiatives.

Total reported greenhouse gas emissions decreased during 2025-26, supported by reduced fossil fuel gas consumption and the Directorate's continued investment in building electrification and lower-emission fleet options.

Reporting under the *Commissioner for Sustainability and the Environment Reporting Act 1993*, section 23

- Requests for Assistance: No requests were received from the Commissioner for Sustainability and the Environment for staff assistance in the preparation of the State of the Environment Report during the reporting period.
- Investigations: The Directorate was not subject to any investigations by the Commissioner during the reporting period.
- Recommendations and Actions: No recommendations were made by the Commissioner, and no actions were required in response.

Data Accuracy and Confidence

The Directorate has a high level of confidence in the reported data. Information relating to the indicator as at 30 June 2026 was extracted from the Enterprise Sustainability Platform and comprised 97.68% actual data, 1.68% estimated data and 0.64% accrued data.

Monitoring and Continuous Improvement

The effectiveness of the Directorate's sustainability initiatives is monitored through annual analysis of energy, water, waste, fleet and greenhouse gas emissions data obtained from the Enterprise Sustainability Platform and other operational reporting sources. Performance trends are reviewed in collaboration with the City and Environment Directorate and used to inform future asset planning, building electrification, fleet replacement programs, resource efficiency measures and operational improvements. This ongoing review process supports continuous improvement and assists the Directorate in progressing towards the ACT Government's Zero Emissions Government objectives.

Table 75: Sustainable Development Performance: Current and Previous Financial Year

Indicator as at 30 June	Unit	Current FY	Previous FY	Percentage change
Stationary energy usage				
Electricity use	Kilowatt hours	14,488,960	13,720,551	5.6%
Fossil fuel gas use (non-transport)	Megajoules	34,329,318	36,243,834	-5.3%
Diesel use (non-transport, e.g. generators)	Kilolitres	NA	NA	
Liquid Petroleum Gas	Kilolitres	8.75	9.86	-11.3%
Fleet vehicles				
Zero Emissions Vehicles (ZEV)	Number	20	19	5.3%
Plug-in Hybrid Electric Vehicles (PHEV)	Number	28	23	21.7%
Hybrid Electric Vehicles (HEV)	Number	14	6	133.3%
Internal Combustion Engine (ICE) vehicles	Number	215	230	-6.5%
Water usage				
Water use	Kilolitres	135,131	162,749	-17.0%
Resource efficiency and waste				
Waste to landfill	Litres	2,451,142	2,566,002	-4.5%
Co-mingled material recycled	Litres	700,834	501,126	39.8%
Paper & cardboard recycled (incl. secure paper)	Litres	3,973,033	4,352,721	-8.7%
Organic material recycled	Litres	113,552	127,723	-11.1%
Greenhouse gas emissions				
Emissions from fossil fuel gas use (non-transport)	Tonnes CO2-e	1,769	1,868	-5.3%
Emissions from diesel use	Tonnes CO2-e	1,527	1,467	4.1%
Emissions from petrol and E10 use	Tonnes CO2-e	78	83	-6.0%
Emissions from Compressed Natural Gas (transport) where applicable	Tonnes CO2-e	NA	NA	
Emissions from refrigerants	Tonnes CO2-e	NA	NA	
Total emissions	Tonnes CO2-e	3,374	3,475	-2.9%

Note : Emissions reported above include Scope 1 and Scope 2 emissions only. Scope 1 are direct emissions from sources owned and operated by the government, including emissions from transport fuel, fossil fuel gas, and refrigerants. Scope 2 emissions from mains electricity are consider zero in the ACT due to the ACT's 100% renewable electricity supply. Emission factors used to calculate natural gas and fleet fuel are based on the latest National Greenhouse Accounts factors

Data Methodology:

1. Data for the reporting period ending 30 June 2026 was extracted at 9am on 3 August 2026.
2. Refrigerant data across ACT Government is progressively being updated as new assets are identified and documented, current data is therefore limited, and accuracy will be improved in future reporting years.
3. Note that Government agencies have differing levels of data granularity available to them. For example, some can differentiate between the different types of fossil fuel-gas use, or diesel use for transport and non-transport purposes, while others do not have access to these separated figures. Where data cannot be provided for a given category, "N/A" has been recorded.
4. PHEVs are no longer considered zero emissions vehicles (ZEVs) as of 31 December 2022. Plug-in Hybrid Electric Vehicle (PHEVs) can run solely as an electric vehicle for a very short driving range (around 50km's) and then will begin to run on petrol/diesel. As such, a PHEV is not considered a Zero Emissions Vehicle in the Territory.

Variance Explanations:

5. The increase in electricity consumption and corresponding reduction in gas and LPG use reflect ongoing electrification of government assets and buildings, together with operational and seasonal demand factors.
6. ESA continued fleet replacement activities during the reporting period, increasing the number of hybrid and plug-in hybrid vehicles while reducing the number of internal combustion engine vehicles. Where operational requirements could not yet be met by zero emission vehicle options, lower-emission alternatives were adopted.
7. Emissions from diesel use increased in 2025-26 due to higher ambulance utilisation driven by growing service demand, increased incident volumes, longer case durations, expanded peak-period coverage under the 44-hour roster, and additional vehicle use to support workforce training. These factors reflect ACTAS' commitment to maintaining reliable emergency response capability across the Territory.

Data granularity may vary between Directorates for several reasons:

- The data type may not be relevant to that Directorate, for example, some Directorates do not use diesel for non-transport purposes.
- Consumption of the data type (e.g. LPG for transport) for some Directorates may be statistically negligible and therefore data is not currently captured.
- Information on the data type may not currently be captured or input into the Envizi platform by Directorates. Future improvements in data capture are anticipated to reduce these gaps.

Part 2C

Financial Management Reporting

Management Discussion and Analysis
Justice and Community Safety Directorate
For the Year Ending 30 June 2026

General Overview

Objectives

The Justice and Community Safety Directorate (the Directorate) seeks to improve the wellbeing of our community by delivering responsive justice and community services that:

- maintain the rule of law and supports a democratic society;
- strengthen community safety;
- protect people's legal and human rights and interests;
- care for and support people who are at a higher risk of vulnerability;
- enhance timely access to justice;
- build community and business resilience to emergencies and disasters/disruptions; and
- support formal partnerships and shared decision making with First Nations Peoples.

We will invest in the capability of our people, and we will support them to deliver innovative and sustainable services for our ACT Community.

We will do this by demonstrating strong public sector values and behaviours; we will be community-minded; legal and human-rights focussed; inclusive and diverse; passionate about our work and we will listen to and genuinely engage with our stakeholders.

Performance

The following financial information is based on audited Financial Statements for 2024-25 and 2025-26.

Total Net Cost of Services

	Actual 2024-25 $m	Budget 2025-26 $m	Actual 2025-26 $m	Budget[1] 2026-27 $m	Estimate[1] 2027-28 $m	Estimate[1] 2028-29 $m
Total Expenses	606.7	596.2	606.5	636.5	590.2	590.0
Total Own Source Revenue	76.5	82.4	96.2	84.8	84.5	86.4
Net Cost of Services	**530.2**	**513.8**	**510.3**	**551.7**	**505.7**	**503.6**

Note 1: The Estimate is based on 2026-27 Budget Paper which was published on 10 June 2026.

1. Comparison to Original Budget

The Directorate's net cost of services for 2025-26 of **$510.3m** was **$3.5m** or **0.7%** lower than the 2025-26 original budget of **$513.8m** (see also ***Attachment A***) due to:

- higher own source revenue of **$13.8m** or **16.8%**, as outlined at ***Total Own Source Revenue – Comparison to Original Budget***.

This is partially offset by

- higher expenditure of **$10.3m** or **1.7%,** as outlined at ***Total Expenditure – Comparison to Original Budget.***

2. Comparison to 2024-25

The Directorate's 2025-26 net cost of services of **$510.3m** was **$19.9m** or **3.8%** lower than the 2024-25 actual of **$530.2m** due to:

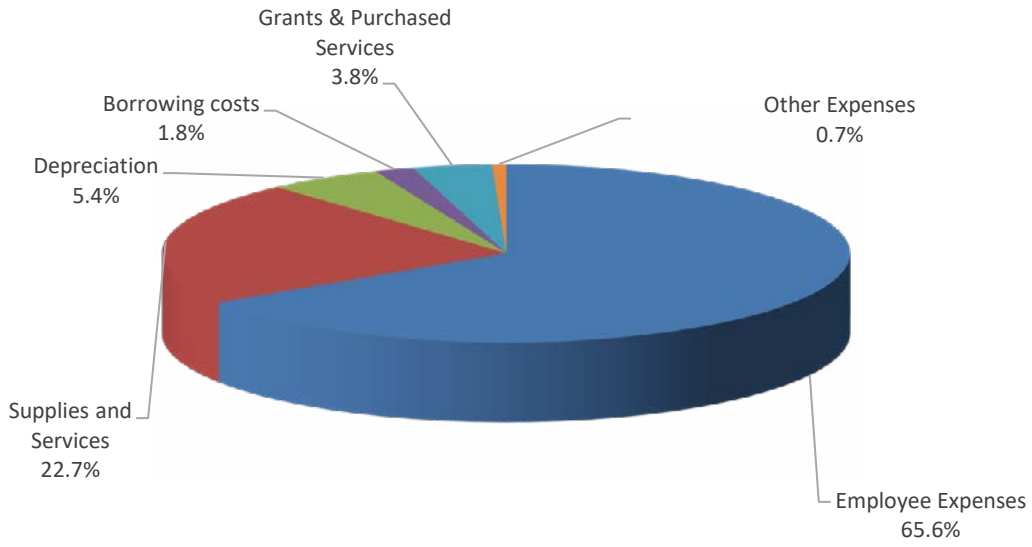
- higher own source revenue of **$19.7m** or **25.7%** as outlined at Total Own Source Revenue – ***Comparison to 2024-25 Own Source Revenue***; and
- lower total expenses of **$0.2m** or **0.04%**, as outlined at ***Total Expenses – Comparison to 2024-25 Expenditure***.

Total Expenses

1. Components of Expenses

Figure 1: Components of Expenses indicates the components of actual expenses for 2025-26. Total expenses are **$606.5m**, comprising employee expenses of **$397.8m**, supplies and services of **$137.9m**, depreciation and amortisation of **$32.6m**, grants and purchased services of **$22.9m**, borrowing costs of **$11.2m**, and other expenses of **$4.1m**.

Figure 1: Components of Expenses



2. Comparison to Original Budget

Total expenses in 2025-26 are **$606.5m**, which is **$10.3m** or **1.7%** higher than the 2025-26 original budget is mainly due to higher:

- Employee expenses of $21.3m relating to higher than budgeted staff employed (including overtime) to deliver various government activities such as client funded work and work funded by other revenue sources;
- Supplies and Services of $2.1m primarily driven by the recognition of the Victim Services Scheme (VSS) provision for future counselling and therapeutic support services; and
- Other expenses of $1.7m mainly due to the write-off of discontinued capital projects, partially offset by lower bad and doubtful debt expenses.

Partially offset by lower:

- Grants and purchased services of $8.3m mainly due to the reprofile of funding into 2026-27 for Commonwealth Grants related to the Disaster Ready Fund to align with the delivery schedules in the relevant Project Implementation Plans to when payments are likely to be required; and
- Depreciation of $6.7m due to delays in completion of capital projects associated with changes to project timelines, delays in procurement and project implementation.

3. Comparison to 2024-25 Expenses

Total 2025-26 expenses of **$606.5m** are **$0.1m**, or **0.02%** lower than 2024-25 mainly due to lower:

- Employee expenses of $3.5m mainly due to lower annual leave, long service leave and flextime expenses. The decrease reflects the impact of the valuation assumptions applied used to calculate employee benefit liabilities, including revised long service leave probability factor, on-cost rates, as well as higher eligible flextime percentage applied in 2024-25. This was partially offset by additional staff engaged to manage demand across frontline services and undertake client funded work; and
- Other Expense of $1.9m mainly due to the additional estimated remediation costs for per-and polyfluoroalkyl substances (PFAS) recognised in the prior year that was not required this year, partially offset by the write-off of discontinued capital projects.

Partially offset by higher:

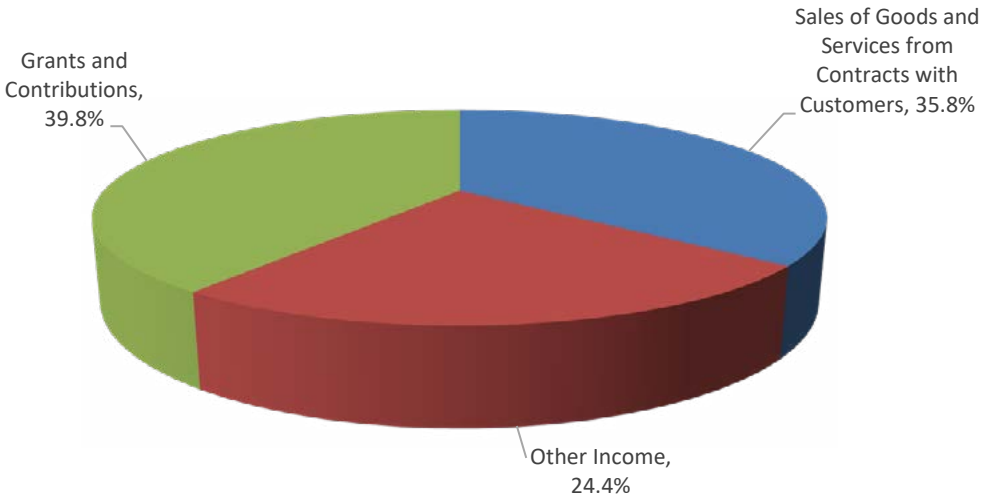
- Supplies and services of $4.8m mainly related to the recognition of additional VSS provisions for future counselling and therapeutic support services, higher repair and rectification works at the AMC following hailstorm damage, increased Courts Public Private Partnership (PPP) monthly service payments and higher office accommodation and utility costs, partially offset by lower training and recruitment expenses and lower expenditure on uniforms and protective clothing.

Total Own Source Revenue

1. Components of Own Source Revenue

Figure 2: Components of Own Source Revenue identifies the components of revenue for 2025-26. Total own source revenue was **$96.2m**, comprising sales of goods and services from contracts with customers of **$34.5m**, grants and contributions of **$38.3m**, and other revenue of **$23.4m**.

Figure 2: Components of Own Source Revenue



2. Comparison to Original Budget

Own source revenue for 2025-26 was **$96.2m**, which was **$13.8m** or **16.8%** higher than the 2025-26 original budget. This was primarily due to higher:

- Other income of $8.5m is mainly due to unbudgeted programs funded by the Confiscated Assets Trust, insurance payouts for three damaged Emergency Services Agency vehicles, a one-off recovery for ACAT office accommodation costs and cost recoveries for the independent inquiry into the future of ACT Clubs; and
- Sales of goods and services from contracts with customers of $4.2m mainly relating to higher demand for ACT Government Solicitor's professional legal services.

3. Comparison to 2024-25 Own Source Revenue

Total 2025-26 own source revenue of **$96.2m** was **$19.7m** or **25.7%** higher than 2024-25 due to higher:

- Grants and contributions of $13.8m mainly relating to higher resources received free of charge due to the change of funding arrangement relating to rent and outgoings for Government accommodation, where iCBR receives direct government appropriation from 2025-26 with the Directorate receiving these services as Resources Received Free of Charge;
- Higher income of $4.7m mainly due to insurance payouts for three damaged Emergency Services Agency vehicles, a one-off recovery for ACAT office accommodation costs and cost recoveries for the Independent Inquiry into the future of ACT Clubs; and
- Sales of goods and services from contracts with customers of $1.2m due to an increase in demand for Ambulance Transport services, higher false alarm, fire alarm monitoring and fire

safety certification fees. There was also an increase in complexity of matters and higher demand for legal services of the ACT Government Solicitor's Office.

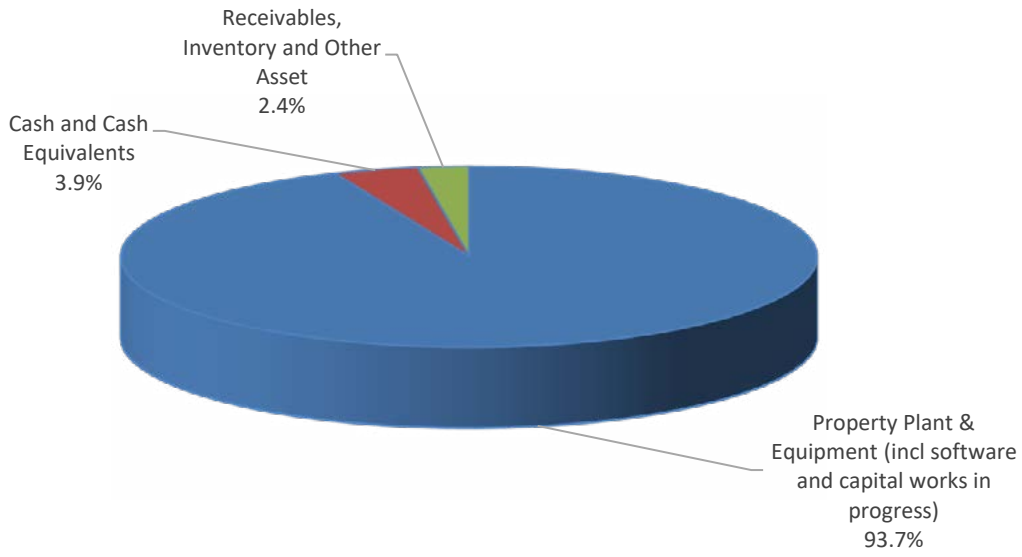
Directorate Financial Position

Total Assets

1. Components of Total Assets

Figure 3: Total Assets at 30 June 2026 identifies the categories of assets held by the Directorate. Total assets held were **$787.6m**, comprising property, plant and equipment (including software and Capital works in progress) of **$737.8m**, cash and cash equivalents of **$31.1m**, and receivables and inventory and other assets of **$18.7m**.

Figure 3: Total Assets at 30 June 2026



2. Comparison to Original Budget

Total assets of **$787.6m** at 30 June 2026 were **$117.5m**, or **17.5%** higher than the 2025-26 original budget. This was mainly due to higher:

- Property, plant and equipment (including software and capital work in progress (CWIP)) of $113.8m caused by higher land values based on updated market evidence, increased replacement costs for buildings, infrastructure and leasehold improvement assets resulting from construction cost escalation, the valuation of the new Acton Joint Emergency Services Centre, and the transfer of the Molonglo Emergency Services Station from iCBR to JACS as at 30 June 2026 partially offset by delays in completion of various capital works projects; and
- Cash and cash equivalents of $2.4m mainly due to delays in repair and rectification of damages at the AMC caused by the hailstorm for which an insurance payout was received in 2022-23 with most works expected to occur in 2026-27.

3. Comparison to 30 June 2025 Assets

Total assets of **$787.6m** at 30 June 2026 were **$119.9m, or 17.9%** higher than at 30 June 2025. This was mainly due to higher:

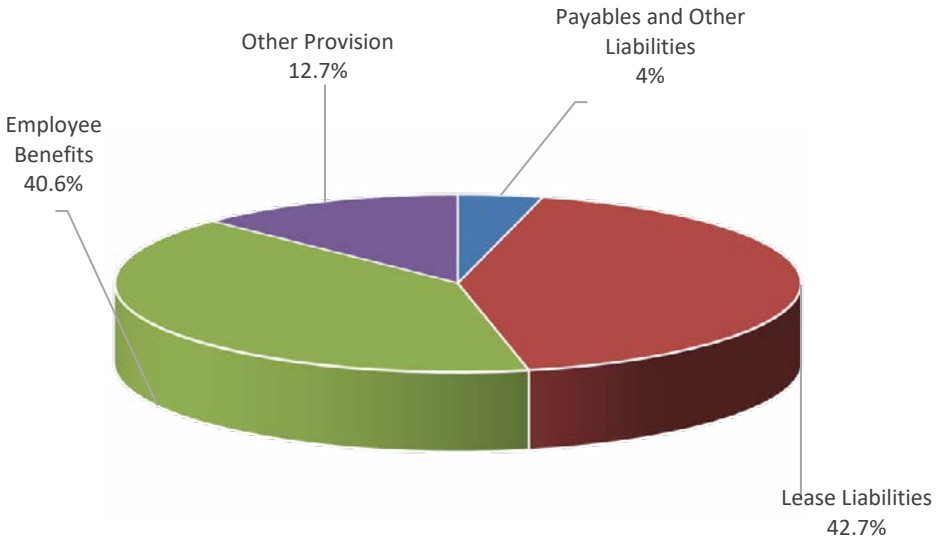
- Property, Plant and Equipment (including software and capital work in progress) of $111.9m caused by higher land values based on updated market evidence, increased replacement costs for buildings, infrastructure and leasehold improvement assets resulting from construction cost escalation, the valuation of the new Acton Joint Emergency Services Centre, and the transfer of the Molonglo Emergency Services Station from iCBR to JACS, with operations anticipated in early 2026-27; and
- Cash and Cash Equivalents of $6.6m mainly due to insurance monies retained to rectify hailstorm damage at the AMC and replace damaged ESA vehicles, and higher cash holdings retained for the first salary payment in early 2026-27.

Total Liabilities

1. Components of Total Liabilities

Figure 4: Total Liabilities at 30 June 2026 identifies the categories of liabilities held by the Directorate. The total liabilities were **$353.1m**, comprising of lease liabilities of **$150.6m**, total employee benefits of **$143.3m,** other provision of **$44.8m** and payables and other liabilities of **$14.4m**.

Figure 4: Total Liabilities at 30 June 2026



2. Comparison to Original Budget

Total liabilities at 30 June 2026 of **$353.1m** were **$53.6m, or 17.9%** higher than the 2025-26 original budget. This was mainly due to higher than expected:

- Employee benefits of $24.7m which is mainly due to higher accumulated leave balances, higher leave loading recognised at year end, higher accrued salaries and unbudgeted flextime liability; and
- Other provisions of $29.6m mainly due to the recognition of VSS provisions for future counselling and therapeutic support services following an actuarial assessment which were not included in the original budget.

3. Comparison to 2024-25 Liabilities

The Directorate restated other provision at 30 June 2025 due to provisions relating to counselling services through the VSS in being omitted from previous financial statements.

Total liabilities at 30 June 2026 of **$353.1m** were **$1.2m**, or **0.3%** higher than restated liability of 30 June 2025. This is mainly due to higher:

- Employee benefits of $3.3m primarily due to leave accrued by existing and new employees, partially offset by employee departures and a decrease in flextime liability due to an update to the eligible flextime percentage used in calculating the liability; and
- Payables and Contract Liabilities of $1.8m mainly due to accruals relating to the Territory-wide operational telecommunications network services and various ICT capital projects, including the Replacement of the ACT Courts Jury and Case Management System, and ESA ICT system and infrastructure upgrades.

This is partially offset by lower:

- Lease liabilities of $3.3m due to progressive repayment of the ACT Courts Facilities PPP; and
- Other provisions of $0.6m mainly due to lower PFAS remediation provisions following the completion of remediation at the Kambah site, partially offset by higher VSS provisions due to additional applications and updated actuarial assumptions.

Attachment A

Comparison of Net Cost of Services to Original Budget 2025-26

Description	Original Budget $'000	2025-26 Actual $'000	Variance $'000	Variance %
Expenses				
Employee Expenses	376,483	397,823	-21,340	-6%
Supplies and Services	135,771	137,880	-2,109	-2%
Depreciation and Amortisation	39,261	32,587	6,674	17%
Grants and Purchased Services	31,184	22,900	8,284	27%
Borrowing Costs	11,050	11,192	-142	-1%
Other Expenses	2,476	4,139	-1,663	-67%
Total Expenses	**596,225**	**606,521**	**-10,296**	**-1.7%**
Own Source Revenue				
Sales of Goods and Services from Contracts with Customers	30,298	34,477	4,179	14%
Grants and Contributions	37,236	38,309	1,073	3%
Other Income	14,895	23,462	8,567	58%
Total Own Source Revenue	**82,429**	**96,248**	**13,819**	**17%**
Total Net Cost of Services	**513,796**	**510,273**	**3,523**	**0.7%**

Management Discussion and Analysis
Justice and Community Safety Directorate
For the Year Ending 30 June 2026

Statement of Income and Expenses on Behalf of the Territory

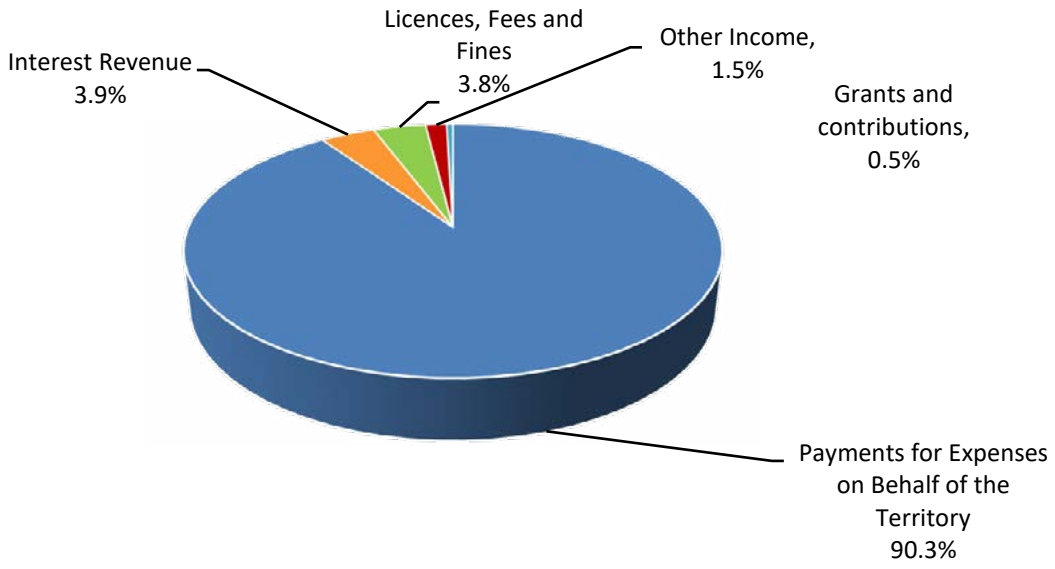
The Management Discussion and Analysis is based on the Territorial audited annual Financial Statements for 2025-26 and 2024-25 and the 2025-26 Original Budget.

Total Income

1. Components of Income

Figure 5: Sources of Territorial Income identifies major components of income for 2025-26. Total income was **$313.7m**, comprising of payments for expenses on behalf of the Territory of $283.5m, interest revenue of $12.2m, licenses, fees and fines of $11.8m, other income of $4.5m and grant and contributions of $1.7m.

Figure 5: Sources of Territorial Income



2. Comparison to Original Budget

Territorial income for 2025-26 of **$313.7m** was **$0.4m**, or **0.1%** higher than the 2025-26 original budget of **$313.3m**. This is mainly due to higher:

- Interest Revenue ($3.4m) mainly relating to higher than expected interest earned from investment of the ACT Civil & Administrative Tribunal (ACAT) Trust funds, rental bond deposits and Agents trust accounts.
- Other Income ($1.9m) mainly relating to insurance recoveries due to the increased number of matters covered by insurance arrangements.

- Licences, Fees and Fines ($1.9m) mainly due to higher value workplace safety breach fines and fees and fines issued in relation to compulsory voting non-compliance matters in 2025-26.

These were mostly offset by lower Payment for Expenses on Behalf of Territory (EBT) ($7.0m) mainly associated with the transfer of funding from 2025-26 to future years relating to *More support for families and inclusion – Implementing the Commonwealth Redress Scheme for Institutional Child and Sexual Abuse*.

3. Comparison to 2024-25 Income

Territorial income of **$313.7m** in 2025-26 was **$13.5m** or **4.5%** higher than the 2024-25 income of **$300.2m**, which is predominantly due to higher:

- Payment for Expenses on Behalf of the Territory ($13.5m) mainly due to higher payments to the Australian Federal Police for *Improving pay and conditions for ACT Policing* and *ACT Policing supplies and services initiative* ($24.7m); partially offset by lower Territorial Legal expenses, Financial Assistance Scheme (FAS) payments and the cessation of the 2024 Electronic Gaming Machine Surrender Incentives Scheme; and
- Licence, Fees and Fines ($2.7m) mainly due to higher value workplace safety breach fines and fees and fines issued in relation to compulsory voting non-compliance matters in 2025-26.

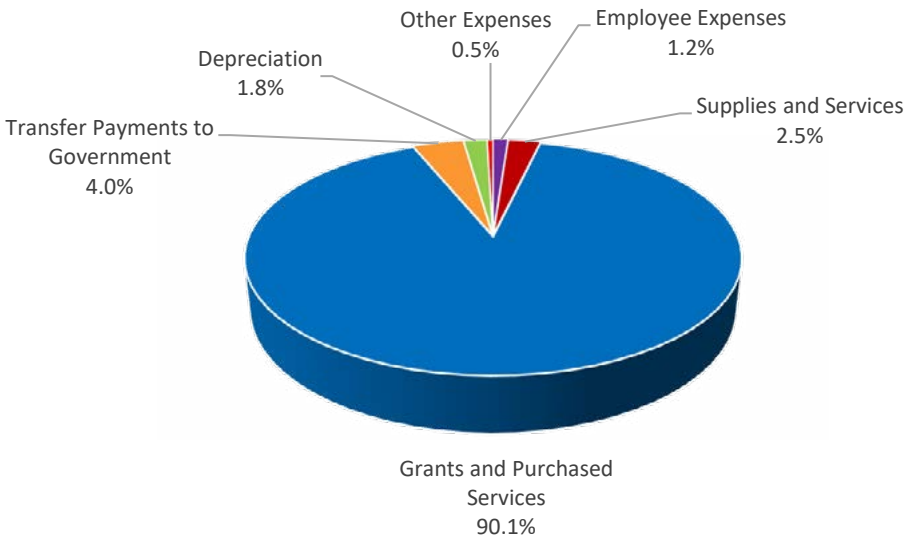
These were partially offset by lower Interest Revenue ($1.1m) received on trust accounts due to movements in interest rates and Other Income ($1.1m) from a reduction in the ACT clubs' contribution to Diversification and Sustainability Support Fund (DSSF) with contributions to the fund on hold while an independent inquiry into the future of the industry is undertaken.

Total Expenses

1. Components of Expenses

Figure 6: Sources of Territorial Expenses identifies major components of actual expenses for 2025-26. Total expenses were **$309.9m**, comprising payments grants and purchased services ($279.2m) transfer payments to Government ($12.3m), supplies and services ($7.8m), depreciation ($5.6m), employee expenses ($3.6m), and other expenses ($1.4m).

Figure 6: Sources of Territorial Expenses



2. Comparison to Original Budget

Total expenses in 2025-26 were **$309.9m,** which is **$11.6m**, or **3.6%** lower than the 2025-26 original budget of **$321.5m**.

This was mainly due to lower Supplies and Services expenses ($16.4m) with lower than expected payments required under the National Redress Scheme and the reassessment of the National Redress Scheme provision.

This is partially offset by higher Transfer Payments to Government ($2.7m) associated with variance in the Licence, Fees and Fines Revenue discussed above, as statutory fees are required to be returned to Government.

3. Comparison to 2024-25 Expense

Total 2025-26 expenses of **$309.9m** were **$2.5m**, or **0.8%** lower than the 2024-25 restated expenses of **$312.4m**. This was predominately due to:

- lower Supplies and Services ($25.4m), primarily due to:
  - Victims of Crime FAS payments ($13.3m) mainly due to a significant increase in applications in anticipation of legislative changes effective from 1 July 2025. In addition, there was a lower number of FAS payments driven by reduced assessing capacity resulting from an increased workload associated with legislative changes which required amendments to assessment approaches. These factors resulted in fewer applications and recognition payments being

finalised in 2025-26. The decrease also includes the impact of a $4.7m prior year restatement relating to the recognition of the FAS liability and a $5.1m decrease in the FAS provision; and

- reassessment of the provision for the National Redress Scheme ($11.8m).

These were partially offset by:

- higher Grants and Purchased Services ($21.9m) mainly relating to higher payments to Australian Federal Police relating to ACT Policing budget initiatives such *as Improving pay and conditions for ACT Policing*, partially offset by the cessation of payments under the 2024 Electronic Gaming Machine Surrender Incentives Scheme; and
- higher Transfer Payments to Government ($1.2m) associated with the increase in Court Fees and Fines Revenue discussed above, as these fees are required to be returned to Government.

Justice and Community Safety Directorate

Financial Statements For the Year Ended

30 June 2026

ACT Audit Office

AUDITOR-GENERAL AN OFFICER OF THE ACT LEGISLATIVE ASSEMBLY

INDEPENDENT AUDITOR'S REPORT

To the Members of the ACT Legislative Assembly

Opinion

I have audited the financial statements of the Justice and Community Safety Directorate (Directorate) for the year ended 30 June 2026 which comprise:

- Statement of responsibility by the Director-General and statement by the Chief Finance Officer;
- Controlled financial statements - operating statement, balance sheet, statement of changes in equity, statement of cash flows and controlled statement of appropriation;
- Territorial financial statements - statement of income and expenses on behalf of the Territory, statement of assets and liabilities on behalf of the Territory, statement of changes in equity on behalf of the Territory, statement of cash flows on behalf of the Territory, and Territorial statement of appropriation; and
- Notes to the financial statements, including a summary of material accounting policies and other explanatory information.

In my opinion, the financial statements:

(i) present fairly, in all material respects, the Directorate's financial position as at 30 June 2026, and its financial performance and cash flows for the year then ended; and

(ii) are presented in accordance with the *Financial Management Act 1996* and comply with Australian Accounting Standards.

Basis for opinion

I conducted the audit in accordance with the Australian Auditing Standards. My responsibilities under the standards are further described in the 'Auditor's responsibilities for the audit of the financial statements' section of this report.

I am independent of the Directorate in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (Code). I have also fulfilled my other ethical responsibilities in accordance with the Code.

I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibilities of the Directorate for the financial statements

The Director-General is responsible for:

- preparing and fairly presenting the financial statements in accordance with the *Financial Management Act 1996* and relevant Australian Accounting Standards;
- determining the internal controls necessary for the preparation and fair presentation of the financial statements so that they are free from material misstatements, whether due to error or fraud; and

Nara Centre, Level 4 / 3 Constitution Ave Canberra ACT 2601 | PO Box 158 Canberra ACT 2601 | (02) 6207 0833 | actauditorgeneral@act.gov.au | audit.act.gov.au

- assessing the ability of the Directorate to continue as a going concern and disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting in preparing the financial statements.

Auditor's responsibilities for the audit of the financial statements

Under the *Financial Management Act 1996*, I am responsible for issuing an audit report that includes an independent opinion on the financial statements of the Directorate.

My objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal controls relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for expressing an opinion on the effectiveness of the Directorate's internal controls;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directorate;
- conclude on the appropriateness of the Directorate's use of the going concern basis of accounting and, based on audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Directorate's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in this report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. I base my conclusions on the audit evidence obtained up to the date of this report. However, future events or conditions may cause the Directorate to cease to continue as a going concern; and
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether they represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Director-General regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



Clea Lewis
Assistant Auditor-General, Financial Audits
30 September 2026

Justice and Community Safety Directorate
Financial Statements
For the Year Ended 30 June 2026

Statement of Responsibility

In my opinion, the Directorate's financial statements fairly reflect the financial operations for the year ended 30 June 2026 and its financial position on that date.



Ray Johnson

Director-General

Justice and Community Safety Directorate

25 September 2026

Justice and Community Safety Directorate
Financial Statements
For the Year Ended 30 June 2026

Statement by the Chief Finance Officer

In my opinion, the Directorate's financial statements have been prepared in accordance with the Australian Accounting Standards and are in agreement with its accounts and records and fairly reflect its financial operations for the year ended 30 June 2026 and the financial position on that date.



Melissa Tetley

A/g Chief Finance Officer

Justice and Community Safety Directorate

25 September 2026

Justice and Community Safety Directorate

Controlled Financial Statements

For the Year Ended 30 June 2026

Justice and Community Safety Directorate
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Justice and Community Safety Directorate
Operating Statement
For the Year Ended 30 June 2026

	Note No.	Actual 2026 $'000	Original Budget 2026 $'000	Actual 2025 $'000
Income				
Controlled Recurrent Payments	#	465,157	465,769	459,344
Sales of Goods and Services from Contracts with Customers	5	34,477	30,298	33,279
Grants and Contributions Income	6	38,309	37,236	24,481
Other Income	7	23,462	14,895	18,735
Total Income		**561,405**	**548,198**	**535,839**
Expenses				
Employee Expenses	8	397,823	376,483	401,319
Supplies and Services	9	137,880	135,771	133,090
Depreciation and Amortisation	14,15	32,587	39,261	33,272
Grants and Purchased Services	10	22,900	31,184	21,576
Borrowing Costs		11,192	11,050	11,439
Other Expenses	11	4,139	2,476	5,964
Total Expenses		**606,521**	**596,225**	**606,660**
Operating Result		**(45,116)**	**(48,027)**	**(70,821)**
Other Comprehensive Result				
Items that will not be reclassified subsequently to profit or loss				
Increase in the Asset Revaluation Surplus		88,130	-	40
Total Other Comprehensive Result		**88,130**	**-**	**40**
				.
Total Comprehensive Result		**43,014**	**(48,027)**	**(70,781)**

The above Operating Statement is to be read in conjunction with the accompanying notes.
Refer to the Statement of Appropriation.

Justice and Community Safety Directorate
Balance Sheet
As at 30 June 2026

	Note No.	Actual 2026 $'000	Original Budget 2026 $'000	Restated Actual [1] 2025 $'000	Restated Actual [1] 2024 $'000
Current Assets					
Cash and Cash Equivalents	12	31,057	28,652	24,407	22,145
Receivables	13	11,322	12,285	11,038	13,126
Inventories		4,809	3,494	3,872	3,493
Other Assets		2,535	1,700	2,460	1,700
Total Current Assets		**49,723**	**46,131**	**41,777**	**40,464**
Non-Current Assets					
Property, Plant and Equipment	14	725,452	621,648	618,707	617,184
Intangible Assets	15	12,412	2,348	7,187	7,260
Total Non-Current Assets		**737,864**	**623,996**	**625,894**	**624,444**
Total Assets		**787,587**	**670,127**	**667,671**	**664,908**
Current Liabilities					
Payables	16	13,513	13,541	10,709	8,795
Contract Liabilities	16	69	1,838	1,318	1,568
Borrowings		52	58	50	48
Lease Liabilities	17	5,644	4,992	5,072	4,426
Employee Benefits	18	136,505	113,164	133,449	113,916
Other Provisions	19	21,254	14,237	24,122	24,536
Other Liabilities	20	514	-	214	270
Total Current Liabilities		**177,551**	**147,830**	**174,934**	**153,559**
Non-Current Liabilities					
Borrowings		296	305	347	397
Lease Liabilities	17	144,979	145,060	148,886	151,995
Employee Benefits	18	6,752	5,423	6,504	5,685
Other Provisions	19	23,511	874	21,249	20,444
Total Non-Current Liabilities		**175,538**	**151,662**	**176,986**	**178,521**
Total Liabilities		**353,089**	**299,492**	**351,920**	**332,080**
Net Assets		**434,498**	**370,635**	**315,751**	**332,828**
Equity					
Accumulated Funds		210,446	234,753	179,829	196,946
Asset Revaluation Surplus		224,052	135,882	135,922	135,882
Total Equity		**434,498**	**370,635**	**315,751**	**332,828**

The above Balance Sheet is to be read in conjunction with the accompanying notes.

In last year's financial statements, a separate Capital Works in Progress (CWIP) line item was disclosed on the face of the Balance Sheet. However, in this year's Balance Sheet, the CWIP line item has been removed with CWIP relating to Property, Plant and Equipment (PPE) included in the PPE line item and the CWIP relating to Intangible Assets included in the Intangible Assets line item.

1. Refer to Note 4 for details.

Justice and Community Safety Directorate
Statement of Changes in Equity
For the Year Ended 30 June 2026

	Note No.	Accumulated Funds Actual 2026 $'000	Asset Revaluation Surplus Actual 2026 $'000	Total Equity Actual 2026 $'000	Total Original Budget 2026 $'000
Balance at 1 July 2025		**179,829**	**135,922**	**315,751**	**365,136**
Comprehensive Income					
Operating Result		(45,116)	-	(45,116)	(48,027)
Increase in the Asset Revaluation Surplus		-	88,130	88,130	-
Total Comprehensive Result		**(45,116)**	**88,130**	**43,014**	**(48,027)**
Transactions Involving Owners Affecting Accumulated Funds					
Capital Injections	#	33,679	-	33,679	53,526
Net Assets transferred from Other Agencies		42,054	-	42,054	-
Total Transactions Involving Owners Affecting Accumulated Funds		**75,733**	**-**	**75,733**	**53,526**
Balance at 30 June 2026		**210,446**	**224,052**	**434,498**	**370,635**

	Note No	Accumulated Funds Actual 2025 $'000	Asset Revaluation Surplus Actual 2025 $'000	Total Equity Actual 2025 $'000	Total Original Budget 2025 $'000
Balance at 1 July 2024		**216,546**	**135,882**	**352,428**	**353,520**
Net effect of a Correction of an Error	4	(19,600)	**-**	(19,600)	**-**
Restated Balance at 1 July 2024		**196,946**	**135,882**	**332,828**	**353,520**
Comprehensive Income					
Operating Result		(70,821)	-	(70,821)	(46,492)
Increase in the Asset Revaluation Surplus		-	40	40	-
Total Comprehensive Result		**(70,821)**	**40**	**(70,781)**	**(46,492)**
Transactions Involving Owners Affecting Accumulated Funds					
Capital Injections		58,226	-	58,226	41,952
Net liability transferred out as part of an Administrative Restructure	21	(4,522)	-	(4,522)	-
Total Transactions Involving Owners Affecting Accumulated Funds		**53,704**	**-**	**53,704**	**41,952**
Balance at 30 June 2025		**179,829**	**135,922**	**315,751**	**348,980**

The above Statement of Changes in Equity is to be read in conjunction with the accompanying notes.

Refer to the Statement of Appropriation.

Justice and Community Safety Directorate
Statement of Cash Flows
For the Year Ended 30 June 2026

	Note No.	Actual 2026 $'000	Original Budget 2026 $'000	Actual 2025 $'000
Cash Flows from Operating Activities				
Receipts				
Controlled Recurrent Payments		465,157	465,769	459,344
Sales of Goods and Services from Contracts with Customers		31,392	29,148	33,702
Grants and Contributions Receipts		1,636	-	2,206
Goods and Services Tax Collected from Customers		2,868	1,570	2,815
Goods and Services Tax Input Tax Credits from the Australian Taxation Office (ATO)		11,311	13,788	14,528
Other		23,192	18,400	18,692
Total Receipts from Operating Activities		**535,556**	**528,675**	**531,287**
Payments				
Employee Payments		394,519	374,177	380,851
Supplies and Services [a]		98,729	102,416	109,424
Grants and Purchased Services		22,489	31,184	21,576
Borrowing Costs		11,163	11,279	11,400
Goods and Services Tax Remitted to the Australian Taxation Office		2,748	1,570	2,735
Goods and Services Tax Paid to Suppliers		11,247	13,800	13,759
Other [a]		3,241	8,980	5,573
Total Payments from Operating Activities		**544,136**	**543,406**	**545,318**
Net Cash (Outflows) from Operating Activities	12	**(8,580)**	**(14,731)**	**(14,031)**
Cash Flows from Investing Activities				
Receipts				
Proceeds from Sale of Property, Plant and Equipment		346	-	266
Capital Receipts		300		14
Total Receipts from Investing Activities		**646**	**-**	**280**
Payments				
Purchase of Property, Plant and Equipment		2,414	16,015	23,343
Purchase of Capital Works		11,186	10,711	14,159
Purchase of Intangibles		116	734	-
Total Payments from Investing Activities		**13,716**	**27,460**	**37,502**
Net Cash (Outflows) from Investing Activities		**(13,070)**	**(27,460)**	**(37,222)**
Cash Flows from Financing Activities				
Receipts				
Capital Injections		33,679	53,526	58,226
Total Receipts from Financing Activities		**33,679**	**53,526**	**58,226**
Payments				
Repayment of Lease Liabilities - Principal		5,379	3,996	4,711
Total Payments from Financing Activities		**5,379**	**3,996**	**4,711**
Net Cash Inflows from Financing Activities		**28,300**	**49,530**	**53,515**
Net Increase in Cash and Cash Equivalents		**6,650**	**7,339**	**2,262**
Cash and Cash Equivalents at the Beginning of the Reporting Period		24,407	21,313	22,145
Cash and Cash Equivalents at the End of the Reporting Period	12	**31,057**	**28,652**	**24,407**

The above Statement of Cash Flows is to be read in conjunction with the accompanying notes.

a) The 2024-25 comparative figure has been updated to reflect the reclassification of $5.6m from Supplies and Services to Other for the Per-and polyfluoroalkyl substances (PFAS) remediation.

Justice and Community Safety Directorate
Controlled Statement of Appropriation
For the Year Ended 30 June 2026

Description and Material Accounting Policies relating to Controlled Recurrent Payments

Controlled Recurrent Payments (CRP) are revenue received from the ACT Government to fund the costs of delivering outputs.

CRP is recognised when the Directorate gains control over the funding which is obtained upon the receipt of cash, given the funding is not subject to enforceable and sufficiently specific performance obligations as defined by AASB 15 *Revenue from Contracts with Customers*.

Capital injection appropriations are not recognised as income but instead are recognised as equity injections and a cash inflow which is used to purchase/build an asset(s) or to reduce a liability(s).

Column Heading Explanations

The Original Budget column shows the amounts that appear in the Statement of Cash Flows in the Budget Papers. This amount also appears in the Statement of Cash Flows.

The Total Appropriated column is inclusive of all appropriation variations occurring after the Original Budget.

The Appropriation Drawn is the total amount of appropriation received by the Directorate during the year. This amount appears in the Statement of Cash Flows.

	Original Budget 2026 $'000	Total Appropriated 2026 $'000	Appropriation Drawn 2026 $'000	Appropriation Drawn 2025 $'000
Controlled				
Controlled Recurrent Payments	465,769	484,290	465,157	459,344
Capital Injections	53,526	53,526	33,679	58,226
Total Controlled Appropriation	**519,295**	**537,816**	**498,836**	**517,570**

The above Statement of Appropriation is to be read in conjunction with the accompanying notes.

Variances between 'Original Budget', 'Total Appropriated 'and 'Appropriation Drawn'

Variances between '2025-26 Controlled Recurrent Payments Appropriation Drawn' and '2024-25 Controlled Recurrent Payments Appropriation Drawn'

The increase of $5.8m for 2025-26 CRP Appropriation drawn compared to 2024-25 CRP Appropriation drawn is mainly due to a treasurer's advance ($10.6m) received to address cost pressures related to employee expenditure associated with overtime and payment penalties and increased costs associated with the ongoing operations of the ACT Intermediary Program and the new Molonglo Emergency Services Station This was partially offset by lower section 16B rollovers of undisbursed appropriation in 2025-26 compared to 2024-25.

Reconciliation of Appropriation for 2025-26	Controlled Recurrent Payments $'000	Capital Injections $'000
Original Appropriation	465,769	53,526
Treasurer's Advance (*Financial Management Act 1996* (FMA) s.18)	10,600	-
Appropriation for new Commonwealth grants (FMA s.19B)	5,476	-
Variation of appropriation for Commonwealth grants (FMA s.17)	2,300	-
Rollover of Undisbursed Appropriation (FMA s.16B)	428	-
Act of Grace (FMA s.130)	160	-
Transfer of Appropriation from CRP to EBT (FMA s.15A)	(443)	-
Total Appropriated [1]	**484,290**	**53,526**
Budget Rollovers/Undrawn Funds	(19,133)	(19,847)
Controlled Appropriation Drawn [2]	**465,157**	**33,679**

Justice and Community Safety Directorate
Controlled Statement of Appropriation (Continued)
For the Year Ended 30 June 2026

1. Variances between 'Original Budget' and 'Total Appropriated'

Controlled Recurrent Payments

The variance of $18.5m between the Original Budget and the Total Appropriated is mainly due to a treasurer's advance received to address cost pressures related to employee expenditure associated with overtime and payment penalties and increased costs associated with the ongoing operations of the ACT Intermediary Program and the new Molonglo Emergency Services Station ($10.6m). Additional Commonwealth Grants were also secured during the year including *Disaster Ready Fund - Round 3* ($3.9m), *National Support and Intervention Program* ($1.3m), and *National Emergency Management Agency - Disaster Recovery Funding Arrangement* ($0.2m). The Commonwealth also varied the grant relating to the *National Firearms Register* ($2.3m).

2. Variances between 'Total Appropriated' and 'Appropriation Drawn'

Controlled Recurrent Payments

The variance of $19.1m between Total Appropriated and Appropriation Drawn is mainly due to the transfer of funding to future years ($19.1m), including *Commonwealth Grant - Disaster Ready Fund* ($11.4m), *Commonwealth Grant - National Firearms Register* ($1.9m*), Justice Housing Program Continuation and Expansion* ($1.1m) and *Strengthening emergency services - ICT system upgrades* ($2m). Reprofiling was required to enable payments to be made when disaster ready projects are completed and contract negotiations are complete.

Capital Injections

The variance of $19.8m between the Total Appropriated and Appropriation Drawn is mainly due to transfer of capital project funding from 2025-26 to later financial years relating to delays associated with changes to project timelines, supply-chain issues and delays in procurement.

These mainly include *ESA Vehicle Replacement Program – Molonglo Station* ($5m), *Strengthening emergency services – ICT system upgrades* ($3.3m), *Justice reform – Investing in rehabilitation opportunities for detainees at the AMC* ($1.8m), *Upgrades for ACT Corrective Services facilities* ($1.2m), *Justice Reform – New client interface platform for the ACT Civil & Administrative Tribunal (ACAT)* ($1.2m); and other projects including *Accommodation for the Aboriginal and Torres Strait Islander Children's and Young People's Commissioner* ($0.7m).

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2026

NOTE 1. OBJECTIVES OF THE JUSTICE AND COMMUNITY SAFETY DIRECTORATE

Operations and Principal Activities

The Justice and Community Safety Directorate (the Directorate) is a not-for-profit ACT Government entity in the General Government Sector (as profit is not its principal objective).

The Directorate seeks to improve the wellbeing of our community by delivering responsive justice and community services that:

- maintain the rule of law and supports a democratic society;
- strengthen community safety;
- protect people's legal and human rights and interests;
- care for and support people who are at a higher risk of vulnerability;
- enhance timely access to justice;
- build community and business resilience to emergencies and disasters/disruptions; and
- support formal partnerships and shared decision making with First Nations Peoples.

The Directorate consists of a number of business units and statutory office holders. These are grouped under each relevant output class. Refer to 'Organisation Overview' in the Annual Report.

Purchased Services

The Directorate is also responsible for the management of services provided by the Commonwealth via the Australian Federal Police (ACT Policing).

NOTE 2. BASIS OF PREPARATION OF THE FINANCIAL STATEMENTS

Legislative Requirement

The *Financial Management Act 1996* (FMA) requires the preparation of annual financial statements for ACT Government directorates.

The FMA and the *Financial Management Guidelines* issued under the Act, requires the Directorate's financial statements to include:

- an Operating Statement for the year;
- a Balance Sheet at the end of the year;
- a Statement of Changes in Equity for the year;
- a Statement of Cash Flows for the year;
- a Statement of Appropriation for the year;
- an Operating Statement for each class of output for the year (excluding Other Comprehensive Income);
- the material accounting policies adopted for the year; and
- other statements as necessary to fairly reflect the financial operations of the Directorate during the year and its financial position at the end of the year.

These general-purpose financial statements have been prepared in accordance with Australian Accounting Standards (as required by the FMA), supplemented by the following ACT Accounting and Disclosure Policies.

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2026

NOTE 2. BASIS OF PREPARATION OF THE FINANCIAL STATEMENTS (CONTINUED)

Accrual Accounting

The financial statements have been prepared using the accrual basis of accounting. The financial statements are prepared according to the historical cost convention, except for property, plant and equipment and financial instruments which are valued at fair value in accordance with (re)valuation policies applicable to the Directorate during the reporting period.

Currency

These financial statements are presented in Australian dollars, which is the Directorate's functional currency.

Individual Not-for-Profit Reporting Entity

The Directorate is an individual not-for-profit reporting entity.

Controlled and Territorial Items

The Directorate produces Controlled and Territorial financial statements. The Controlled financial statements include income, expenses, assets and liabilities over which the Directorate has control. The Territorial financial statements include income, expenses, assets and liabilities that the Directorate administers on behalf of the ACT Government, but does not control, for example community policing services provided by the Australian Federal Police.

The purpose of the distinction between Controlled and Territorial is to enable an assessment of the Directorate's performance against the decisions it has made in relation to the resources it controls, while maintaining accountability for all resources under its responsibility.

The basis of preparation described applies to both Controlled and Territorial financial statements except where specified otherwise.

Reporting Period

These financial statements state the financial performance, changes in equity and cash flows of the Directorate for the year ended 30 June 2026 together with the financial position of the Directorate as at 30 June 2026.

Comparative Figures

Budget Figures

To facilitate a comparison with the Budget Papers, as required by the FMA, budget information for 2025-26 has been presented in the financial statements. Budget numbers in the financial statements are the original budget numbers that appear in the 2025-26 Budget Papers.

Prior Year Comparatives

Comparative information has been disclosed in respect of the previous period for amounts reported in the financial statements, except where an Australian Accounting Standard does not require comparative information to be disclosed.

Where the presentation or classification of items in the financial statements are amended, the comparative amounts have been reclassified where practical. Where a reclassification has occurred, the nature, amount and reason for the reclassification is provided.

Rounding

All amounts in the financial statements have been rounded to the nearest thousand dollars ($'000). Use of "-" represents zero amounts or amounts rounded down to zero.

Going Concern

As at 30 June 2026, the Directorate's current liabilities ($177.2m) exceeded its current assets ($50.5m) by $126.7m. Of the Directorate's current liabilities, $136.5m relates to employee benefits. While these liabilities are classified as current for accounting purposes, $86.5m is not expected to be paid within the next 12 months.

The Directorate's cash needs are funded through appropriation by the ACT Government on a cash need basis. This is consistent with the whole-of-government cash management regime, which requires excess cash balances to be held centrally rather than within individual agency bank accounts.

The Directorate's 2025-26 financial statements have been prepared on a going concern basis as the Directorate has been funded in the ACT Government 2026-27 Budget and the Budget Papers include forward estimates for the Directorate.

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2026

NOTE 3. IMPACT OF ACCOUNTING STANDARDS ISSUED BUT YET TO BE APPLIED

The information below applies to both the Controlled and Territorial financial statements.

All Australian Accounting Standards and Interpretations issued but yet to be applied are applicable to future reporting periods and will be adopted from their application date.

Standards and interpretations issued but yet to be applied have been assessed as not being relevant to the Directorate or will have an immaterial financial impact on the Directorate.

However, the AASB 18 *Presentation and Disclosure in Financial Statements* (applicable 1 January 2027 for for-profit public sector entities or applicable 1 January 2028 for not-for-profit public sector entities) does contain some major presentation/disclosure changes that will impact on the Directorate including:

- that operating, investing and financing categories as well as additional subtotals have to be included in the agency's operating statement;
- the disclosure of management-defined performance measures and reconciliations of these measures with the subtotals required by AASB Standards; and
- enhanced requirements for the grouping (aggregation and disaggregation) of information in the financial statements and in the notes.

The AASB has issued an exposure draft (ED 338 *Application of AASB 18 and AASB 107 by Superannuation and Not-for-Profit Entities and Operating Cash Flow Reconciliation*) that outlines modifications to AASB 18 for not-for-profit public sector entities. If these modifications in the exposure draft are adopted, they will effectively enable the Directorate to continue to broadly apply the existing disclosure requirements contained in *AASB 101 Presentation of Financial Statements*. However, as this exposure draft is not yet finalised, the impact on the Directorate's financial statements from the adoption of AASB 18 cannot be determined at this time.

NOTE 4. CORRECTION OF PRIOR PERIOD ERRORS

Correction of Prior Period Errors - Controlled

The Directorate administers the Victims Services Scheme (VSS) in accordance with the *Victims of Crime Act 1994 (ACT)* and *Victim of Crimes Regulation 2000 (ACT)*. The Directorate reviewed the VSS as part of the development of a comprehensive review of the Schemes administered by the Directorate under the Victims of Crime legislation. This review identified an error relating to the omission of provisions in prior periods in respect of the coordination and oversight of counselling services and therapeutic supports through the VSS. This resulted in an understatement of provisions and expenses in prior periods. Refer to Note 19 *Other Provisions* for further details.

As this error was made in a reporting period prior to the comparative period, the Balance Sheet as at 30 June 2024 was restated as follows:

- Current Other Provisions increased by $2.6m.
- Non-current Other Provisions increased by $17.0m.
- Accumulated Funds decreased by $19.6m.

In addition, the Balance Sheet was restated as at 30 June 2025 as follows:

- Current Other Provisions increased by $2.9m.
- Non-current Other Provisions increased by $16.7m.
- Accumulated Funds decreased by $19.6m.

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2026

NOTE 4. CORRECTION OF PRIOR PERIOD ERRORS (CONTINUED)

30 June 2025 comparative year

Financial Statement Line Item / Balance Affected	Note No.	Actual 2025 $'000	Correction of Error Adjustment $'000	Restated Actual 2025 $'000
Balance Sheet (Extract)				
Current Liabilities				
Other Provisions	19	21,222	2,900	24,122
Total Current Liabilities		**172,034**	**2,900**	**174,934**
Non-Current Liabilities				
Other Provisions	19	4,549	16,700	21,249
Total Non-Current Liabilities		**160,286**	**16,700**	**176,986**
Total Liabilities		**332,320**	**19,600**	**351,920**
Net Assets		**335,351**	**(19,600)**	**315,751**
Equity				
Accumulated Funds		199,429	(19,600)	179,829
Total Equity		**335,351**	**(19,600)**	**315,751**

1 July 2024 (Comparative year opening balances)

Financial Statement Line Item / Balance Affected	Note No.	Actual 2024 $'000	Correction of Error Adjustment $'000	Restated Actual 2024 $'000
Balance Sheet (Extract)				
Current Liabilities				
Other Provisions	19	21,936	2,600	24,536
Total Current Liabilities		**150,959**	**2,600**	**153,559**
Non-Current Liabilities				
Other Provisions	19	3,444	17,000	20,444
Total Non-Current Liabilities		**161,521**	**17,000**	**178,521**
Total Liabilities		**312,480**	**19,600**	**332,080**
Net Assets		**352,428**	**(19,600)**	**332,828**
Equity				
Accumulated Funds		216,546	(19,600)	196,946
Total Equity		**352,428**	**(19,600)**	**332,828**

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2026

NOTE 4. CORRECTION OF PRIOR PERIOD ERRORS (CONTINUED)

Correction of Prior Period Errors - Territorial

The Financial Assistance Scheme (FAS), administered by the Directorate, was established under the *Victims of Crime (Financial Assistance) Act 2016*. The Directorate reviewed the FAS as part of the development of a comprehensive review of the Schemes administered under the Victims of Crime legislation. The review identified an error relating to the omission of provisions in prior periods in respect of the FAS as obligations arising under the scheme meet the definition of a provision under Australian Accounting Standards. This resulted in an understatement of provisions and expenses in prior periods. Refer to Note 40 *Other Provisions-Territorial* for further details.

As this error was made in a reporting period prior to the comparative period, the 'Statement of Assets and Liabilities on Behalf of the Territory' as at 30 June 2024 was restated as follows:

- Current Other Provisions increased by $11.6m.
- Non-current Other Provisions increased by $51.1m.
- Accumulated Funds decreased by $62.7m.

In addition, the 'Statement of Assets and Liabilities on Behalf of the Territory' was restated as at 30 June 2025 for the following line items:

- Current Other Provisions increased by $10.1m.
- Non-current Other Provisions increased by $57.3m.
- Accumulated Funds decreased by $67.4m.

The following adjustments were made to the 'Statement of Income and Expenses on Behalf of the Territory' for the year ended 30 June 2025:

- Supplies and Services (Expense) increased by $4.7m.
- Operating Result decreased by $4.7m.

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2026

NOTE 4. CORRECTION OF A PRIOR PERIOD ERROR (CONTINUED)

30 June 2025 comparative year

Financial Statement Line Item / Balance Affected	Note No.	Actual 2025 $'000	Correction of Error Adjustment $'000	Restated Actual 2025 $'000
Statement of Income and Expenses on Behalf of the Territory (Extract)				
Expenses				
Supplies and Services	33	28,838	4,700	33,538
Total Expenses		307,670	4,700	312,370
Operating Result		**(7,422)**	**(4,700)**	**(12,122)**
Statement of Assets and Liabilities on Behalf of the Territory (Extract)				
Current Liabilities				
Other Provisions	40	2,763	10,100	12,863
Total Current Liabilities		**11,056**	**10,100**	**21,156**
Non-Current Liabilities				
Other Provisions	40	18,203	57,300	75,503
Total Non-Current Liabilities		**18,203**	**57,300**	**75,503**
Total Liabilities		**29,259**	**67,400**	**96,659**
Net Assets		**108,290**	**67,400**	**40,890**
Equity				
Accumulated Funds		67,983	(67,400)	583
Total Equity		**108,290**	**(67,400)**	**40,890**
Statement of Changes in Equity on Behalf of the Territory (Extract)				
Operating Result		**(7,422)**	**(4,700)**	**(12,122)**

1 July 2024 (Comparative year opening balances)

Financial Statement Line Item / Balance Affected	Note No.	Actual 2024 $'000	Correction of Error Adjustment $'000	Restated Actual 2024 $'000
Statement of Assets and Liabilities on Behalf of the Territory (Extract)				
Current Liabilities				
Other Provisions	40	2,594	11,600	14,194
Total Current Liabilities		**15,349**	**11,600**	**26,949**
Non-Current Liabilities				
Other Provisions	40	11,522	51,100	62,622
Total Non-Current Liabilities		11,522	51,000	62,622
Total Liabilities		**26,871**	**62,700**	**89,571**
Net Assets		**109,455**	**62,700**	**46,755**
Equity				
Accumulated Funds		69,148	(62,700)	6,448
Total Equity		**109,455**	**(62,700)**	**46,755**

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2026

INCOME NOTES

Material Accounting Policies – Income
Income Recognition

Revenue is recognised in accordance with AASB 15 *Revenue from Contracts with Customers* where the contract is enforceable and contains sufficiently specific performance obligations, otherwise income is in the scope of AASB 1058 *Income of Not-for-Profit Entities*.

NOTE 5. SALES OF GOODS AND SERVICES FROM CONTRACTS WITH CUSTOMERS

Description and Material Accounting Policies relating to Sales of Goods and Services

Service Revenue

Revenue is derived by providing goods and services to other ACT Government agencies and to the public. The source of this income is legally retained by the Directorate and driven by consumer demand.

The Directorate assesses its revenue contracts and other arrangements to identify any changes that may impact the key judgements used in determining the satisfaction of performance obligations, transaction price or the amounts allocated to performance obligations. The following types of revenue from contracts with customers are recorded in this note:

- Professional Legal Services are legal services provided by the ACT Government Solicitor (ACTGS) to ACT Government entities as prescribed by the *Law officers Legal Services Directions 2023* (the Directions). Generally, the ACTGS provides legal services to the Territory as 'Resources Provided Free of Charge' (refer to *Note 6 Grants and Contributions Income)*. In accordance with the Directions the ACTGS may charge for Professional Services. Revenue from Professional Services is recognised over time using the input method based on the time and costs incurred in providing these services.
- Ambulance Transport Fees are recognised as revenue at a point of time when the service is provided to the patient. Fees are set by a fee instrument at the beginning of each financial year under the *Emergencies Act 2004*. For patients covered by the Department of Veteran's Affairs (DVA), fees are billed to DVA on a fee for service arrangement. For all other patients the fee is either payable by the patient or may be covered by a private health insurer, unless they are eligible to exemptions and waivers as specified in the *Emergencies (Fees) Determination*.
- False Alarm & Fire Alarm Monitoring services relate to services provided by ACT Fire and Rescue. Revenue from services such as false alarms attendance, fire safety certification and fire alarm network system connection is recognised at a point of time when the services are provided to customers. Revenue from ongoing fire alarms monitoring is recognised over time as the services are provided to customers.
- Workers' Compensation Levy is collected from licensed insurers and self-insurers under the *Workers Compensation Act 1951* to cover the costs of the Magistrates Court in administering workers' compensation matters. Revenue is recognised over time as the Directorate incurs costs.
- Helicopter Charges include recoveries of costs from other states for the use of third-party aviation resources for emergency responses such as bushfires. Revenue is recognised over time as the services are provided. Revenue reflects the amount the Directorate is entitled to receive for services provided under the relevant arrangements.

	2026 $'000	2025 $'000
Professional Legal Services	18,392	17,873
Ambulance Transport Fees	7,210	6,943
False Alarm/Fire Alarm Monitoring Fees/Fire Safety Certification	5,354	5,159
Ambulance Transport Fees for Department of Veterans' Affairs Patients	1,035	967
Workers' Compensation Levy	788	763
Helicopter Charges	694	668
Other	1,004	906
Total Sales of Goods and Services from Contracts with Customers	**34,477**	**33,279**

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2026

NOTE 6. GRANTS AND CONTRIBUTIONS INCOME

Description and Material Accounting Policies relating to Grants and Contributions Income

General Grants and Contributions Accounting Policy

Where the Directorate receives an asset or services for significantly less than fair value then the transaction is in the scope of AASB 1058 *Income of Not-for-Profit Entities* and income is recognised on receipt of the asset and/or services. The related expense is recognised in the line item to which it relates, when the services are received.

Goods and services received free of charge from ACT Government agencies are recognised as resources received free of charge, whereas goods and services received free of charge from entities external to the ACT Government are recognised as grants, donations or contributions.

All the services listed below are recognised in the Operating Statement or Balance Sheet as appropriate as services received free of charge given they are reliably measurable and would have been purchased if not provided to the Directorate free of charge.

Resource Received Free of Charge

Chief Minister, Treasury and Economic Development Directorate (CMTEDD) has provided the following services free of charge:

Shared Services
The Directorate is required by the ACT Government to use Shared Services for its financial and HR processing. Shared Services is part of CMTEDD. Given Shared Services is directly appropriated by the ACT Government to provide certain services at a fixed cost to the Directorate, it means that the Directorate does not have to pay for these services.

Professional Standards Unit (PSU)
Professional Standards Unit (PSU) is part of CMTEDD and provides investigation services regarding misconduct and other complaints relating to employees across the ACT Public Service. In addition to investigating complaints, PSU, through the office of the Public Sector Standards Commissioner also advises the Chief Minister on matters arising from investigations conducted. Given PSU is directly appropriated by the ACT Government, the Directorate does not have to pay for these services. CMTEDD provided the Directorate with the fair value of the services provided.

Territory Records Office (TRO)
TRO provides record management services to the Directorate free of charge. TRO is directly appropriated to provide these services across the ACT Government and as such, the Directorate is required to use these services. CMTEDD provided the Directorate with the fair value of the services provided. TRO is part of CMTEDD.

Procurement ACT
The Directorate received assistance for certain procurement activities managed by Procurement ACT on behalf of the Directorate.

Injury Management
Injury Management Unit (IMU) provides support and assistance for workplace injury management. IMU also offers guidance on policies and procedures to ensure the health, safety, and wellbeing of the ACT Public Service workforce. Given IMU is directly appropriated by the ACT Government, Directorate does not have to pay for these services. CMTEDD provided the Directorate with the fair value of the services provided.

City and Environment Directorate
The Directorate receives land titles searches for free from Access Canberra which are mainly used by the ACT Government Solicitor's office.

Digital Canberra (DCBR)
DCBR provides information and communication technology (ICT) services to the Directorate. DCBR is directly appropriated by the ACT Government to provide these ICT services to the Directorate and as such the Directorate receives these services free of charge. The Directorate is required by the ACT Government to use DCBR for these services.

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2026

NOTE 6. GRANTS AND CONTRIBUTIONS INCOME - CONTINUED

Project Management Services and Property Management Services provided by Infrastructure Canberra (iCBR)
iCBR provided procurement, infrastructure delivery services and property management services relating to rent and outgoings for Government accommodation to the Directorate free of charge. iCBR is directly appropriated to deliver these services and as such, the Directorate is required to use these services. The fair value of infrastructure delivery services provided are capitalised on the Balance Sheet as they are directly attributable to the creation of the assets for which the service is provided and property management services recognised as resources received free of charge in the Operating Statement.

Grants with Sufficiently Specific Performance Obligations

'Grants with Sufficiently Specific Performance Obligations' are recognised as revenue over time in accordance with AASB 15 *Revenue from Contracts with Customers* when the Directorate satisfies the milestones contained in the funding agreement The Directorate has determined that the agreements with the Commonwealth Department of Home Affairs in relation to Countering Violent Extremism (CVE) and Drill Style Exercise, the agreement with NSW Department of Communities and Justice in relation to Step together, the agreement with Health and Community Services Directorate in relation to Family Violence Safety Action Pilot, Safer Families – Responding to Coercive Control' initiative and Wraparound Program included in this note are enforceable and contain sufficiently specific performance obligations for recognising revenue from contracts with customers under AASB 15

The grants are received in advance and recognised as contract liabilities and are not recognised as revenue until the relevant obligations are satisfied.

Other Grants and Contributions Income

With the exception of 'Grants with Sufficiently Specific Performance Obligations' line items, the Directorate has determined that the agreements/arrangements relating to 'Other Grants and Contributions income' line items included in this note are not enforceable and they do not contain sufficiently specific performance obligations for recognising revenue from contracts with customers under AASB 15. This is because none of the arrangements require the Directorate to provide an equal amount in return for the consideration received. As such, AASB 1058 has been applied for recognising this revenue. This revenue is recognised upon receipt of the grant funding, contributions, and donation.

Other Contributions from External Entities - the Directorate received the following services free of charge from external agencies:

- free police check from Australian Federal Police for public summoned for jury duty;
- free legal services from Federal Court of Australia for Federal Courts Judges appointed to the ACT Supreme Courts as Visiting Judges. The salaries of the judges and their associates were provided free of charge; and
- voluntary Chapel and Chaplaincy Services from Kairos Prison Ministry to detainees in Alexender Maconochie Centre (AMC).

The Directorate also receives volunteer services from community members mainly in the delivery of emergency services. These volunteer contributions play an important role in supporting the Directorate's emergency service operations.
In accordance with AASB 1058, volunteer services are recognised only where the fair value of those services can be reliably measured, and the services would have been purchased if they had not been received free of charge.

The contribution and cost of volunteer services have not been recognised in the financial statements as these services would not otherwise be purchased. The Directorate is also not currently able to reliably measure the fair value of volunteer services across all volunteer cohorts due to limitations in the completeness and consistency of volunteer attendance records and assumptions used in the valuation approach.

Resource Provided Free of Charge

The Directorate provided various services free of charge to other ACT Government and external agencies throughout the financial year. These services have been recognised in the Directorate's Operating Statement as expenses in the relevant expense line items. Therefore, the figures included in this note are disclosures only and the total Resources Provided Free of Charge does not appear as a separate line item in the Operating Statement.

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2026

NOTE 6. GRANTS AND CONTRIBUTIONS INCOME - CONTINUED

Resources Received Free of Charge	**2026**	**2025**
	$'000	**$'000**
Information and Communication Technology services provided by Digital Canberra	14,803	14,361
Property Management Services provided by Infrastructure Canberra [a]	14,222	-
Financial Services provided by Shared Services	1,931	1,957
Human Resources Services provided by Shared Services	2,543	2,578
Record Management Services provided by the Territory Records Office	206	271
Enabling Services provided by Infrastructure Canberra	188	-
Project Management Services provided by Infrastructure Canberra	286	945
Workforce Injury Management by Injury Management Unit	404	395
Investigation Services provided by the Professional Standards Unit	212	206
Land Title Searches provided by Access Canberra	50	44
Procurement Services by Procurement ACT	326	318
Total Resources Received Free of Charge	**35,171**	**21,075**

Other Grants and Contributions Income		
Grants with Sufficient Specific Performance Obligations	1,760	1,924
Grants without Sufficient Specific Performance Obligations	284	806
Donations	-	94
Grants to Acquire or Construct Assets to be controlled by the Directorate	-	70
Gain Arising from the Contribution of Assets	174	-
Other Contributions from External Entities	920	512
Total Other Grants and Contributions Income	**3,138**	**3,406**
Total Grants and Contributions Income	**38,309**	**24,481**

Resources Provided Free of Charge	**2026**	**2025**
	$'000	**$'000**
Legal Services	18,710	16,553
Transcript, Drafting and Publishing Services	2,885	2,950
Network (Territory Radio Network) Access and FleetCare	1,724	2,678
Right of Access - License payment Courts Facilities Public Private Partnership (PPP)	12,528	12,528
Total Resources Provided Free of Charge	**35,847**	**34,709**

a) Change of funding arrangement relating to rent and outgoings for Government accommodation, where iCBR receives direct government appropriation from 2025-26 with the Directorate receiving these services as Resources Received Free of Charge.

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2026

NOTE 7. OTHER INCOME

Description and Material Accounting Policies Relating to Other Income

Other Revenue

Other Revenue arises from the core activities of the Directorate.

Insurance recoveries from the ACT Insurance Authority include insurance recoveries, legal settlements or cost orders for the Territory and recovery of related document expenses.

Trust Recoveries includes administration cost recoveries from the ACT Civil and Administrative Tribunal (ACAT) Trust under *ACT Civil and Administrative Tribunal Act 2008*.

Other Revenue mainly relates to cost recoveries for Aeromedical cost, ACT Ambulance Services Non-Emergency Patient Transport services and revenue from other operational cost recoveries.

Other Gains are transactions that are not part of the Directorate's core activities and tend to be one off.

	2026 $'000	2025 $'000
Other Revenue		
Insurance Recoveries from the ACT Insurance Authority [a]	1,550	158
Trust Recoveries	13,056	12,777
Other Revenue [b]	8,120	5,534
Total Other Revenue	**22,726**	**18,469**
Other Gains		
Gains from Sale/Disposal of Assets	346	266
Gains from the Reassessment of Provisions [c]	390	-
Total Other Gains	**736**	**266**
Total Other Income	**23,462**	**18,735**

a) The increase is mainly due to insurance payouts for three damaged Emergency Services Agency vehicles.
b) The increase of $2.6m is mainly due to a one-off adjustment for ACAT office accommodation costs and cost recoveries for Independent Inquiry into the future of ACT Clubs.
c) The increase is mainly due to gain arising from the reversal of excess Per- and Polyfluoroalkyl Substances (PFAS) provisions following reassessment of the estimated liability. Refer to Note 19 *Other Provisions* for more information.

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2026

EXPENSE NOTES

NOTE 8. EMPLOYEE EXPENSES

Description and Material Accounting Policies Relating to Employee Expenses

Employee expenses comprise all costs incurred in relation to employing staff including wages and salaries, fringe benefits tax, leave entitlements, annual leave loading, termination payments, workers' compensation insurance premiums, accrued flextime, non-monetary benefits, and other employee benefits and on-cost expenses.

Wages and salaries are recognised in the reporting period when the employee renders services to the agency. They are measured based on the amount paid to employees during the year as well as any wages and salaries due to employees that remain unpaid at the end of the financial year.

Superannuation Expense

Employees of the Directorate will have different superannuation arrangements due to the type of superannuation schemes available at the time of commencing employment, including both defined benefit and defined contribution superannuation scheme arrangements.

For employees who are members of the defined benefit Commonwealth Superannuation Scheme (CSS) and Public Sector Superannuation Scheme (PSS) the Directorate makes employer superannuation contribution payments to the Territory Banking Account at a rate determined by the Chief Minister, Treasury and Economic Development Directorate. The Directorate also makes productivity superannuation contribution payments on behalf of these employees to the Commonwealth Superannuation Corporation, which is responsible for administration of the schemes.

For employees who are members of defined contribution superannuation schemes (the Public Sector Superannuation Scheme Accumulation Plan (PSSAP) and schemes of employee choice) the Directorate makes employer superannuation contribution payments directly to the employees' relevant superannuation fund.

All defined benefit employer superannuation contributions are recognised as expenses on the same basis as the employer superannuation contributions made to defined contribution schemes. The accruing superannuation liability obligations are expensed as they are incurred and extinguished as they are paid.

	2026 $'000	2025 $'000
Wages and Salaries [a]	333,886	323,426
Annual Leave Expense [b]	1,072	5,159
Long Service Leave Expense [b]	1,012	8,970
Workers' Compensation Insurance Premium	11,493	11,712
Superannuation Contributions to the Territory Banking Account	16,334	16,881
Productivity Benefit	1,401	1,406
Superannuation to External Providers [a]	33,425	29,304
Flextime Expense [c]	(1,181)	3,860
Other Employee Benefits and On-Costs	381	601
Total Employee Expenses	**397,823**	**401,319**

a) The increase of $10.4m is mainly due to additional staff engaged to manage demand across frontline services and undertake client funded work.
b) The decrease in annual and long services leave expenses reflects the impact of the present value and revised long service leave probability factor and on-cost rates used in calculating the leave provision.
c) The decrease of $5.0m is mainly due to a revision of the eligible flextime percentage used in calculating the flextime liability, resulting in a reduction of the provision.

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2026

NOTE 9. SUPPLIES AND SERVICES

Description and Material Accounting Policies Relating to Supplies and Services

General - Supplies and Services
Purchases of Supplies and Services generally represent the day-to-day running costs incurred in normal operations, recognised in the reporting period in which these expenses are incurred. Supplies and Services are measured at the amount paid or payable, or where Supplies and Services have been provided free of charge, they are measured at their fair value at the time they are provided.

Auditor Service Fees
Audit Fees are included in the Contractors and Consultants line item below. Auditor's remuneration consists of financial audit services provided to the Directorate by the ACT Audit Office. The Directorate's audit fees for the audit of its 2025-26 financial statements and review of its statement of performance was $0.387m ($0.36m 2024-25). No other services were provided by the ACT Audit Office.

Insurance
Major risks are insured through the ACT Insurance Authority. The excess payable, under this arrangement, varies depending on each class of insurance held.

Repairs and Maintenance
Maintenance expenses which do not increase the service potential of an asset are expensed.

Rental Expenses
This covers payments for short-term leases (12-month term or less) and low-value leases (individual asset less than $10,000) and standard non-specialised accommodation leases with Infrastructure Canberra.

Service Agreements
This covers finance, human resources, records and procurement service costs provided by Shared Services, Courts Public Private Partnership monthly service payments and other service agreements.

	2026 $'000	2025 $'000
Accommodation, Rent, Hire and Utilities	23,611	21,670
Computing, Information Technology and Telecommunications	29,014	29,865
Repairs, Maintenance and Security [a]	13,867	11,690
Service Agreements [b]	17,534	14,535
Legal, Jurors and Court and other Professional Services	5,108	4,066
Contractors and Consultants [c]	12,992	11,017
Medical and Operational	8,425	8,238
Training and Recruitment	3,232	4,762
Insurance	8,521	8,655
Protective Clothing, Uniforms, Minor Equipment and Consumables	3,105	4,294
Office Supplies, Printing and Stationery	1,382	1,190
Transport and Vehicle Expenses	1,534	1,618
Library, Subscriptions and Memberships	1,995	1,839
Advertising, Marketing and Promotion	301	564
Travel and Related Accommodation	759	968
Other Supplies and Services Expenses	6,500	8,119
Total Supplies and Services	**137,880**	**133,090**

a) The increase is mainly due to repair and rectification works at the AMC following hailstorm damage.
b) The increase is mainly due to the higher cost incurred on the Courts Public Private Partnership monthly service payments.
c) The increase is mainly due to the recognition of additional VSS provision for future counselling and therapeutic support services.

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2026

NOTE 10. GRANTS AND PURCHASED SERVICES

Description and Material Accounting Policies relating to Grants and Purchased Services

Grants are amounts provided to ACT Government agencies and non-ACT Government agencies for general assistance or for a particular purpose. Grants may be for capital or recurrent purposes, and the name or category reflects the use of the grant. The grants given are usually subject to terms and conditions set out in the contract, correspondence, or by legislation.

Grants are goods, services or assets that are provided to another entity without receiving approximately equal value in return. Grants are measured at the fair value of the transaction, at the time that transaction occurs. The Directorate provides recurrent grants to various community organisations. Recurrent Grants expenditure is generally recognised when the services have been performed by the grantee, or the grant eligibility criteria has been satisfied. Capital Grant expenses are recognised in the reporting period in which they are paid or payable.

Purchased services are amounts paid to obtain services from other ACT Government agencies and external parties. Purchased services are typically services that are purchased by the Directorate which are not provided directly to the agency itself but are instead provided on behalf of the agency to others, whereas the expenses included in Note 9 *Supplies and Services* are typically provided directly to the agency itself. Purchased services transactions are reciprocal in nature.

	2026 $'000	2025 $'000
Recurrent Grants		
Community Legal Assistance Programs	11,681	9,758
Justice Reinvestment Programs	1,863	1,602
Rent Relief Program	-	1,400
Commonwealth Grants – Disaster Risk Reduction	252	995
Commonwealth Grants – Counter Terrorism and Violent Extremism	1,632	1,322
Commonwealth Grants – Disaster Ready Fund	3,471	2,716
Other Grants	292	144
Total Recurrent Grants [a]	**19,191**	**17,937**
Purchased Services		
Purchased Services for Community Justice Program	1,415	1,418
Purchased Services for Justice Housing Programs	1,349	1,230
Purchased Services for CBR NightCrew Program	373	368
Other Purchased Services	572	623
Total Purchased Services	**3,709**	**3,639**
Total Grants and Purchased Services	**22,900**	**21,576**

a) The increase is mainly due to new programs for National Access to Justice Partnership (NAJP) within Community Legal Assistance Programs in this financial year, partially offset by the completion of rent relief program in the previous financial year.

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2026

NOTE 11. OTHER EXPENSES

Description and Material Accounting Policies Relating to Other Expenses

Restoration of Contaminated Sites Expense
The Directorate has estimated cost of the removal of decommissioned fuel tanks and the contamination assessment at Emergency Services Agency sites relating to (PFAS). As such, the Directorate has recognised the estimated cost of intrusive testing and potential remediation works as an expense. Refer to Note 19 *Other Provisions* for further information.

Impairment losses and Write-Offs – Accounts Receivables
A matrix is used to calculate the amount of lifetime expected credit loss which factors practical and justifiable forward-looking information, including forecast economic changes expected to impact Directorate's receivables (See Note 13 *Receivables*).

Act of Grace Payments
Under Section 130 of the *Financial Management Act 1996* the Treasurer may, in writing, authorise Act of Grace Payments be made by a Directorate. The Treasurer authorised two Act of Grace Payments made in exceptional circumstances to recognise the impact on victim-survivors arising from error in the handling of a criminal prosecution matter in 2023.

Act of Grace Payments are recognised when the Treasurer has authorised the payment and are measured at the amount paid or payable.

	2026 $'000	2025 $'000
Restoration of Contaminated Site Expense [a]	48	4,805
Write-Offs – Irrecoverable Debts	1,099	878
Expected Credit Loss – Account Receivables	213	(2)
Act of Grace Payments	160	48
Losses from Disposal/ Sale of Assets	83	188
Write-off in Capital Works [b]	2,508	-
Other Expenses	28	47
Total Other Expenses	**4,139**	**5,964**

a) The decrease is mainly due to the additional estimated remediation costs recognised in 2024-25 for known PFAS contamination at ESA sites and affected adjacent areas. No additional PFAS remediation costs were estimated for 2025-26. The reassessment of the estimated PFAS remediation provision in 2025-26 resulted in a reduction in the provision estimate rather than an increase. The reduction is reported under *Other Income* (refer to Note 7 *Other Income*).
b) The expense relates to the write-off of capital projects that no longer aligned with the Directorate's capitalisation policy. These projects were discontinued before achieving their intended scope and outcomes, resulting in the derecognition of the associated capital costs as an asset, and instead recognising an expense.

	2026		2025	
	No.	$'000	No.	$'000
Breakdown of Act of Grace Payments				
Payment relating to criminal prosecution matter	**2**	160	**1**	48
Total Act of Grace Payments	**2**	**160**	**1**	**48**

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2026

ASSET NOTES

NOTE 12. CASH

Description and Material Accounting Policies Relating to Cash

Cash

The Directorate holds a number of bank accounts with Westpac Banking Corporation as part of the whole-of-government banking arrangements. As part of these arrangements, the Directorate does not receive any interest on these accounts, as all the accounts held are set-off accounts. Cash includes cash at bank and cash on hand.

(a) Cash Balances

	2026 $'000	2025 $'000
Deposits Held at Call with a Financial Institution	31,049	24,399
Cash on Hand	8	8
Total Cash	**31,057**	**24,407**

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2026

NOTE 12. CASH (CONTINUED)

	2026	2025
(b) Reconciliation of Cash at the End of the Reporting Period in the Statement of Cash Flows to the Equivalent Items in the Balance Sheet	**$'000**	**$'000**
Total Cash Recorded in the Balance Sheet	31,057	24,407
Cash at the End of the Reporting Period as Recorded in the Statement of Cash Flows	**31,057**	**24,407**
(c) Reconciliation of the Operating Result to the Net Cash (Outflows) from Operating Activities		
Operating Result	(45,116)	(70,821)
Add/(Less) Non-Cash Items		
Depreciation and Amortisation	32,587	33,272
Lease Incentive Movements/Make Good Provision	(19)	1,204
Contributed Asset	(174)	-
Write-off in capital works	2,508	-
Add/(Less) Items Classified as Investing or Financing		
Net Losses on Disposal of Non-Current Assets / Inventory Loss	83	188
Proceeds from Sale of Assets	(324)	(266)
Borrowings	55	53
Resources Received Free of Charge	(286)	(945)
Contribution for Capital Projects	-	(70)
Cash Before Changes in Operating Assets and Liabilities	**(10,686)**	**(37,385)**
Changes in Operating Assets and Liabilities		
(Increase)/Decrease in Receivables	(284)	2,088
(Increase) in Inventories	(938)	(379)
(Increase) in Other Asset	(75)	(760)
Increase in Payables	1,954	1,968
(Decrease) in Contract Liabilities	(1,249)	(250)
(Decrease)/Increase in Provisions	(606)	392
Increase in Employee Benefits	3,304	20,351
(Decrease) in Other Liabilities	-	(56)
Net Changes in Operating Assets and Liabilities	**2,106**	**23,354**
Net Cash (Outflows) from Operating Activities	**(8,580)**	**(14,031)**

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2026

NOTE 12. CASH (CONTINUED)

	2026 $'000	2025 $'000
(d) Non-Cash Financing and Investing Activities		
Acquisition of Assets by Assuming Liabilities or by Means of a Lease	2,044	2,248

(e) Reconciliation of liabilities arising from financing activities

	Borrowings $'000	Lease Liabilities $'000
2026		
Carrying Amount at the beginning of the Reporting Period	397	153,958
Cash Flow Changes		
Cash Paid	(54)	(5,332)
Non-Cash Flow Changes		
New Leases	-	2,026
Other Movements	5	(29)
Carrying Amount at the End of the Reporting Period	**348**	**150,623**
2025		
Carrying Amount at the beginning of the Reporting Period	445	156,421
Cash Flow Changes		
Cash Paid	(53)	(4,711)
Non-Cash Flow Changes		
New Leases	-	2,278
Other Movements	5	(30)
Carrying Amount at the End of the Reporting Period	**397**	**153,958**

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2026

NOTE 13. RECEIVABLES

Description and Material Accounting Policies Relating to Receivables

Accounts Receivables

Accounts receivable (including trade receivables and other trade receivables) are measured at amortised cost, with any adjustments to the carrying amount being recorded in the Operating Statement. Receivables relating to the Sale of Goods and Services from Contracts with Customers are recognised when invoiced, as this is the point in time that the consideration is unconditional because only the passage of time is required before the payment.

Expected Credit Losses – Accounts Receivables

The expected credit loss allowance represents the amount of trade receivables and other trade receivables the Directorate estimates will not be repaid. The expected credit loss allowance is based on objective evidence and a review of overdue balances.

The amount of the expected credit loss is recognised in the Operating Statement (see Note 11 *Other Expenses*). The allowance is written off when the Directorate ceases action to collect the debt when the cost of recovering debt is more than the debt is worth. For trade receivables the Directorate applied the simplified approach under AASB 9 *Financial Instruments*, which uses a lifetime expected loss for all trade receivables. A provision matrix is used to calculate the expected credit loss.

Where the Directorate has no reasonable expectation of recovering an amount owed by a debtor and ceases action to collect the debt, as the cost to recover the debt is more than the debt is worth, the debt is written-off by directly reducing the receivable against the loss allowance.

The Directorate has made an estimate in the calculation of the expected credit loss allowance for receivables. This significant estimate is based on a few categorisations of receivables and the use of an expected credit loss provision matrix. These categorisations are considered by management to be appropriate and accurate, based upon the pattern demonstrated in collecting receivables in the past financial years, general economic conditions and an assessment of both the current and the forecast direction of conditions at the reporting date.

Receivables between ACT Government agencies are expected to have low credit risks. Consequently, the ACT Government's policy is that directorates, territory authorities and territory-owned corporations consolidated into the whole-of-government financial statements will not measure any loss allowance for receivables collectible from other ACT Government agencies consolidated into the whole-of-government financial statements.

	2026 $'000	2025 $'000
Current Receivables		
Trade Receivables	8,052	6,857
Less: Expected Credit Loss Allowance	(1,362)	(1,149)
Accrued Revenue	4,363	4,877
Net Goods and Services Tax (GST) Receivable	269	453
Total Current Receivables	**11,322**	**11,038**

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2026

NOTE 13 RECEIVABLES (CONTINUED)

Expected Credit Loss Allowance
Ageing of Receivables

	Estimated Total gross carrying amount at default $'000	Account Receivable Expected Credit Loss Allowance $'000	Expected credit loss rate %
30 June 2026			
Not overdue	6,530	109	1.67%
1-30 Days Past Due	503	89	17.72%
31-60 Days Past Due	221	72	32.73%
61-90 Days Past Due	134	64	47.77%
>91 Days Past Due	1,404	1,028	73.22%
Total	**8,792**	**1,362**	
30 June 2025			
Not overdue	4,350	77	1.76%
1-30 Days Past Due	479	86	17.87%
31-60 Days Past Due	204	65	32.12%
61-90 Days Past Due	128	55	42.79%
>91 Days Past Due	1,316	866	65.80%
Total	**6,477**	**1,149**	

Reconciliation of the Loss Allowance for Receivables	**2026 $'000**	**2025 $'000**
Expected Credit Loss Allowance at the Beginning of the Reporting Period	1,149	1,151
Addition in Allowance Recognised	1,312	876
Reduction in Allowance from Amounts Written off during the Reporting Period	(1,099)	(878)
Total Allowance for Impairment Losses at the End of the Reporting Period	**1,362**	**1,149**

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2026

NOTE 14. PROPERTY, PLANT AND EQUIPMENT

Description and Material Accounting Policies relating to Property, Plant and Equipment

The Directorate has the following nine classes of Property, Plant and Equipment:

- **Land** is defined as the ground, including the soil covering, land under roads, and any associated surface waters. Land includes leasehold land held by the Directorate, and land under infrastructure but excludes land held as heritage and community assets.
- **Buildings** are structures that have a roof and walls which stand permanently in one place. These structures are separately identifiable from the land they are constructed upon and as such do not include this land. Buildings include office buildings, warehouses, and land improvements that are adjoining a building. Land improvements are long-life items erected on land that increase the land's usefulness or value. Land improvements include parking lots, retaining walls and landscaping adjoining a building. Right-of-use building assets are not included in the building asset class.
- **Right-Of-Use Buildings** are leased structures and land improvements that are separately identifiable from the land they are constructed upon. Right-of-use buildings include the court-house and adjacent parking lot that are part of a Public Private Partnership arrangement.
- **Leasehold improvements** are capital expenditure items incurred in relation to leased assets. Leasehold improvements represent fit-out in leased buildings.
- **Plant and equipment** are tangible assets like machinery, apparatus, appliances, containers, implements or tools that are used by the Directorate to produce goods or assist in providing services to the community. Plant and equipment are assets that are used directly by the Directorate rather than directly by the general community. Plant and equipment tend to be smaller and more mobile in nature than other types of property, plant and equipment like buildings and land. Plant and Equipment includes specialised vehicles, air conditioning and heating systems, office and computer equipment, furniture and fittings, motor vehicles, and other mechanical and electronic equipment. Right-of-use plant and equipment assets are not included within the plant and equipment asset class.
- **Right-Of-Use Plant and Equipment** has the same definition as plant and equipment, with the exception that they are held under a lease. Right-of-use plant and equipment held by the Directorate includes motor vehicles and specialised plant and equipment.
- **Infrastructure Assets** are physical asset that typically have a long useful life and consist of a complex interconnected network of individual components, which enhance the productive capacity of the economy and supports Government services. Buildings do not meet the definition of infrastructure assets unless they are an ancillary part of an infrastructure system. Infrastructure assets held by the Directorate include roundabout, roads, and signs. Land under infrastructure assets are not included in the infrastructure asset class.
- **Heritage and Community Assets** refer to assets that have unique cultural and historical attributes and that the Government intends to preserve indefinitely because of those attributes. The intention of Government to preserve an asset indefinitely is demonstrated by its inclusion on the ACT Heritage Register. In addition, all Aboriginal places and objects are considered to be heritage assets regardless of whether or not they are on the ACT Heritage Register. Therefore, where an asset is included on the Register or it is an Aboriginal place and object, it will be disclosed as a heritage asset, unless the asset also has a functional use. Where the asset has a functional use, ACT Government agencies can choose to include that asset in the heritage and community asset class or in the asset's functional asset class. Heritage assets typically have restrictions on their use, are irreplaceable and have long and sometimes unlimited useful lives. The Directorate has included all Heritage Assets in the Heritage and Community Asset Class. Heritage and Community assets held by the Directorate include library collections, historical buildings and land.
- **Capital Works in Progress (CWIP)** is property, plant and equipment that is in the process of being constructed and as such is not yet in use or available for use. That is, CWIP is property, plant and equipment which is not in a location and condition necessary for it to be capable of operating in a manner intended by management. CWIP held by the Directorate include the construction of building improvements and upgrades, the build of plant and equipment including specialised vehicles and fit-out of leased property. Works in Progress relating to intangible assets are included in intangible assets.

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2026

NOTE 14. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Acquisition and Recognition of Property, Plant and Equipment

Property, Plant and Equipment is initially measured at cost, which comprises its purchase price, any directly attributable costs and the initial estimate of the costs of dismantling and removing the item and restoring the site on which it is located. For right-of-use assets cost comprises the initial amount of the lease liability, initial direct costs, prepaid lease payments, estimated cost of removal and restoration less any lease incentives received.

Capital works in progress are recognised at the time the construction activity occurs. These assets are measured at the cost of constructing the asset. The cost includes direct construction costs (e.g. direct materials and direct labour costs of construction workers), 'directly attributable' costs in bringing the asset to a location and condition ready for use, and the initial estimate of the costs of dismantling and removing the item and restoring the site on which it is located. Directly attributable costs included in capital works in progress by the Directorate are the cost of site preparation, initial delivery and handling costs of materials, installation and assembly costs, functional testing and professional fees.

Where property, plant and equipment is acquired at no or nominal cost, cost is its fair value as at the date of acquisition. However, property, plant and equipment acquired at no cost or minimal cost as part of a restructuring of Administrative Arrangements is measured at the transferor's book value.

Property, plant and equipment (excluding land and CWIP) with a minimum value of $5,000 (excluding GST) is capitalised. Capitalisation threshold for land and CWIP is minimum value of $1 (excluding GST).

Measurement of Property, Plant and Equipment After Initial Recognition

Property, plant and equipment is measured using the cost or revaluation model of valuation. The Directorate measures land, buildings, infrastructure, leasehold improvements, and heritage and community assets at fair value. Plant and equipment assets are measured at cost.

After the commencement date, all right-of-use assets (except the right-of-use building) are measured at cost less any accumulated depreciation and accumulated losses and adjusted for any re-measurement of the lease liability. Right-of-use assets are classified in property, plant and equipment in their own separate asset class.

Revaluations

Land, buildings, right-of-use building, leasehold improvements, and heritage and community assets are revalued every 3 years. Towards the end of each financial year the Directorate assesses whether there are any 'indicators' that the carrying amount of their property, plant and equipment is materially different to fair value. Where these indicators exist, the asset will be revalued regardless of when the last valuation took place. Any accumulated depreciation relating to buildings, right-of-use building, infrastructure, leasehold improvements and heritage and community assets at the date of revaluation is written-back against the gross carrying amount of the asset and the net amount is restated to the revalued amount of the asset.

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2026

NOTE 14. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Valuation of Non-Current Assets

Opteon Property Group Pty Ltd (Opteon), an independent valuer, has performed revaluations of the Directorate's land, buildings, right-of-use building, infrastructure, leasehold improvements and heritage and community assets. Opteon hold recognised and relevant professional qualifications and has recent valuation experience in the location and categories of the Directorate's property, plant and equipment. The latest valuation of land, buildings, infrastructure, leasehold improvements and heritage and community assets has been performed as at 30 June 2026.

The Directorate has made a significant estimate regarding the fair value of its property, plant and equipment. The valuation uses significant judgements and estimates to determine fair value, including the appropriate indexation rates and quantum of assets held. The fair value of assets is subject to management assessment between formal valuations.

As at 30 June 2026, land, heritage and community assets were measured at fair value based on the market value of comparable properties, while buildings, infrastructure and leasehold improvements were measured at fair value using the cost approach. These valuations were determined by Opteon.

Significant Accounting Judgements and Estimates – ACT Courts Facilities Public Private Partnership (PPP) Project

During 2015-16, the Directorate entered into a PPP for the redevelopment of the ACT Courts Facilities. This is a 25-year contract with private sector consortium to finance, construct, maintain and operate the required infrastructure assets. The Directorate makes service payments over the life of the contract, intended to cover the costs incurred by the consortium in constructing, financing, maintaining and operating the assets for the use by the Territory. At the end of the contract, the infrastructure will become Territory assets.

Stage 1 (construction of the new facility) was completed in October 2018. Initial direct costs incurred by the Directorate were capitalised when incurred and were added to the finance lease assets on initial recognition of Stage 1. Upon the completion of Stage 2 in January 2020, the remaining finance lease liability and leased asset were recognised.

The Directorate determined that this PPP arrangement was not a Service Concession Arrangement under AASB 1059 *Service Concession Arrangements: Grantors* but instead the arrangement fell within the requirements of the leasing standard (AASB 16 *Leases*). The Directorate undertakes an annual reassessment of the arrangement and is satisfied that the lease accounting treatment continues to be appropriate. Therefore, a lease liability (refer Note 16 *Lease Liabilities* for details) and a Right-Of-Use Building are recognised.

Impairment of Assets

At each reporting date, the Directorate assesses whether there is any indications of impairment for assets that are measured at cost subsequent to initial recognition and for non-specialised PPE measured at fair value subsequent to initial recognition. Property, Plant and Equipment is also reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

Any resulting impairment losses relating to non-specialised land and buildings, are recognised as a decrease in the Asset Revaluation Surplus relating to this class. This is because this asset class contains non-specialised assets that are measured at fair value and have an Asset Revaluation Surplus attached to them. Where the impairment loss is greater than the balance in the Asset Revaluation Surplus for the relevant class of asset, the difference is expensed in the Operating Statement.

Impairment losses for plant and equipment, and leasehold improvements are recognised in the Operating Statement (see Note 11 *Other Expenses*), as plant and equipment are carried at cost, and leasehold improvements are carried at fair value but does not have an Asset Revaluation Surplus attached to it. The carrying amount of the asset is reduced to its recoverable amount.

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2026

NOTE 14. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Depreciation and Useful Life

Depreciation is the systematic allocation of the cost of an asset less its residual value over its useful life. Depreciation commences when property, plant and equipment is ready for its intended use.

Depreciation is applied to physical assets such as buildings, infrastructure assets, and plant and equipment. Land, and one heritage and community asset have an unlimited useful life and are therefore not depreciated.

Right-of-use buildings, right-of-use plant and equipment as well as leasehold improvements are depreciated over the estimated useful life of each asset, or the unexpired period of the relevant lease, whichever is shorter.

All depreciation is calculated after first deducting any residual values, which remain for each asset.

Depreciation for property, plant and equipment is determined as follows:

Class of Asset	Depreciation Method	Useful Life Years
Buildings	Straight Line	2 – 44
Right-of-use Buildings	Straight Line	15 – 42
Infrastructure Assets	Straight Line	4 – 40
Leasehold Improvements	Straight Line	2 – 25
Plant and Equipment	Straight Line	2 – 50
Right-of-use Plant and Equipment	Straight Line	1 – 8
Heritage and Community Assets	Straight Line	20 – 25

The Directorate has made a significant estimate in determining the useful lives of its property, plant and equipment. The estimation of useful lives of property, plant and equipment is based on the historical experience of similar assets and in some cases has been based on valuations provided by independent valuers. The useful lives are assessed on an annual basis and adjustments are made when necessary.

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2026

NOTE 14. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Reconciliation of Property, Plant and Equipment 2025-26

	Land	Buildings	Right-of-Use Buildings	Infrastructure Assets	Leasehold Improvements	Plant and Equipment	Right-of-Use Plant and Equipment	Heritage and Community Assets	Capital Works in Progress [c, 1]	Total
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Carrying Amount at the Beginning of the Reporting Period	**73,295**	**278,609**	**182,027**	**440**	**11,985**	**41,786**	**2,988**	**5,707**	**21,870**	**618,707**
Additions	-	18					2,074	-	49,570	**51.662**
Revaluation Increment [a]	14,175	41,049	22,567	59	9,589	-	-	690	-	**88,129**
Disposals	-	-	-	-	(93)	-	(51)	-	-	**(144)**
Depreciation	-	(12,545)	(5,217)	(84)	(1,205)	(9,645)	(1,461)	(237)	-	**(30,394)**
Prior period Capital Works in Progress written off and expensed	-	-	-	-	-	-	-	-	(2,508)	**(2,508)**
Capital Works in Progress Completed and Transferred to another class of Property, Plant and Equipment	-	3,054	17	-	849	7,216	-	-	(11,136)	**-**
Carrying Amount at the End of the Reporting Period [b]	**87,470**	**310,185**	**199,394**	**415**	**21,125**	**39,357**	**3,550**	**6,160**	**57,796**	**725,452**
Carrying Amount at the End of the Reporting Period, is represented by:										
Gross Book Value	87,470	310,185	199,394	415	21,125	115,527	6,780	6,160	57,796	**804,852**
Accumulated Depreciation	-	-	-	-	-	(76,170)	(3,230)	-	-	**(79,400)**
Carrying Amount at the End of the Reporting Period	**87,470**	**310,185**	**199,394**	**415**	**21,125**	**39,357**	**3,550**	**6,160**	**57,796**	**725,452**

a) Revaluation Increment realised following the revaluation of the Directorate's land, buildings, infrastructure, leasehold improvements and heritage and community assets as at 30 June 2026. Next revaluation would be performed in 2028-29.
b) The increase in the value for land, buildings, right-of-use buildings and leasehold improvements from 2024-25 is mainly due to higher fair value as at 30 June 2026 following revaluation.
c) The increase is mainly due to the transfer of the Molonglo Emergency Services Station from iCBR to the Directorate ($42m), with operations anticipated to commence in early 2026-27 partially offset by the transfer of completed projects to property, plant and equipment.

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2026

NOTE 14. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Reconciliation of Property, Plant and Equipment 2024-25

	Land	Buildings	Right-of-Use Buildings	Infrastructure Assets	Leasehold Improvements	Plant and Equipment	Right-of-Use Plant and Equipment	Heritage and Community Assets	Capital Works in Progress	Total
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Carrying Amount at the Beginning of the Reporting Period	**73,295**	**245,020**	**186,993**	**523**	**5,729**	**43,655**	**1,818**	**5,945**	**52,791**	**615,769**
Additions	-	-	-	-	-	26	2,278	-	35,843	**38,147**
Disposals	-	-	-	-	-	(121)	(67)	-	-	**(188)**
Depreciation	-	(10,555)	(5,201)	(83)	(3,953)	(9,310)	(1,041)	(238)	-	**(30,381)**
Capital Works in Progress Transferred out through Administrative Restructuring	-	-	-	-	-	-	-	-	(4,640)	**(4,640)**
Capital Works in Progress Completed and Transferred to another class of Property, Plant and Equipment	-	44,144	235	-	10,209	7,536	-	-	(62,124)	**-**
Carrying Amount at the End of the Reporting Period	**73,295**	**278,609**	**182,027**	**440**	**11,985**	**41,786**	**2,988**	**5,707**	**21,870**	**618,707**
Carrying Amount at the End of the Reporting Period, is represented by:										
Gross Book Value	73,295	299,986	192,410	619	19,863	115,541	6,478	5,945	21,870	**736,007**
Accumulated Depreciation	-	(21,377)	(10,383)	(179)	(7,878)	(73,755)	(3,490)	(238)	-	**(117,300)**
Carrying Amount at the End of the Reporting Period	**73,295**	**278,609**	**182,027**	**440**	**11,985**	**41,786**	**2,988**	**5,707**	**21,870**	**618,707**

[1] In last year's financial statements this note included a separate 'Reconciliation of Capital Works in Progress' and a 'Reconciliation of Capital Works in Progress Amount from the Notes to the Amount on the Face of the Balance Sheet'. However, in this year's financial statements both reconciliations have been removed given the Capital Works in Progress line item on the face of the Balance Sheet has been removed and a Capital Works in Progress column has been added to the 'Reconciliation of Property, Plant and Equipment' above

Reconciliation of Depreciation and Amortisation Amounts from the Notes to the Amount on the Face of the Operating Statement	**2026**	**2025**
	$'000	**$'000**
Depreciation Expense (from Note 14 *Property, Plant and Equipment* directly above)	30,394	30,381
Amortisation Expense (from Note 15 *Intangible Assets*)	2,193	2,891
Total Depreciation and Amortisation Expense on the Operating Statement	**32,587**	**33,272**

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2026

NOTE 14. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Fair Value Hierarchy

The Directorate is required to classify property, plant and equipment into a Fair Value Hierarchy that reflects the significance of the inputs used in determining their fair value. The Fair Value Hierarchy is made up of the following three levels:

- Level 1 – quoted prices (unadjusted) in active markets for identical assets that the Directorate can access at the measurement date;
- Level 2 – inputs other than quoted prices included within Level 1 that are observable for the asset, either directly or indirectly; and
- Level 3 – inputs that are unobservable for particular assets or liabilities.

Details of the Directorate's property, plant and equipment at fair value and information about the Fair Value Hierarchy at 30 June 2026 are as follows:

2026	**Classification According to the Fair Value Hierarchy**			
	Level 1	**Level 2**	**Level 3**	**Total**
	$'000	**$'000**	**$'000**	**$'000**
Property, Plant and Equipment at Fair Value				
Land	-	87,470	-	**87,470**
Buildings	-	-	509,579	**509,579**
Infrastructure	-	-	415	**415**
Leasehold Improvements	-	-	21,125	**21,125**
Heritage and Community Assets	-	6,160	-	**6,160**
	-	**93,630**	**531,119**	**624,749**

Details of the Directorate's property, plant and equipment at fair value and information about the Fair Value Hierarchy at 30 June 2025 are as follows:

2025	**Classification According to the Fair Value Hierarchy**			
	Level 1	**Level 2**	**Level 3**	**Total**
	$'000	**$'000**	**$'000**	**$'000**
Property, Plant and Equipment at Fair Value				
Land	-	73,295	-	**73,295**
Buildings	-	-	460,636	**460,636**
Leasehold Improvements	-	-	11,985	**11,985**
Heritage and Community Assets	-	5,707	-	**5,707**
	-	**79,002**	**472,621**	**551,623**

Valuation Techniques, Inputs and Processes

Level 2 Valuation Techniques and Inputs

Valuation Technique: The valuation technique used to value land and heritage and community assets is the market approach which reflects recent transaction prices for similar assets (comparable in location, size and type).

Inputs: Prices and other relevant information generated by market transactions involving comparable land and buildings were considered. Regard was taken of the Crown Lease terms and tenure, The Australian Capital Territory Plan and the National Capital Plan, where applicable, as well as current zoning. In relation to library collection at ACT Supreme Court, the assessment of fair value uses values of like or similar material found by research of records of Australian and international sales, purchases and other forms of acquisition, knowledge of prices paid by other institutions and other major libraries.

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2026

NOTE 14. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Level 3 Valuation Techniques Significant Unobservable Inputs

Valuation Technique: Buildings, infrastructure and leasehold improvements assets were considered specialised assets by the valuers and measured using the cost approach to fair value.

Significant Unobservable Inputs: In determining the value of buildings, infrastructure and leasehold improvements, regard was given to estimating the cost to a market participant to construct assets of comparable utility adjusted for obsolescence. For buildings, historical cost per square metre of floor area was also used in measuring fair value. In determining the value of buildings, infrastructure and leasehold Improvements assets, regard was given to the age and condition of the assets, their estimated replacement cost and current use. This required the use of data internal to the Directorate.

There has been no change to the above valuation techniques during the year.

Transfers in and out of a fair value level are recognised on the date of the event or change in circumstances that caused the transfer.

Fair Value Measurements Using Significant Unobservable Inputs (Level 3)

	Buildings	Infrastructure	Leasehold Improvements
2026	**$'000**	**$'000**	**$'000**
Fair Value at the Beginning of the Reporting Period	**460,636**	**440**	**11,985**
Additions	3,087	-	849
Revaluation Increment	63,618	59	9,589
Disposal	-	-	(93)
Depreciation	(17,762)	(84)	(1,205)
Fair Value at the End of the Reporting Period	**509,579**	**415**	**21,125**

The valuation technique used to value heritage and community assets at 30 June 2025 is the market approach, *Level 2 valuation techniques and inputs*.

Fair Value Measurements Using Significant Unobservable Inputs (Level 3)

	Buildings	Leasehold Improvements
2025	**$'000**	**$'000**
Fair Value at the Beginning of the Reporting Period	**432,013**	**5,729**
Additions	44,379	10,209
Depreciation	(15,756)	(3,953)
Fair Value at the End of the Reporting Period	**460,636**	**11,985**

Current Use of Assets

The current use of Directorate's property, plant, and equipment (PPE) is at the highest and best in meeting the Directorate's objectives in providing services to the public. Due to their purposeful designs and specialised nature these assets are unlikely to be repurposed.

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2026

NOTE 15. INTANGIBLE ASSETS

Description and Material Accounting Policies Relating to Intangible Assets

The Directorate has internally generated software, externally purchased software and software works in progress. The internally generated software consists of 10 software systems, while externally purchased software consists of 14 software systems. Software Works in Progress is software that is in the process of being developed and as such is not yet in use or available for use. That is, software which is not in a location and condition necessary for it to be capable of operating in a manner intended by management. Software Works in Progress does not include Property, Plant and Equipment Capital Work in Progress.

Recognition
Externally acquired software is recognised and capitalised when:
(a) it is probable that the expected future economic benefits attributable to the software will flow to the Directorate;
(b) the cost of the software can be measured reliably; and
(c) the acquisition cost is equal to or exceeds $50,000 (ex GST).

Internally generated software is recognised when it meets the general recognition criteria outlined above and where it also meets the specific recognition criteria relating to intangible assets arising from the development phase of an internal project.

Software Works in Progress is recognised at the time the software is being built.

Measurement
Intangible assets are measured at cost, which comprises its purchase price and any directly attributable costs of preparing the asset for its intended use.

Software Works in Progress is measured at the cost of constructing the asset. The cost includes direct construction costs (e.g. direct materials and direct labour), and 'directly attributable' costs in bringing the asset to a location and condition ready for use. 'Directly attributable' costs included in Software Works in Progress by the Directorate are the cost of initial delivery and handling costs of materials, installation and assembly costs, functional testing and professional fees.

Where intangible assets are acquired at no cost, or minimal cost, its cost is its fair value as at the date of acquisition. However, intangible assets acquired at no or minimal cost as part of a restructuring of administrative arrangements is measured at the transferor's book value.

Amortisation
Capitalised software has a finite useful life. Software is amortised on a straight-line basis over its useful life, over a period not exceeding 10 years. Amortisation commences when intangible assets are ready for their intended use.

Impairment
The Directorate assesses, at each reporting date, whether there is any indication that an intangible asset may be impaired. Intangible assets are also reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. However, intangible assets that are not yet available for use are tested annually for impairment regardless of whether there is an indication of impairment, or more frequently if events or circumstances indicate they might be impaired.

Impairment losses for intangible assets are recognised in the Operating Statement (see Note 11 *Other Expenses*), as intangibles are carried at cost. The carrying amount of the intangible asset is reduced to its recoverable amount.

Amortisation for intangible assets is determined as follows:

Class of Intangible Asset	**Amortisation Method**	**Useful Life (Years)**
Externally Purchased Software	Straight-line	3-5
Internal Generated Software	Straight-line	3-5

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2026

NOTE 15. INTANGIBLE ASSETS (CONTINUED)

Reconciliation of Intangible Assets 2025-26

	Internally Generated Software $'000	Externally Purchased Software $'000	Software Works in Progress $'000	Total $'000
Carrying Amount at the Beginning of the Reporting Period	**41**	**4,328**	**2,818**	**7,187**
Additions	-	-	7,418	**7,418**
Amortisation	(64)	(2,129)	-	**(2,193)**
Software Works in Progress Completed and Transferred to another class of Intangible Assets	311	58	(369)	**-**
Carrying Amount at the End of the Reporting Period	**288**	**2,257**	**9,867**	**12,412**
Carrying Amount at the End of the Reporting Period Represented by:				
Gross Book Value	22,208	15,862	9,867	**47,937**
Accumulated Amortisation	(21,920)	(13,605)	-	**(35,525)**
Carrying Amount at the End of the Reporting Period	**288**	**2,257**	**9,867**	**12,412**

Reconciliation of Intangible Assets 2024-25

	Internally Generated Software $'000	Externally Purchased Software $'000	Software Works in Progress $'000	Total $'000
Carrying Amount at the Beginning of the Reporting Period	**685**	**6,575**	**1,415**	**8,675**
Additions	-	-	1,403	**1,403**
Amortisation	(644)	(2,247)	-	**(2,891)**
Carrying Amount at the End of the Reporting Period	**41**	**4,328**	**2,818**	**7,187**
Carrying Amount at the End of the Reporting Period Represented by:				
Gross Book Value	21,965	16,332	2,818	**41,115**
Accumulated Amortisation	(21,924)	(12,004)	-	**(33,928)**
Carrying Amount at the End of the Reporting Period	**41**	**4,328**	**2,818**	**7,187**

In last year's financial statements this note included a 'Reconciliation of Intangible Assets from the Notes to the Amount on the Face of the Balance Sheet'. However, in this year's financial statements this reconciliation has been removed given the Capital Works in Progress line item on the face of the Balance Sheet has been removed and therefore the total amount of Intangible Assets in this note matches the amount included in the Intangible Asset line item included on the face of the Balance Sheet.

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2026

LIABILITY NOTES

NOTE 16. PAYABLES AND CONTRACT LIABILITIES

Description and Material Accounting Policies Relating to Payables and Contract Liabilities

Payables
Payables include Trade Payables and Accrued Expenses.

Payables are initially recognised at fair value based on the transaction cost and, subsequent to initial recognition at amortised cost, with any adjustments to the carrying amount being recorded in the Operating Statement. All amounts are now normally settled within 14 days after the invoice date given the ACT Government accelerated the payments of invoices for local enterprises recognising the importance of cash flow to small and medium enterprises.

Contract Liabilities
Contract liabilities relate to consideration received in advance from customers in respect of revenue and Grants with Sufficiently Specific Performance Obligations. When an amount of consideration is received from a customer prior to the Directorate transferring a good or service to the customer, the balance of the consideration which has not been transferred is presented as a contract liability.

	2026 $'000	2025 $'000
Current Payables and Contract Liabilities		
Current Payables		
Trade Payables	705	565
Accrued Expenses [a]	12,808	10,144
Total Current Payables	**13,513**	**10,709**
Current Contract Liabilities		
Amounts Received Related to Funding with Sufficiently Specific Performance Obligations where the Performance Obligations have not yet been Satisfied [b]	69	1,318
Total Current Contract Liabilities	**69**	**1,318**
Total Current Payables and Contract Liabilities	**13,582**	**12,027**
Total Payables and Contract Liabilities	**13,582**	**12,027**

a) The increase is mainly due to accruals relating to the Territory-wide operational telecommunications network services and various ICT capital projects, including the *Replacement of ACT Courts Jury and Case Management System,* and ESA ICT system and infrastructure upgrades.
b) The decrease is mainly due to revenue recognition following completion of performance obligations for various grants programs including the Countering Violent Extremism program, the Wraparound Program and the Family Violence Safety Action Pilot.

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
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NOTE 16. PAYABLES AND CONTRACT LIABILITIES (CONTINUED)

	2026 $'000	2025 $'001
Payables are aged as follows:		
Not Overdue	13,088	10,446
Overdue for Less than 30 Days	469	258
Overdue for 30 to 60 Days	(44)	6
Overdue for more than 60 Days	-	(1)
Total Payables	**13,513**	**10,709**

Reconciliation of Contract Liabilities		
Contract Liabilities at the Beginning of the Reporting Period	1,318	1,568
Add: Payments received for performance obligations which have not yet been completed at the end of the Reporting Period	167	549
Less: Revenue recognised that was included in the Contract Liability balance at the beginning of the Reporting Period	(1,416)	(799)
Contract Liabilities at the End of the Reporting Period	**69**	**1,318**

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2026

NOTE 17. LEASE LIABILITIES

Description and Material Accounting Policies Relating to Lease Liabilities

The Directorate as Lessee

The Directorate has leases over a range of assets including motor vehicles, ICT equipment and public private partnership assets. There are several leasing arrangements that have resulted in the recognition of a lease liability while other leasing arrangements have not resulted in a liability being recognised. The below provides information relating to the leases in place and a split between those that have been taken up as a lease liability and those that have not.

Leases that have resulted in the Directorate recognising a lease liability are as follows:

Terms and Conditions of Leases

Motor vehicles and ICT equipment	The Directorate holds 87 leases for vehicles as of 30 June 2026 (71 vehicles in 2024-25). The terms vary from one to seven years. The motor vehicle leases allow for extensions, but have no terms of renewal or purchase options, nor escalation clauses. The leases for ICT equipment generally do not have extension or renewal options. Where the lease contains a purchase option, the purchase price is included in the lease liability where the Directorate believes it is reasonably certain that the purchase option will be exercised.
Public Private Partnership (PPP)	For detail on the arrangement refer to Note 14 *Property, Plant and Equipment*.

Leases that have not resulted in the Directorate recognising a lease liability are as follows:

Terms and Conditions of Leases

Building leases – office accommodation	The Directorate occupies six office buildings for which leases are managed by iCBR. A lease asset and lease liability have been recognised by ACTPG for these office buildings in accordance with ACT Government Office Accommodation Accounting Policy, and as such, the Directorate has not recognised a lease liability for these buildings.
IT equipment	The Directorate has numerous leases for IT equipment and has determined that these leased assets are low value and as such has used the exemption for leases of low value assets. Therefore, the Directorate does not take up a lease liability for these leases but instead accounts for the cost of these leases as an expense through the Operating Statement as incurred. Where the lease contains a purchase option, the purchase price is included in the lease liability where the Directorate believes it is reasonably certain that the purchase option will be exercised.

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2026

NOTE 17. LEASE LIABILITIES (CONTINUED)

At inception of a contract, the Directorate assesses whether a lease exists, that is, does the contract convey the right to control the use of an identified asset for a period of time in exchange for consideration.
This involves an assessment of whether:

- the contract involves the use of an identified asset – this may be explicitly or implicitly identified within the agreement. If the supplier has a substantive substitution right then there is no identified asset;
- the Directorate has the right to obtain substantially all of the economic benefits from the use of the asset throughout the period of use; and
- the Directorate has the right to direct the use of the asset i.e. decision making rights in relation to changing how and for what purpose the asset is used.

The lease liability is initially measured at the present value of the remaining lease payments at the commencement of the lease.

Lease liabilities include the net present value of the following lease payments:

- fixed payments (including in-substance fixed payments), less any lease incentive receivables;
- variable lease payments that are based on an index or a rate, initially measured using the index or rate as at the commencement date;
- amounts expected to be payable by the lessee under residual value guarantees;
- the exercise price of a purchase option if the lessee is reasonably certain to exercise that option; and
- payments of penalties for terminating the lease, if the lease term reflects the lessee exercising that termination option.

Subsequent to initial recognition, the lease liability is measured at amortised cost using the effective interest rate method. The lease liability is remeasured where there is a lease modification, change in estimate of the lease term or index upon which the lease payments are based (e.g. CPI) or a change in the Directorate's assessment of lease term.

Lease payments to be made under reasonably certain extension options are also included in the measurement of the liability.

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, a rate that reflects the lessee's incremental borrowing rate is used, which is in line with ACT Government Accounting Policy.

Where the non-lease components have been separated, they are recognised as an expense as incurred in the operating statement.

Exemptions to Lease Accounting

The Directorate has elected to apply the exemptions to lease accounting for both short-term leases (i.e. leases with a term of less than or equal to 12 months) and leases of low-value assets (below $10,000). The Directorate recognises the payments associated with these leases as an expense on a straight-line basis over the lease term.

Justice and Community Safety Directorate
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NOTE 17. LEASE LIABILITIES (CONTINUED)

The details of the Directorate's leases are shown within the schedules below.

	2026 $'000	2025 $'000
Current Lease Liabilities		
Motor Vehicles	1,373	1,113
Public Private Partnership	4,271	3,954
Lease Incentives	-	5
Total Current Lease Liabilities	**5,644**	**5,072**
Non-Current Lease Liabilities		
Motor Vehicles	2,327	1,963
Public Private Partnership	142,652	146,923
Total Non-Current Lease Liabilities	**144,979**	**148,886**
Total Lease Liabilities	**150,623**	**153,958**

	2026 $'000	2025 $'000
Reconciliation of Leases Liabilities		
Opening Balance of Lease Liabilities	153,958	156,421
Add: Additional Lease Liabilities taken up in the Current Reporting Period	2,074	2,277
Less: Reduction in the Principal of the Liability	(5,409)	(4,740)
Closing Balance of Lease Liabilities	**150,623**	**153,958**

The Directorate had total cash outflows relating to repayment of lease liabilities – principal of $5.4m and borrowing costs of $11.2m in 2025-26 ($4.7m and $11.4m in 2024-25).

	2026 $'000	2025 $'000
Maturity Analysis for Lease Liabilities (Including interest)		
All amounts appearing in the following maturity analysis are shown on an undiscounted cash flow basis.		
1 Year or Less	16,249	15,995
Over 1 Year to 5 Year	61,832	61,468
Over 5 Years	180,881	195,757
Total Lease Liabilities	**258,962**	**273,220**

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
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NOTE 18. EMPLOYEE BENEFITS

Description and Material Accounting Policies Relating to Employee Benefits Liabilities

As at 30 June 2026, the Directorate employed 2,426 Full Time Equivalent (FTE) staff. There were 2,359 FTE as at 30 June 2025. These FTE numbers exclude retired judges for which pension payments are recorded in the Directorate's Territorial financial statements.

Accrued Wages and Salaries
Accrued wages and salaries are measured at the amount that remains unpaid to employees at the end of the reporting period.

Annual and Long Service Leave
Annual and Long service leave including applicable on-costs that are not expected to be wholly settled before twelve months after the end of the reporting period when the employees render the related service are measured at present value. The present value is determined based on the estimated future payments to be made in respect of services provided by employees up to the end of the reporting period. Consideration is given to the future wage and salary levels, experience of employee departures and periods of service. At the end of each reporting period, the present value of future annual leave and long service leave payments is estimated using market yields on Commonwealth Government bonds with terms to maturity that match, as closely as possible, the estimated future cash flows.

Annual leave liabilities have been estimated on the assumption that they will be wholly settled within three years. This financial year the rate used to estimate the present value of future:

i. annual leave payments is 98.0% as at 30 June 2026 (99.5% in the previous financial year); and
ii. payments for long service leave is 95.5% as at 30 June 2026 (100.1% in the previous financial year).

The long service leave liability is estimated with reference to the minimum period of qualifying service. For employees with less than the required minimum period of qualifying service (i.e. 7 years for employees under 55 years and 1 year for employees 55 years or older), the probability that employees will reach the required minimum period has been taken into account in estimating the provision for long service leave and applicable on-costs.

On-costs only become payable if the employee takes annual and long service leave while in service, the probability that employees will take annual and long service leave while in service has been taken into account in estimating the liability for on-cost.

Significant judgements have been applied in estimating the annual and long service leave liabilities, given that the Directorate uses the Whole-of-Government present value, probability and on-cost factors. These factors are issued by ACT Treasury and apply to all ACT Government Agencies. ACT Treasury organises an actuarial review to be undertaken every three years by the Australian Government Actuary to estimate each of these factors. The latest assessment was released by ACT Treasury in June 2025, with the next review expected to be undertaken by late 2027.

Annual leave and long service leave liabilities are classified as current liabilities in the Balance Sheet where there are no unconditional rights to defer the settlement of the liability for at least 12 months. Conditional long service leave liabilities are classified as non-current because the Directorate has an unconditional right to defer the settlement of the liability until the employee has completed the requisite years of service.

Flextime Liability
The Flextime liability is expected to be wholly settled within twelve months after the end of the reporting period, and as such is measured at nominal value based on the remuneration rates that the Directorate expects to pay when the liability is settled. Judgement has been applied in estimating the Flextime liability, using a Whole-of-Government 'Flextime Shorthand Method'. This shorthand method involves taking the total adjusted wages and salaries expense for eligible employees and assumes they have a maximum flextime liability based on an employee's normal weekly hours of duty. The maximum liability for flextime credits is capped at the employee's normal weekly hours required to be paid out upon cessation of their employment in accordance with the relevant Enterprise Agreements. In calculating its flextime liability, the Directorate has adjusted total wages and salaries by excluding overtime, penalties, and allowances, which represent approximately 13% of total wages and salaries. This adjustment provides a more accurate estimation of the flextime liability.

The flextime liability is classified as a current liability in the Balance Sheet as the Directorate does not have an unconditional right to defer the settlement of the liability for at least 12 months.

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
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NOTE 18. EMPLOYEE BENEFITS (CONTINUED)

Superannuation Liability
The employer superannuation benefits payable to Directorate employees, who are members of the defined benefit CSS or PSS Schemes, are recognised in the financial statements of the Superannuation Provision Account.

Current Employee Benefits	**2026 $'000**	**2025 $'000**
Annual Leave	58,076	57,009
Long Service Leave	58,286	57,262
Accrued Salaries	17,358	15,216
Flextime	2,679	3,860
Accrued Other Benefits	106	102
Total Current Employee Benefits	**136,505**	**133,449**
Non-Current Employee Benefits		
Long Service Leave	6,752	6,504
Total Non-Current Employee Benefits	**6,752**	**6,504**
Total Employee Benefits	**143,257**	**139,953**
Estimate of when Leave is Payable		
Estimated Amount Payable within 12 months		
Annual Leave	30,994	29,448
Long Service Leave	5,956	6,178
Accrued Salaries	17,464	15,318
Flextime	2,679	3,860
Total Employee Benefits Payable within 12 months	**57,093**	**54,804**
Estimated Amount Payable after 12 months		
Annual Leave	27,082	27,561
Long Service Leave	59,082	57,588
Total Employee Benefits Payable after 12 months	**86,164**	**85,149**
Total Employee Benefits	**143,257**	**139,953**

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
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NOTE 19. OTHER PROVISIONS

Description and Material Accounting Policies Relating to Other Provisions

Provisions are recognised when the Directorate has a present legal or constructive obligation. It is probable that an outflow of resources will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Provision for Restoration of Contaminated Sites

Per-and poly fluoroalkyl substances (PFAS) are man-made chemicals that have been used in industry and consumer products worldwide since the 1950s. They have been used in some firefighting foams, non-stick cookware, stain-resistant fabrics, some cosmetics, and products that resist grease, water, and oil. In ACT, the use of PFAS containing firefighting foam was phased out by 2005.

Detailed site investigations undertaken by the Directorate at the below eight Emergency Services Agency sites confirm that PFAS concentration levels currently exceed the recommended threshold for ecological and or human levels which are measured in accordance with the National Environment Management Plan (NEMP) standards. These eight sites used PFAS foam products in the past during their operations:

1. Kambah co-located facility
2. Forrest ACT Fire and Rescue (ACTF&R) museum and residence
3. Fyshwick co-located facility
4. Phillip ACTF&R
5. Ainslie ACTF&R
6. Chisholm ACTF&R
7. Gungahlin Joint Emergency Service Centre (JESC)
8. Greenway ambulance station (former ACTF&R site).

The remediation of the Kambah site was completed in 2025-26. The Directorate has recognised a provision for the estimated costs of removal and remediation works at the remaining seven PFAS-affected sites and associated adjacent impacted areas.

This provision is based on the best estimate of the costs to undertake works for each site based on the various levels of remediation required. These include:

- preliminary and detailed site investigations with environmental assessments;
- intrusive testing of known sites that have identified contamination levels;
- remediation works (including appropriate contingency) which includes but not limited to excavation, removal, disposal of contaminated materials, civil and building works, installation of protective barriers; and
- other associated costs including resources to oversee and manage the project.

The cost is reviewed annually by the Directorate based on the actual costs incurred for the most recent remediation works adjusted for consumer price index (CPI), any new findings for the sites and their adjacent affected areas and quotation received for new works. Given that these works will take place over a two to three-year period, the present value of this cost estimate has been used as the initial value of the provision.

Preliminary investigations at ACT Rural Fire Service (ACTRFS) sites were completed during 2025-26. Based on the findings of the draft investigation reports, The Directorate assessed that no provision is required as at 30 June 2026 because no present remediation obligation had been identified. Any matters arising from the finalisation of the reports will be assessed in future reporting periods. Refer to Note 24 *Contingent Liabilities and Contingent Assets* for further information.

The Directorate has also made provision for the removal of decommissioned fuel tanks at five sites. The provision for the removal of underground fuel tanks at these sites has been estimated using quotations received for the Fyshwick site, adjusted for CPI movements to reflect current cost levels.

Provision for Make Good

The Directorate has entered into lease agreements for office space in Civic and Fairbairn. There are clauses within the lease agreement which require the Directorate, upon cessation of the tenancy, to return the office space to the condition it was in before it was leased (this is referred to as 'make good'). The tenancy runs for different periods between 8 to 20 years.

The provision for make good is measured at the present value of the estimated expenditure required to remove the leasehold improvements. This is calculated by discounting its nominal value using a rate that reflects a current market assessment of the risk specific to the liability. This initial estimate of the restoration costs has been capitalised into the cost of the building.

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2026

NOTE 19. OTHER PROVISIONS (CONTINUED)

Provision for Victims Services Scheme (VSS)

The Directorate administers the VSS in accordance with the *Victims of Crime Act 1994 (ACT)* and *Victim of Crimes Regulation 2000 (ACT)*. The VSS coordinates counselling and therapeutic support to people affected by crime in the ACT. The provision of counselling and therapeutic assistance is an administrative entitlement-based scheme governed by the Victims of Crime Regulation. Alongside this, the VSS also provides information, advocacy and referrals to victims of crime, working closely to support and provide a range of services to assist victims with their recovery.

VSS does not assess formal applications for counselling. Once the eligibility of a victim is established as per the legislative scheme, VSS coordinates the provision of counselling and therapeutic services. Engagement is initiated through referrals by clients via self-referral or by another agency such as Australian Capital Territory (ACT) Policing. The Directorate has recognised a provision for the VSS based on the estimated future costs of therapeutic support services to eligible victims.

In 2025-26 the Directorate undertook an actuarial assessment to estimate the liability for VSS. The Directorate has recognised a provision of $22.6m for VSS during 2025-26, $19.6m during 2024-25 and $19.6m during 2023-24. Refer to Note 4 - *Change in Accounting Policy and Accounting Estimates, and Correction of a Prior Period Error*.

The Directorate's provision in relation to the VSS comprises:

(1) VSS applications not yet paid; and
(2) VSS incurred but not reported (IBNR) applications.

For category (1), there is either a constructive obligation arising from past events (for VSS referrals received but not yet approved), or a legal obligation arising from the approval of the therapeutic service provision (for VSS therapeutic support approved but services not yet attended). For category (2) outlined above, a constructive obligation exists as past practice and legislation create a valid expectation that eligible victims will receive therapeutic support under VSS.

The provision has been measured based on the Directorate's best estimate of the cost to settle the obligation as follows:

- VSS applications not yet paid – for VSS referrals received but not yet approved, the proportion of VSS referrals that are expected to be approved, and the corresponding cost of services, based on historical data. For approved therapeutic service provision, the approved cost of service.
- VSS IBNR applications – the residual portion of VSS applications (i.e. applications not yet captured or processed in other stages) expected to be approved, and the expected value associated with the cost of service.

		Restated [a]
	2026	**2025**
	$'000	**$'000**
Current Other Provisions		
Provision for Removal of Underground Fuel Tanks, Contamination Assessment and Remediation [b]	17,448	21,031
Provision for Make Good	216	191
Provision for Victim Services Scheme [c]	3,590	2,900
Total Current Other Provisions	**21,254**	**24,122**
Non-Current Other Provision		
Provision for Make Good	4,531	4,549
Provision for Victim Services Scheme [c]	18,980	16,700
Total Non-Current Other Provision	**23,511**	**21,249**
Total Other Provisions	**44,765**	**45,371**

a) The amounts in 2024-25 have been restated for the error set out in Note 4 relating to the recognition of a provision for the VSS liability.
b) The provision decreased by $3.6m, primarily due to the extinguishment of the remediation obligation for the Kambah site upon completion of the required works during the year.
c) The increase is mainly due to changes in actuarial assumptions and claims experience, and additional applications recognised during the year.

Justice and Community Safety Directorate
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NOTE 19. OTHER PROVISIONS (CONTINUED)

Reconciliation of Provisions as at 30 June 2026

	Provision for				
	Restoration of Fuel Tank Contaminated Sites $'000	Restoration of PFAS Contaminated Sites $'000	Make Good $'000	Victim Services Scheme [d] $'000	Total $'000
Provision at the Beginning of the Reporting Period	**1,688**	**19,343**	**4,740**	**19,600**	**45,371**
Additional Provision recognised	48	-	32	3,270	**3,350**
Reduction in Provision as a Result of Payments	-	(3,241)	-	(4,300)	**(7,541)**
(Decrease)/Increase in Provision due to reassessment	-	(390)	-	3,410	**3,020**
Change in discount rate	-	-	(25)	590	**565**
Provision at the End of the Reporting Period	**1,736**	**15,712**	**4,747**	**22,570**	**44,765**

d) The opening balance of the VSS provision has been restated to reflect the correction of a prior-period error. Refer to Note 4 for further information.

NOTE 20. OTHER LIABILITIES

Description and Material Accounting Policies Relating to Other Liabilities

Liabilities Arising from Assets being Constructed or Acquired which will be Controlled by the Directorate
Liabilities relating to funding received in advance from the City and Environment Directorate (CED), for the installation of electric vehicle charging infrastructure. These works will be recognised as assets and controlled by the Directorate when complete. The liability is reducing as revenue is recognised on a costs-incurred basis over the course of replacement in accordance with the satisfaction of the performance obligation which is over time as the Directorate receives the benefit as the work is performed.

	2026 $'000	2025 $'000
Current Other Liabilities		
Liabilities under Transfers to Acquire or Construct Non-Financial Assets to be Controlled by the Directorate	514	214
Total Current Other Liabilities	**514**	**214**
Total Other Liabilities	**514**	**214**

Reconciliation of Unearned Capital Grants arising from the transfer to acquire or construct non-financial assets to be controlled by the Directorate

Unearned grants to Acquire or Construct Assets at the beginning of the Financial Year	214	270
Add: Grant received during the financial year for capital works	300	-
Less: Recognition of grant income for capital works completed during the Financial Year	-	(56)
Total unearned grants to Acquire or Construct Assets at the end of the Financial Year	**514**	**214**

Justice and Community Safety Directorate
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OTHER NOTES

NOTE 21. RESTRUCTURE OF ADMINISTRATIVE ARRANGEMENTS

Description and Material Accounting Policies Relating to Restructure of Administrative Arrangements

A restructure of administrative arrangements (AAs) is the reallocation or reorganisation of assets, liabilities, activities and responsibilities amongst the agencies that the government controls as a consequence of a rearrangement in the way in which activities and responsibilities are prescribed under legislation or other authority.

AAs do not apply to the transfer of individual assets between agencies, but instead they involve the transfer of an integrated set of activities, mainly for the purpose of reducing overall costs or providing other economic benefits to the community. They involve a discrete function being transferred between agencies. As such, AAs often involve the transfer of appropriations, staff, bank accounts, assets and liabilities. AA transfers are classified as contributions by/distribution to owners and as such are accounted for as an equity transfer. AA transfers are measured at the carrying value recorded by the transferor immediately prior to the transfer.

Restructures of Administrative Arrangements 2025-26

There were no restructures impacting the Directorate in 2025-26.

Restructures of Administrative Arrangements 2024-25

The ACT Government issued *2024-25 Administrative Arrangements Order (No 1)* (AA) *on* 7 November 2024. This resulted in a restructure within the ACT Government, leading to the movements of capital projects and functions between multiple directorates. This involved the transfer of Tier 1 and Tier 2 capital projects from the Directorate to iCBR with the below projects specifically noted in the instrument:

- Molonglo Joint Emergency Services Station
- Casey Joint Emergency Services Station

As a result of these administrative arrangements 6 employees and the *Well-prepared emergency services – Molonglo Station and Casey Station* project were transferred to iCBR.

In accordance with the *Financial Management Act 1996* (FMA), to mitigate the risk of material misstatement because of the complexity of transferring large capital projects and funding balances across multiple directorates, ensure faithful representation, and maintain comparability across the ACT Government, a transfer date of 31 December 2024 was adopted. This date was selected to comply with the reporting requirements under the FMA and relevant Accounting Standards, providing the directorates sufficient time to accurately recognise the impact of these transfers in the correct financial period. The use of a different transfer date is permitted by the FMA and has an immaterial impact on the transferred balances. The transfer of appropriation was based on balances as at 31 December 2024.

Assets and Liabilities

Assets and liabilities transferred to iCBR as part of a restructuring of administrative arrangement are recognised at the Directorate's carrying amount. The amounts are agreed with the iCBR prior to the transfer. The assets and liabilities transferred as part of the restructuring of administrative arrangements at the dates of transfer were as follows:

	Transferred Amounts
	2024-25
	$'000
Assets	
Capital Works in Progress	4,640
Total Assets Transferred	**4,640**
Liabilities	
Employee Benefits	118
Total Liabilities Transferred	**118**
Total Net Assets Transferred	**4,522**

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
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NOTE 22. FINANCIAL INSTRUMENTS

Material Accounting Policies Relating to Financial Instruments

Details of the material accounting policies and methods adopted, including the criteria for recognition, the basis of measurement, and the basis on which income and expenses are recognised, with respect to each class of financial asset and financial liability are disclosed in the note to which they relate. In addition to these policies, the following are also accounting policies relating to financial assets and liabilities.

Financial assets are subsequently measured at amortised cost, fair value through other comprehensive income or fair value through profit or loss on the basis of both:

(a) the business model for managing the financial assets; and
(b) the contractual cash flow characteristics of the financial assets.

The following are the classification of Directorate's financial assets under AASB 9 *Financial Instruments*:

Items	Business Model Held to collect principal and interest/sell	Solely for payment of Principal and Interest SPPI Test (basic lending characteristics)	Classification
Cash	Held to collect	Yes	Amortised cost
Accounts Receivables	Held to collect	Yes	Amortised cost
Accrued Revenue	Held to collect	Yes	Amortised cost

Financial liabilities are measured at amortised cost.

Liabilities and assets that are not contractual (such as GST receivables, fees and fines which are statutory requirements imposed by governments) are not financial liabilities or financial assets.

Interest Rate Risk
Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

The Directorate's financial assets and financial liabilities are not exposed to significant movements in interest rates, accordingly, interest rate risk is minimal.

Sensitivity analysis
A sensitivity analysis has not been undertaken for the interest rate risk of the Directorate as it is not exposed to any material movements in interest rates. There have been no changes to risk exposure or processes for managing risks since the last financial reporting period.

Credit Risk
Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss. The Directorate's credit risk is limited to the amount of the financial assets it holds net of any provision for impairment.

Credit risk is managed by the Directorate for cash at bank by holding bank balances with the ACT Government's appointed transactional bank, Westpac Banking Corporation (Westpac). S&P Global Ratings has assigned a AA- issuer credit rating to Westpac. A 'AA'- credit rating means the obligor has a very strong to strong capacity to meet its financial commitments.

The Directorate's receivables cover outstanding debts owed by other ACT Government agencies and external parties and these receivables are unsecured. Inter-agency receivables between ACT Government agencies are generally expected to have low credit risks and therefore the Directorate does not recognise any loss allowance for receivables collectible from other ACT Government agencies consolidated into the whole-of-government financial statements. In relation to receivables from external parties, a significant portion relate to individuals who have received ambulance transport. The Directorate's receivables are dispersed across many individual debtors, therefore there is no significant concentration of receivables. The Directorate manages the credit risk through ongoing debt recovery action undertaken by Shared Services and the review of the collectability of receivables by debt recovery measures and/or payment by instalments.

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2026

NOTE 22. FINANCIAL INSTRUMENTS (CONTINUED)

Credit Risk - Continued
The Directorate uses the lifetime expected credit loss (simplified approach) under AASB 9 *Financial Instruments* to estimate the amount of receivables that will not be received.

The majority of the Directorate's receivables are statutory ambulance, fire safety and fire services fees, therefore have been excluded from the total financial assets disclosed in this note.

Liquidity Risk
Liquidity risk is the risk that the Directorate will encounter difficulties in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset. To limit its exposure to liquidity risk, the Directorate ensures that it does not have a large portion of its financial liabilities maturing in any one reporting period and that, at any particular point in time, it has a sufficient amount of current financial assets to meet its current financial liabilities. Also, the Directorate is able to draw down additional Controlled Recurrent Payments in the next reporting period to cover its financial liabilities when they fall due. This ensures the Directorate has enough liquidity to meet its emerging financial liabilities. See the maturity analysis below for further details of when financial liabilities mature.

The Directorate exposure to liquidity risk and the management of this risk has not changed since the previous reporting period.

Price Risk
Price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices, whether these changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market. The Directorate is not exposed to any price risk.

The Directorate exposure to price risk and the management of this risk has not changed since last reporting period.

Sensitivity analysis
A sensitivity analysis has not been undertaken for the price risk of the Directorate as it has been determined that the possible impact on profit and loss or total equity from fluctuations in price is immaterial.

Fair value of Financial Assets and Liabilities
The carrying amount of financial assets and financial liabilities of the Directorate approximate their fair value with the exception of Investments with the Territory Banking Account. The below table shows the difference between the carrying amount and fair value of these investments:

	Note No	Carrying Amount 2026 $'000	Fair Value 2026 $'000	Carrying Amount 2025 $'000	Fair Value 2025 $'000
Financial Assets					
Cash	12	31,057	31,057	24,407	24,407
Receivables [a]	13	8,430	8,430	8,473	8,473
Total Financial Assets		**39,487**	**39,487**	**32,880**	**32,880**
Financial Liabilities					
Payables	16	13,513	13,513	10,709	10,709
Borrowings		348	348	397	397
Total Financial Liabilities		**13,861**	**13,861**	**11,106**	**11,106**

a) The Directorate's receivables comprise of ambulance, fire safety and fire services fees. These have been excluded from the total financial assets disclosed in this note.

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2026

NOTE 22. FINANCIAL INSTRUMENTS (CONTINUED)

The following tables set out the Directorate's maturity analysis for financial liabilities as well as the exposure to interest rates, including the weighted average interest rates by maturity period at 30 June 2026 and 30 June 2025 respectively. Except for non-current payables, financial liabilities which have a floating interest rate or are non-interest bearing will mature in one year or less. All amounts appearing in the following maturity analysis are shown on an undiscounted cash flow basis.

	Note No.	Weighted Average Interest Rate %	Floating Interest Rate $'000	Fixed Interest Maturing In: 1 Year or Less $'000	Over 1 Year to 5 Years $'000	Over 5 Years $'000	Non-Interest Bearing $'000	Total $'000
2026								
Financial Liabilities								
Payables	16	-	-	-	-	-	13,513	**13,513**
Borrowings [a]		1.28%	-	52	223	73	-	**348**
Total Financial Liabilities			**-**	**52**	**223**	**73**	**13,102**	**13,861**
2025								
Financial Liabilities								
Payables	16	-	-	-	-	-	10,709	**10,709**
Borrowings [a]		1.28%	-	49	216	132	-	**397**
Total Financial Liabilities			**-**	**49**	**216**	**132**	**10,709**	**11,106**

a) The interest rate used is the market rate as determined at the time of the concessional loan being recognised in 2022-23.

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2026

NOTE 23. COMMITMENTS

Description and Material Accounting Policies Relating to Commitments

Commitments are a firm intention but not a present obligation, at the end of the reporting period to incur future expenditure. As such, commitments do not constitute a liability. Commitments usually arise from contracts but can arise from other things like placing an order.

Commitments are measured at their nominal value and are inclusive of GST.

ACT Courts Facilities Public Private Partnership (PPP)
Under the terms of the PPP arrangement, the Directorate will pay monthly service payments to the Consortium during the Services Phase. The payments will include amounts for:

- the servicing of debt and equity raised by the Consortium to finance the construction of the Courts (including interest);
- the provision of services by the Consortium (for example cleaning, security and transcription services related to the court);
- insurance costs;
- maintenance costs; and
- lifecycle costs.

The term of the Agreement expires in August 2043. There is no extension rights included in the Agreement. At the conclusion of the concession period, the constructed assets will become wholly the property of the Directorate.

Where the Project Agreement is terminated before the natural expiry of the Services Phase, the Consortium may be entitled to a termination payment. Compensation payments to be made on termination are calculated in accordance with the Termination Payments Schedule of the Project Agreement. The amount of any payment due from the Territory will depend on the circumstances of the termination (i.e. for fault, for convenience, or force majeure) and the stage of the project (i.e. construction of service delivery stages). The amount of the termination payment can be established in two ways:

- through an open market tender to deliver the contract over the remaining term; or
- by an appointed independent expert appointed by the parties.

Open market tender is only applicable (at the Territory's election) under a termination for fault scenario and where a market exists for the project. There are no specific provisions in the contract for negotiations, although in practice a negotiation may occur. Both parties are also able to make submissions to the independent expert and engage in conferences to argue their respective positions.

The Project Agreement can be terminated because of a default Termination Event or a Force Majeure Termination Event (including an uninsurable event) by the Directorate for Convenience.

In addition to triggering termination rights (or potential termination rights), events of Major Default and Default Termination Events may trigger additional Territory rights and remedies including the right to step-in to remedy the situation (i.e. the right to assume control and management of the Project, the Works or the Services).

For more detail on the arrangement refer to Note 14 *Property, Plant and Equipment*.

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2026

NOTE 23. COMMITMENTS (CONTINUED)

Capital Commitments

Capital commitments contracted at reporting date that have not been recognised as liabilities, are payable as follows:

	2026 $'000	2025 $'000
Capital Commitments		
Within one year	10,580	4,934
Later than one year but not later than five years	7,743	1,072
Total Capital Commitments [a]	**18,323**	**6,006**

Other Commitments

Other commitments contracted at reporting date that have not been recognised as liabilities, are payable as follows:

Within one year	44,460	29,089
Later than one year but not later than five years	45,970	22,474
Later than five years	2,824	2,865
Total Other Commitments [b]	**93,254**	**54,428**

a) The increase of $12.3m from 2024-25 is mainly due to new capital commitments for the ESA Vehicle Replacement Program.
b) The increase is mainly due to the new National Access to Justice Partnership contract ($27.9m) as well as new and amended contractual arrangements within ESA, including a $6.4m variation to the Program Facility Management contract.

Public Private Partnerships (PPP) Commitments

The facilities management and support service fees included in the PPP agreement with Juris Partnership (the Consortium), as outlined in Note 17 *Lease Liabilities*, have been disclosed as an Operational Commitment.

	PPP Commitments excluding GST		PPP Commitments including GST	
	2026 $'000	2025 $'000	2026 $'000	2025 $'000
Within one year	31,931	27,297	35,124	30,027
Later than one year but not later than five years	98,389	107,831	108,228	118,614
Later than five years	349,399	369,907	384,339	406,898
Total Public Private Partnership Commitments [c, d]	**479,719**	**505,035**	**527,691**	**555,539**

c) The PPP Finance Lease Commitments are exclusive of GST.
d) The decrease of $25.3m from 2024-25 is mainly due to one less year of the PPP contract.

Justice and Community Safety Directorate
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For the Year Ended 30 June 2026

NOTE 24. CONTINGENT LIABILITIES AND CONTINGENT ASSETS

Material Accounting Policies Relating to Contingent Liabilities and Contingent Assets

Contingent Liabilities

Legal Matters

The Directorate is subject to 138 legal claims (2024-25 – 139 legal claims). The Directorate is potentially liable for $3.1 million (2024-25 - $2.1 million), which represents a total amount of $11.9 million less the amount covered by the ACT Insurance Authority (ACTIA) of $9.2 million plus excess on legal matters covered by ACTIA ($0.4 million). If the Directorate, under the arrangements with ACTIA, pays the full amount of a successful claim, the amount less the excess amount (which is variable depending on the type of matter) is reimbursed to the Directorate by ACTIA. The estimated actuarially assessed liability covered by ACTIA is included in ACTIA's financial statements

Per-and poly fluoroalkyl substances

The Directorate has recognised a provision for the removal of decommissioned fuel tanks and per-and poly fluoroalkyl substances (PFAS) contamination assessment and remediation on Emergency Service Agency sites (refer Note 19 O*ther Provisions*). This provision is associated with the progressive assessment of PFAS contaminated sites and the potential level of remediation that may be required.

Further intrusive soil testing may identify contamination of a site/s which require further management including remediation. In addition to the provision made under Note 19 *Other Provisions*, the possible cost associated with further management and/or remediation cannot to be determined until the tanks are removed and the PFAS assessments are completed for each known site.

Preliminary PFAS investigations at six ACTRFS sites were completed during 2025-26. The draft findings did not identify any unacceptable human health or ecological risks requiring remediation.

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2026

NOTE 25. THIRD PARTY MONIES

Description and Material Accounting Policies Relating to Third Party Monies

The Directorate manages several trust accounts, and each has a specific purpose. There are no assets or liabilities other than cash in relation to these trust accounts. Therefore, the information below provides cash disclosures of the trust activities during the year and the financial position at the reporting date.

The Directorate holds these trust monies in a custodial capacity. As such, the trust monies cannot be used to achieve the Directorate's own objectives and are not recognised in the Directorate's financial statements.

Directorate General Trust – combines several trust accounts with the main trust accounts as follows:

- The Confiscated Assets Trust- This trust holds the proceeds of crime as confiscated under the *Confiscation of Criminal Assets Act 2003* by the Australian Federal Police or other police jurisdictions so that they can be applied to various crime prevention activities as determined by the Minister from time-to time.
- Motor Vehicle Dealer's Compensation Fund – This trust is to provide a means to compensate persons other than trade owner who suffer financial loss in connection with a motor vehicle because of the failure of a licensed dealer to comply with an obligation imposed on them by the *Sale of Motor Vehicles Act 1977* or because of the failure of a licensed dealer to pass an unencumbered title to the vehicle.

The Rental Bonds Trust holds all the residential tenancy bonds deposited under *Residential Tenancies Act 1997*. Rental Bonds are effectively third-party monies and are held until a residential tenancy agreement terminates upon which time it is determined whether the monies should be returned in full or in part to the lessee or to pay any claims of the lessor.

Supreme Court Registrar and Magistrates Court Trusts hold monies ordered for deposit with the Court whilst a matter is pending. Once a decision is finalised by the Courts, monies will be returned.

Corrective Services Trust Account holds monies on behalf of detainees, sentenced and remanded, who can deposit monies for their personal use while they are on remand and detention. Monies earned while detained are also deposited to these trusts. These monies are released to the detainees when they are released.

Consumer Compensation Fund was established under the *Agents Act 2003*, where claimants who suffer financial loss because of a failure to account by a licensed property agent are entitled to claim compensation from the compensation fund for the loss.

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2026

NOTE 25. THIRD PARTY MONIES (CONTINUED)

The Directorate holds the following third party monies in trust:

Third Party Trust Monies	**2026**	**2025**
	$'000	**$'000**
Directorate General Trust Accounts		
Balance at the Beginning of the Reporting Period	5,502	7,063
Cash Receipts	1,414	2,049
Cash Payments	(2,462)	(3,610)
Balance at the End of the Reporting Period	**4,454**	**5,502**
Supreme Court Registrar's Trust Account		
Balance at the Beginning of the Reporting Period	2,709	2,058
Cash Receipts	30,960	10,815
Cash Payments	(32,519)	(10,164)
Balance at the End of the Reporting Period	**1,150**	**2,709**
Magistrates Trust Account		
Balance at the Beginning of the Reporting Period	410	245
Cash Receipts	1,423	669
Cash Payments	(1,609)	(504)
Balance at the End of the Reporting Period	**224**	**410**
Corrective Services Trust Account		
Balance at the Beginning of the Reporting Period	859	956
Cash Receipts	1,911	1,596
Cash Payments	(1,986)	(1,693)
Balance at the End of the Reporting Period	**784**	**859**
Rental Bonds Trust Account		
Balance at the Beginning of the Reporting Period	113,010	106,510
Cash Receipts	8,577	11,507
Cash Payments	(5,077)	(5,007)
Balance at the End of the Reporting Period	**116,510**	**113,010**
Consumer Compensation Fund		
Balance at the Beginning of the Reporting Period	3,500	3,500
Cash Receipts	155	159
Cash Payments	(155)	(159)
Balance at the End of the Reporting Period	**3,500**	**3,500**
Total Third Party Trust Monies held by the Directorate	**126,622**	**125,990**

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2026

NOTE 26. RELATED PARTY DISCLOSURES

Description and Material Accounting Policies Relating to Related Party Disclosures

A related party is a person that controls or has significant influence over the reporting entity or is a member of the Key Management Personnel (KMP) of the reporting entity or its parent entity and includes their close family members and entities in which the KMP and/or their close family members individually or jointly have controlling interests.

KMP are those persons having authority and responsibility for planning, directing and controlling the activities of the Directorate, directly or indirectly.

KMP of Directorate are the Portfolio Ministers, the Director-General, members of the Senior Management Committee and the Chief Finance Officer.

The Head of Service and the ACT Executive comprising the Cabinet Ministers are KMP of the ACT Government and therefore related parties of the Directorate.

This note does not include typical citizen transactions between the KMP and the Directorate that occur on terms and conditions no different to those applying to the general public.

(A) Controlling Entity
The Directorate is an ACT Government controlled entity.

(B) Key Management Personnel

B.1 Compensation of Key Management Personnel
Compensation of all Cabinet Ministers, including the Portfolio Ministers, is disclosed in the note on related party disclosures included in the ACT Executive's financial statements for the year ended 30 June 2026.

Compensation of the Head of Service is included in the note on related party disclosures included in the Chief Minister, Treasury and Economic Development Directorate's (CMTEDD) financial statements for the year ended 30 June 2026.

Compensation by the Directorate to KMP is set out below.

	2026 $'000	2025 $'000
Short-term employee benefits	2,355	2,274
Post employment benefits	509	597
Other long-term benefits	55	52
Total Compensation to KMP	**2,919**	**2,923**

B.2 Transactions with Key Management Personnel
There were no transactions with KMP that were material to the financial statements of the Directorate.

B.3 Transactions with parties related to Key Management Personnel
There were no transactions with parties related to KMP, including transactions with KMP's close family members or other related entities that were material to the financial statements of the Directorate.

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2026

NOTE 26. RELATED PARTY DISCLOSURES (CONTINUED)

(C) Transactions with other ACT Government Controlled Entities

The Directorate has entered into transactions with other ACT Government entities in 2024-25 and 2025-26 consistent with day-to-day business operations provided under varying terms and conditions. The notes to the Financial Statements provide the details of transactions with other ACT Government Entities. Below is a summary of the Material transactions with Other ACT Government Entities.

Revenue

- Appropriation (Statement of Appropriation) - The Directorate main ongoing source of funding is received from the ACT Government through the Territory Banking Account. This funding is in the form of Controlled Recurrent Payment appropriation, Payment for Expenses on Behalf of Territory appropriation and Capital Injection appropriation.
- Sales of Goods and Services from Contracts with Customers (Note 5) - The Directorate received revenue from other ACT Government agencies, including $18.3m in 2025-26 ($17.9m in 2024-25) for Professional Legal Services from various Government agencies and $1.4m in 2025-26 ($1.6m in 2024-25) for health services, including ambulance transport fees from Canberra Health Services.
- Grants and Contributions Income (Note 6) – The Directorate received $34.8m of goods and services in 2025-26 ($22.1m in 2024-25) from other ACT Government agencies, with majority relating to Resources Received Free of Charge from Digital Canberra (DCBR) previously part of CMTEDD of $14.8m for ICT services and from Infrastructure Canberra (iCBR) of $14.7m for property management services, enabling services and project management services.

Expenses

- Supplies and Services (Note 9) – The Directorate recognised expenses relating to resources received free of charge majority from DCBR of $14.8m and iCBR of $14.7m in 2025-26. The Directorate also paid $8.3m ($8.4m in 2024-25) to the ACT Insurance Authority for Insurance Premiums and $4.9m to DCBR for ICT charges.
- Transfer Payments to Government – Territorial – The Directorate collects fees and fines on behalf of the Territory which it then transfers back to Government. The transfer of these funds back to Government is made through the Territory Banking Account. The directorate transferred $12.3m to the Territory Banking Account in 2025-26 ($11.1m in 2024-25).

Assets

- Receivables (Note 13) - The Directorate recognised $3.4m in 2025-26 ($2.2m in 2024-25) of accounts receivable with other ACT Government Entities as at 30 June 2026, mainly for Professional Legal Services provided to various ACT Government entities.
- Inventories - The Directorate provided $2.0m of inventories to Canberra Health Services.

Liabilities

- Payables and Contract Liabilities (Note 16) - The Directorate recognised $2.6m in 2025-26 ($3.4m in 2024-25) of account payables and accrued expenses with other ACT Government entities as at 30 June 2026, mainly in relation to ICT expenses and audit fees.

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2026

NOTE 27. BUDGETARY REPORTING

Significant Accounting judgements and Estimates – Budgetary Reporting

Significant judgements have been applied in determining what variances are considered 'major variances'. Variances are considered to be major variances if both of the following criteria are met:

- The line item is a significant line item: where either the line item actual amount accounts for more than 10% of the relevant associated actual category amount (Income, Expenses, Assets, Liabilities and Equity totals) or more than 10% of the sub-element (e.g. Current Liabilities and Receipts from Operating Activities totals) of the financial statements; and
- The variances (original budget to actual) are greater than plus (+) or minus (-) 10% and $15 million for the financial statement line item.

Original Budget refers to the amounts presented to the Legislative Assembly in the original budgeted financial statements in respect of the reporting period. These amounts have not been adjusted to reflect supplementary appropriation or appropriation instruments.

Note: # in the 'Variance %' column represents a variance that is greater than 999 per cent or less than -999 per cent.

Balance Sheet Line Items	Variance Explanation	Actual 2026 $'000	Original Budget 2026 $'000	Variance $'000	Variance %
Property Plant and Equipment	1	725,452	621,648	103,804	17
Current Employee Benefits	2	136,508	113,164	23,344	21
Non-Current Other Provisions	3	23,511	874	22,637	#
Asset Revaluation Surplus	4	224,052	135,882	88,170	65

Variance Explanations

1. The variance of $103.8m is due to increase in fair value as a result of the revaluation of land, buildings, right-of-use buildings and leasehold improvements and the transfer of the Molonglo Emergency Services Station from iCBR to JACS.
2. The variance $23.3m is mainly due to higher accumulated leave balances, higher leave loading recognised at year-end, higher accrued salaries and unbudgeted flextime liability.
3. The variance of $22.6m is mainly due to the correction of prior period error relating to the Financial Assistance Scheme (FAS). Refer to Note 4. *Change in Accounting Policy and Accounting Estimates and Correction of Prior Period Error and Reclassification*.
4. The variance of $88.1m is mainly due to higher than budgeted asset revaluation increments arising from increases in land values, construction replacement costs and the valuation of the new Acton emergency services facility.

Statement of Cash Flow Line Items	Variance Explanation	Actual 2026 $'000	Original Budget 2026 $'000	Variance $'000	Variance %
Capital Injections	5	33,679	53,526	(19,847)	(37)

Variance Explanations

5. The variance of $19.8m is mainly due to the rollover of capital project funding to future years. See Statement of Appropriation.

Statement of Changes in Equity - these line items are covered in other financial statements.

Justice and Community Safety Directorate
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NOTE 28 DISAGGREGATED FINANCIAL INFORMATION BY OUTPUT

Description of Operating Statement Output Classes

Description of Operating Statement Output Class 1 – Justice Services

Policy Advice and Justice Programs: High quality policy, legislation, ministerial support and advice to portfolio Ministers, Cabinet and other agencies on justice and community safety matters. Administer security coordination and emergency management policy; and innovative justice and crime prevention programs (including First Nation Justice and the Restorative Justice Program) across Government and the community.

Legal Services to Government: High quality and timely legal advice and representation for the Attorney-General and Government.

Legislative Drafting and Publishing Services: Provision of high quality and timely legislative drafting and publishing services for ACT legislation and maintenance of the ACT legislation register.

Public Prosecutions: Prosecution of summary and indictable matters, at first instance and on appeal, provision of assistance to the Coroner, and provision of witness assistance services.

Protection of Rights: Provision of advocacy, complaints-handling, advice, community awareness raising and other services in connection with the promotion and protection of rights, especially for vulnerable members of society, through services provided by the ACT Human Rights Commission, including the Public Advocate of the ACT and Victim Support ACT. This output also includes services provided by the Aboriginal and Torres Strait Islander Children and Young People Commissioner and the Privacy Commissioner.

Description of Operating Statement Output Class 2 – Corrective Services

Provision of safe and secure custody for detainees with a strong focus on the delivery of rehabilitative, educational and vocational programs, effectively managing unsentenced offenders and community based corrections programs; and providing advice and services to the ACT justice system.

Description of Operating Statement Output Class 3 - Courts and Tribunal

High quality support to judicial officers and tribunal members in the ACT Courts and Tribunal and high-quality services to the public using the courts and the tribunal.

Description of Operating Statement Output Class 4 – Emergency Services

Prevention and Mitigation: Measures taken in advance of an emergency aimed at decreasing or eliminating its impact on the community and the environment.

Preparedness: Measures to ensure that, should an emergency occur, communities, resources and services are capable of responding to and coping with the effects.

Response: Strategies and services to control, limit or modify an emergency to reduce its consequences.

Recovery: Strategies and services to return the ACT Emergency Services Agency to a state of preparedness after emergency situations and to assist with community recovery.

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2026

NOTE 28 DISAGGREGATED FINANCIAL INFORMATION BY OUTPUT (CONTINUED)

Output Class Operating Statements

	Output Class 1- Justice Services			Output Class 2- Corrective Services			Output Class 3- Courts and Tribunal			Output Class 4- Emergency Services			Total		
	Actual 2026 $'000	Budget 2026 $'000	Actual 2025 $'000	Actual 2026 $'000	Budget 2026 $'000	Actual 2025 $'000	Actual 2026 $'000	Budget 2026 $'000	Actual 2025 $'000	Actual 2026 $'000	Budget 2026 $'000	Actual 2025 $'000	Actual 2026 $'000	Budget 2026 $'000	Actual 2025 $'000
Income															
Controlled Recurrent Payments	101,847	109,210	99,869	107,917	104,771	106,120	68,010	68,010	65,842	187,383	183,778	187,513	465,157	465,769	459,344
Sales of Goods and Services from Contracts with Customers	18,394	14,163	17,890	-	-	-	1449	1,156	1,299	14,634	14,979	14,090	34,477	30,298	33,279
Grants and Contributions Income	12,127	9,781	5,551	6922	7,146	4,741	2961	4,202	2,465	16,299	16,107	11,724	38,309	37,236	24,481
Other Income	3,613	936	3313	1103	70	395	12476	11,029	10,305	6,270	2,860	4,722	23,462	14,895	18,735
Total Income	**135,981**	**134,090**	**126,623**	**115,942**	**111,987**	**111,256**	**84,896**	**84,397**	**79,911**	**224,586**	**217,724**	**218,049**	**561,405**	**548,198**	**535,839**
Expenses															
Employee Expenses	92,962	84,097	92,859	88,322	84,480	87,841	46,760	44,502	45,911	169,779	163,404	174,708	397,823	376,483	401,319
Supplies and Services	24,634	21,133	20,504	30,627	32,156	29,859	29,152	30,329	25,350	53,467	52,153	57,377	137,880	135,771	133,090
Depreciation and Amortisation	170	1,304	1,385	10,748	12,786	11,013	6,880	7,473	6,906	14,789	17,698	13,968	32,587	39,261	33,272
Grants and Purchased Services	21,551	28,876	20,277	1,349	2,117	1,299	-	-	-	-	191	-	22,900	31,184	21,576
Borrowing Costs	6	14	10	69	28	51	10,939	10,930	11,228	178	78	150	11,192	11,050	11,439
Other Expenses	160	10	(1)	2,457	49	69	98	5	97	1,424	2,412	5,799	4,139	2,476	5,964
Total Expenses	**139,483**	**135,434**	**135,034**	**133,572**	**131,616**	**130,132**	**93,829**	**93,239**	**89,492**	**239,637**	**235,936**	**252,002**	**606,521**	**596,225**	**606,660**
Operating Result	**(3,502)**	**(1,344)**	**(8,411)**	**(17,630)**	**(19,629)**	**(18,876)**	**(8,933)**	**(8,842)**	**(9,581)**	**(15,051)**	**(18,212)**	**(33,953)**	**(45,116)**	**(48,027)**	**(70,821)**

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2026

NOTE 28 DISAGGREGATED FINANCIAL INFORMATION BY OUTPUT (CONTINUED)

DISAGGREGATED DISCLOSURE OF ASSETS AND LIABILITIES

At 30 June 2026	Justice Services Output Class 1 $'000	Corrective Services Output Class 2 $'000	Courts and Tribunal Output Class 3 $'000	Emergency Services Output Class 4 $'000	Unallocated $'000	Total $'000
Current Assets						
Cash and Cash Equivalents [a]	-	-	-	-	31,057	31,057
Receivables	4,046	941	1,989	4,346	-	11,322
Inventories	-	1,418	-	3,391	-	4,809
Other Assets	194	59	641	1,641	-	2,535
Total Current Assets	**4,240**	**2,418**	**2,630**	**9,378**	**31,057**	**49,723**
Non-Current Assets						
Property, Plant and Equipment	1,109	202,898	249,313	272,132	-	725,452
Intangible Assets	503	2,702	4,325	4,882	-	12,412
Total Non-Current Assets	**1,612**	**205,600**	**253,638**	**277,014**	**-**	**737,864**
Total Assets	**5,852**	**208,018**	**256,268**	**286,392**	**31,057**	**787,587**
Current Liabilities						
Payables	2,414	3,002	2,857	5,240	-	13,513
Contract Liabilities	69	-	-	-	-	69
Borrowings	-	-	-	52	-	52
Leases Liabilities	40	358	4,486	760	-	5,644
Employee Benefits	20,633	34,737	19,183	61,952	-	136,505
Other Provisions	3,623	30	-	17,601	-	21,254
Other Liabilities	-	-	-	514	-	514
Total Current Liabilities	**26,779**	**38,127**	**26,526**	**86,119**	**-**	**177,551**
Non-Current Liabilities						
Borrowings	-	-	-	296	-	296
Leases Liabilities	-	606	142,764	1,609	-	144,979
Employee Benefits	573	2,559	1,832	1,788	-	6,752
Other Provisions	19,726	627	-	3,158	-	23,511
Total Non-Current Liabilities	**20,299**	**3,792**	**144,596**	**6,851**	**-**	**175,538**
Total Liabilities	**47,078**	**41,919**	**171,122**	**92,969**	**-**	**353,089**
Net (Liabilities)/Assets	**(41,226)**	**166,099**	**85,146**	**193,423**	**31,057**	**434,498**

a) Unallocated Cash and Cash Equivalents

Cash and cash equivalents have been included in the 'Unallocated' column above, as this class cannot be 'reliably attributed' to the Directorate's output classes. The amount of cash and cash equivalents held by the Directorate is comprised of a number of disparate components. No single allocation driver can be used to 'reliably attribute' this asset class.

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2026

NOTE 28 DISAGGREGATED FINANCIAL INFORMATION BY OUTPUT (CONTINUED)

DISAGGREGATED DISCLOSURE OF ASSETS AND LIABILITIES

At 30 June 2025	Justice Services Output Class 1	Corrective Services Output Class 2	Courts and Tribunal Output Class 3	Emergency Services Output Class 4	Unallocated	Total
	$'000	$'000	$'000	$'000	$'000	$'000
Current Assets						
Cash and Cash Equivalents [a]	-	-	-	-	24,407	24,407
Receivables	3,881	738	2,035	4,384	-	11,038
Inventories	-	1,073	-	2,799	-	3,872
Other Assets	243	74	527	1616	-	2,460
Total Current Assets	**4,124**	**1,885**	**2,562**	**8,799**	**24,407**	**41,777**
Non-Current Assets						
Property, Plant and Equipment	147	190,587	222,334	205,639	-	618,707
Intangible Assets	518	4,466	219	1984	-	7,187
Total Non-Current Assets	**665**	**195,053**	**222,553**	**207,623**	**-**	**625,894**
Total Assets	**4,789**	**196,938**	**225,115**	**216,422**	**24,407**	**667,671**
Current Liabilities						
Payables	1,660	2,398	2,040	4,611	-	10,709
Contract Liabilities	1218	-	100	-	-	1,318
Borrowings	-	-	-	50	-	50
Leases Liabilities	51	290	4,076	655	-	5,072
Employee Benefits	28,704	27,877	11,409	65,459	-	133,449
Other Provisions	26	27	-	21,169	-	21,222
Other Liabilities	-	-	-	214	-	214
Total Current Liabilities	**31,659**	**30,592**	**17,625**	**92,158**	**-**	**172,034**
Non-Current Liabilities						
Borrowings	-	-	-	347	-	347
Leases Liabilities	16	704	146,979	1,187	-	148,886
Employee Benefits	1,593	1,681	605	2,625	-	6,504
Other Provisions	771	626	-	3,152	-	4,549
Total Non-Current Liabilities	**2,380**	**3,011**	**147,584**	**7,311**	**-**	**160,286**
Total Liabilities	**34,039**	**33,603**	**165,209**	**99,469**	**-**	**332,320**
Net (Liabilities)/Assets	**(29,250)**	**163,335**	**59,906**	**116,953**	**24,407**	**335,351**

a) Unallocated Cash and Cash Equivalents

Cash and cash equivalents have been included in the 'Unallocated' column above, as this class cannot be 'reliably attributed' to the Directorate's output classes. The amount of cash and cash equivalents held by the Directorate is comprised of a number of disparate components. No single allocation driver can be used to 'reliably attribute' this asset class.

Justice and Community Safety Directorate

Territorial Financial Statements

For the Year Ended 30 June 2026

Justice and Community Safety Directorate

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Justice and Community Safety Directorate
Statement of Income and Expenses on Behalf of the Territory
For the Year Ended 30 June 2026

	Note No.	Actual 2026 $'000	Original Budget 2026 $'000	Restated Actual [1] 2025 $'000
Income				
Payment for Expenses on Behalf of the Territory	#	283,498	290,542	269,981
Licences, Fees and Fines	30	11,795	9,851	9,093
Grants and Contributions Income	31	1,663	1,448	2,226
Interest Revenue	32	12,258	8,896	13,364
Other Income	32	4,511	2,618	5,584
Total Income		**313,725**	**313,355**	**300,248**
Expenses				
Employee Expenses		3,595	3,345	3,014
Supplies and Services	33	7,771	24,139	33,538
Grants and Purchased Services	34	279,181	278,040	257,329
Transfer Payments to Government		12,288	9,611	11,122
Depreciation		5,639	5,798	4,885
Other Expenses	35	1,397	518	2,482
Total Expenses		**309,871**	**321,451**	**312,370**
Operating Result		**3,854**	**(8,096)**	**(12,122)**
Other Comprehensive Income				
Items that will not be reclassified subsequently to profit or loss				
Increase in the Asset Revaluation Surplus		9,516	-	-
Total Other Comprehensive Income		**9,516**	**-**	**-**
Total Comprehensive Result		**13,370**	**(8,096)**	**(12,122)**

The above Statement of Income and Expenses on Behalf of the Territory is to be read in conjunction with the accompanying notes.

Refer to the Territorial Statement of Appropriation.

1.Refer to Note 4 for further details.

Justice and Community Safety Directorate
Statement of Assets and Liabilities on Behalf of the Territory
As at 30 June 2026

	Note No.	Actual 2026 $'000	Original Budget 2026 $'000	Restated Actual [1] 2025 $'000	Restated Actual [1] 2024 $'000
Current Assets					
Cash	36	32,508	27,380	32,039	27,862
Receivables	37	3,295	6,189	3,233	6,042
Total Current Assets		**35,803**	**33,569**	**35,272**	**33,904**
Non-Current Assets					
Property, Plant and Equipment	38	109,022	102,994	102,277	102,422
Total Non-Current Assets		**109,022**	**102,994**	**102,277**	**102,422**
Total Assets		**144,825**	**136,563**	**137,549**	**136,326**
Current Liabilities					
Payables	39	7,046	4,476	7,175	9,563
Contract Liabilities	39	792	3,033	684	508
Employee Benefits		118	89	96	89
Borrowings		-	-	-	70
Other Provisions	40	13,613	2,594	12,863	14,194
Other Liabilities	41	711	5,305	338	2,525
Total Current Liabilities		**22,280**	**15,497**	**21,156**	**26,949**
Non-Current Liabilities					
Other Provisions	40	65,676	10,997	75,503	62,622
Total Non-Current Liabilities		**65,676**	**10,997**	**75,503**	**62,622**
Total Liabilities		**87,956**	**26,494**	**96,659**	**89,571**
Net Assets		**56,869**	**110,069**	**40,890**	**46,755**
Equity					
Accumulated Funds		7,046	69,764	583	6,448
Asset Revaluation Surplus		49,823	40,305	40,307	40,307
Total Equity		**56,869**	**110,069**	**40,890**	**46,755**

The above Statement of Assets and Liabilities on Behalf of the Territory is to be read in conjunction with the accompanying notes.

In last year's financial statements, a separate Capital Works in Progress (CWIP) line item was disclosed on the face of the Balance Sheet. However, in this year's Balance Sheet, the CWIP line item has been removed with CWIP relating to Property, Plant and Equipment (PPE) included in the PPE line item.

1. Refer to Note 4 for further details.

Justice and Community Safety Directorate
Statement of Changes in Equity on Behalf of the Territory
For the Year Ended 30 June 2026

	Note No.	Accumulated Funds Actual 2026 $'000	Asset Revaluation Surplus Actual 2026 $'000	Total Equity Actual 2026 $'000	Original Budget 2026 $'000
Balance at 1 July 2025		**583**	**40,307**	**40,890**	**113,951**
Comprehensive Income					
Operating Result	4	3,854	-	3,854	(8,096)
Increase in the Asset Revaluation Surplus			9,516	9,516	-
Total Comprehensive Result		**3,854**	**9,516**	**13,370**	**(8,096)**
Transactions Involving Owners Affecting Accumulated Funds					
Capital Injections	#	2,609	-	2,609	4,214
Total Transactions Involving Owners Affecting Accumulated Funds		**2,609**	**-**	**2,609**	**4,214**
Balance at 30 June 2026		**7,046**	**49,823**	**56,869**	**110,069**

	Note No.	Accumulated Funds Actual 2025 $'000	Asset Revaluation Surplus Actual 2025 $'000	Total Equity Actual 2025 $'000	Original Budget 2025 $'000
Balance at 1 July 2024		**69,148**	**40,307**	**109,455**	**111,950**
Comprehensive Income					
Net effect of a Correction of an Error	4	(62,700)	-	(62,700)	-
Restated Balance at 1 July 2024		**6,448**	**40,307**	**46,755**	**111,950**
Operating Result		(12,122)	-	(12,122)	(7,196)
Total Comprehensive Result		**(12,122)**	**-**	**(12,122)**	**(7,196)**
Transactions Involving Owners Affecting Accumulated Funds					
Capital Injections	#	6,257	-	6,257	9,915
Total Transactions Involving Owners Affecting Accumulated Funds		**6,257**	**-**	**6,257**	**9,915**
Balance at 30 June 2025		**583**	**40,307**	**40,890**	**114,669**

The above Statement of Changes in Equity on Behalf of the Territory is to be read in conjunction with the accompanying notes.

Refer to the Territorial Statement of Appropriation.

Justice and Community Safety Directorate
Statement of Cash Flows on Behalf of the Territory
For the Year Ended 30 June 2026

	Note No.	Actual 2026 $'000	Original Budget 2026 $'000	Actual 2025 $'000
Cash Flows from Operating Activities				
Receipts				
Payment for Expenses on Behalf of the Territory		283,498	290,542	269,981
License, Fees and Fines		11,765	9,651	9,725
Interest Receipts		12,259	8,896	13,356
Goods and Services Tax Input Tax Credit from ATO		1,006	1,400	1,526
Goods and Services Tax Collected from Customers		392	574	373
Other		3,040	2,618	5,411
Total Receipts from Operating Activities		**311,960**	**313,681**	**300,372**
Payments				
Employee Payments		3,572	4,993	3,008
Supplies and Services		15,802	21,260	21,944
Grants and Purchased Services		279,181	278,040	258,107
Transfer of Territory Receipts to the ACT Government		12,009	9,925	12,232
Goods and Services Tax Remitted to ATO		376	574	373
Goods and Services Tax Paid to Suppliers		1,032	1,400	1,436
Other		-	4	-
Total Payments from Operating Activities		**311,972**	**316,196**	**297,100**
Net Cash (Outflows)/Inflow from Operating Activities		**(12)**	**(2,515)**	**3,272**
Cash Flows from Investing Activities				
Receipts				
Capital Receipts from ACT Government entity		600	-	-
Total Receipts from Investing Activities		**600**	**-**	**-**
Payments				
Purchase of Property, Plant and Equipment		2,215	1,479	516
Purchase of Capital Works		513	2,735	4,765
Total Payments from Investing Activities		**2,728**	**4,214**	**5,281**
Net Cash (Outflows) from Investing Activities		**(2,128)**	**(4,214)**	**(5,281)**
Cash Flows from Financing Activities				
Receipts				
Capital Injections		2,609	4,214	6,257
Total Receipts from Financing Activities		**2,609**	**4,214**	**6,257**
Payments				
Repayment for ACT Government entity		-	-	71
Total Payments from Financing Activities		**-**	**-**	**71**
Net Cash Inflows from Financing Activities		**2,609**	**4,214**	**6,186**
Net Increase/(Decrease) in Cash		**469**	**(2,515)**	**4,177**
Cash at the Beginning of the Reporting Period		32,039	29,895	27,862
Cash at the End of the Reporting Period	36	**32,508**	**27,380**	**32,039**

The above Statement of Cash Flows on Behalf of the Territory is to be read in conjunction with the accompanying notes.

Justice and Community Safety Directorate
Territorial Statement of Appropriation
For the Year Ended 30 June 2026

Description and Material Accounting Policies relating to Payment for Expenses on Behalf of the Territory

The Directorate receives appropriation to fund several expenses incurred on behalf of the Territory, the main one being the payment to ACT Policing (See Note 34 *Grants and Purchased Services - Territorial*).

Payment for Expenses on behalf of the Territory is recognised when the Directorate receives the cash**.**

	Original Budget 2026 $'000	Total Appropriated 2026 $'000	Appropriation Drawn 2026 $'000	Appropriation Drawn 2025 $'000
Territorial				
Expenses on Behalf of the Territory (EBT)	290,542	291,372	283,498	269,981
Capital Injections	4,214	4,214	2,609	6,257
Total Territorial Appropriation	**294,756**	**295,586**	**286,107**	**276,238**

The above Territorial Statement of Appropriation is to be read in conjunction with the accompanying notes.

Column Heading Explanations

The *Original Budget* column shows the amounts that appear in the Statement of Cash Flows in the Budget Papers. This amount also appears in the Statement of Cash Flows on Behalf of the Territory.

The *Total Appropriated* column is inclusive of all appropriation variations occurring after the Original Budget.

The *Appropriation Drawn* is the total amount of appropriation received by the Directorate during the year. These amounts appear in the Statement of Cash Flows on behalf of the Territory.

Variances between 'Original Budget', 'Total Appropriated 'and 'Appropriation Drawn

Reconciliation of Appropriation for 2025-26	Expenses on behalf of the Territory $'000	Capital Injections $'000
Original Appropriation	290,542	4,214
Rollover of Undisbursed Appropriation from 2024-2025 (FMA s.16B)	387	-
Transfer of Appropriation from Controlled Recurrent Payments (CRP) to EBT	443	-
Total Appropriated [1]	**291,372**	**4,214**
Budget Rollovers/Undrawn Funds	(7,874)	(1,605)
Territorial Appropriation Drawn [2]	**283,498**	**2,609**

1. Variances between Original Budget and Total Appropriated

Expenses on Behalf of the Territory

The variance of $0.830m between Original Budget and Total Appropriated is mainly due to:

- transfer of funding from CRP appropriation to EBT for *National Firearms Register* ($0.4m); and
- transfer of unspent 2024-25 appropriation to 2025-26 via s16B of the FMA ($0.4m).

2. Variances between Total Appropriated and Appropriation Drawn

Expenses on Behalf of the Territory

The variance of $7.9m between Total Appropriated and Appropriation Drawn is mainly due to the transfer of funding to future years for *More support for families and inclusion- Implementing the Commonwealth Redress Scheme for Institutional Child and Sexual Abuse*.

Capital Injections

The variance of $1.6m between the Total Appropriated and Appropriation Drawn is mainly due to transfer of capital funding from 2025-26 to future years for ACT Policing projects.

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2026

NOTE 29. BASIS OF PREPARATION OF THE FINANCIAL STATEMENTS – TERRITORIAL

The basis of preparation of the Directorate's financial statements is contained in Note 2 *Basis of Preparation of the Financial Statements* and apply to both the Controlled and Territorial financial statements.

NOTE 30. LICENSES, FEES AND FINES – TERRITORIAL

Description and Material Accounting Policies Relating to License, Fees and Fines – Territorial

The Directorate collects licences, fees, and fines on behalf of the Territory.

Fees for Regulatory Services

Fees for regulatory services relate to all fees and charges under the *Court Procedure Act 2004*. The lodgement and license fees relate to all fees under the *ACT Civil and Administrative Tribunal (ACAT) Act 2008* and the *Agents Act 2003.* Fees are generally either recognised as revenue at the time of receipt or when the fee is incurred.

Court Fines

Court fines are issued following court decision and are6 recognised as revenue on the issue of the relevant fine notice. Where the fine attracts a penalty for late payment, the penalty amount is recognised as revenue on issue of the late payment notice.

	2026 $'000	2025 $'000
License and Fees		
Fees for Regulatory Services	6,566	5,558
License Fees	1,796	1,442
Lodgement Fees	839	803
Total License and Fees	**9,201**	**7,803**
Fines		
Court Fines	2,319	1,185
Other	275	105
Total Fines	**2,594**	**1,290**
Total License, Fees and Fines	**11,795**	**9,093**

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2026

NOTE 31. GRANTS AND CONTRIBUTIONS INCOME - TERRITORIAL

Description and Material Accounting Policies Relating to Grants and Contributions Income – Territorial

Resources Received Free of Charge

Project Management Services and Property Management Services provided by Infrastructure Canberra (iCBR)
The Directorate received procurement and infrastructure delivery services and property management services relating to rent and outgoings for Government accommodation from iCBR free of charge. iCBR provided the Directorate with the fair value of the services provided.

Other Grants and Contributions Income

The 'Grants to Acquire or Construct Assets to be Controlled by the Directorate' relate to Social Cost of Carbon funding received from City and Environment Directorate (CED). The funding is to replace end-of-life heating hot water boilers and domestic hot water systems at Woden Police Station with fully electric replacements which will be controlled by the Directorate when complete. The project must commence within twelve months of receipt of the grant as per the Memorandum of Understanding (MOU) between JACS and CED.

The contribution meets the following criteria under AASB 1058 *Income of Not-for-Profit Entities*:
- the contract is enforceable;
- the financial asset is to be used to acquire or construct a non-financial asset which will be recognised by the agency; and
- the asset is not required to be transferred to any other party.

A liability is recognised on receipt of funds and revenue is recognised on a cost-incurred basis over the course of replacement in accordance with the satisfaction of the performance obligation which is over time as the Directorate receives the benefit as the work is performed.

Resources Received Free of Charge	**2026 $'000**	**2025 $'000**
Property Management Services provided by Infrastructure Canberra [a]	1,262	-
Project Management Services provided by Infrastructure Canberra	173	39
Total Resources Received Free of Charge	**1,435**	39
Other Grants and Contributions Income		
Grants to Acquire or Construct Assets to be Controlled by the Directorate	228	2,187
Total Other Grants and Contributions Income	**228**	**2,187**
Total Grants and Contributions Income	**1,663**	**2,226**

a) Change of funding arrangement relating to rent and outgoings for Government accommodation, where iCBR receives direct government appropriation from 2025-26 with Directorate receiving these services as Resources Received Free of Charge.

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2026

NOTE 32. INTEREST REVENUE AND OTHER INCOME - TERRITORIAL

Description and Material Accounting Policies Relating to Interest Revenue and Other Income - Territorial

Interest Revenue

Under the *ACAT Act 2008*, the Directorate receives interest revenue from investments of rental bonds and ACAT Trust funds, as well as interest earned on the Agent trust accounts.

Other Income

Other Income arises from the core activities of the Directorate such as insurance recoveries for legal matters, and contribution received to the Diversification and Sustainability Support Fund (DSSF).

Interest Revenue and Other Income	**2026 $'000**	**2025 $'000**
Interest Revenue	12,258	13,364
Insurance Recoveries	4,257	4,262
Other Revenue	244	1,308
Legal Recoveries	10	14
Total Interest Revenue and Other Income	**16,769**	**18,948**

NOTE 33. SUPPLIES AND SERVICES – TERRITORIAL

Description and Material Accounting Policies Relating to Supplies and Services

		Restated [a]
	2026 $'000	**2025 $'000**
Victims of Crime [a, b]	1,179	14,438
Legal Expenses, Damages and Settlements	8,413	8,901
Rent	1,269	1,164
Other [c,]	(3,090)	9,035
Total Supplies and Services	**7,771**	**33,538**

a) The amount in 2024-25 has been restated for the error set out in Note 4 relating to the recognition of a provision for the Financial Assistance Scheme (FAS) liability.
b) The decrease of $13.3m from 2024-25 is mainly due to a significant increase in FAS applications in the last quarter of the 2024-25 in anticipation of legislative changes effective from 1 July 2025. In addition, there was a lower number of FAS payments made driven by reduced assessing capacity resulting from increased workload associated with legislative changes which required amendments to assessment approaches. These factors together resulted in fewer applications and recognition payments being finalised in 2025-26. The decrease also includes the impact of a prior year restatement ($4.7m) relating to the recognition of the FAS liability and a decrease in the FAS provision ($5.1m).
c) The decrease of $11.8m from 2024-25 is mainly due to a reduction in the provision for National Redress Scheme following the annual actuarial reassessment. The reduction reflects updated assumptions relating to nil-cost applications, shared responsibility, counselling and psychological care take-up, participant numbers and the discount rate.

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2026

NOTE 34. GRANTS AND PURCHASED SERVICES - TERRITORIAL

Description and Material Accounting Policies Relating to Grants and Purchased Services – Territorial

Grants are amounts provided, by the Directorate, to non-ACT Government agencies for general assistance or for a particular purpose. Grants may be for capital or recurrent purposes, and the name or category reflects the use of the grant. The grants given are usually subject to terms and conditions set out in the contract, correspondence, or by legislation. Grants are goods, services or assets that are provided to another entity without receiving approximately equal value in return. Grants are measured at the fair value of the transaction, at the time that transaction occurs.

Purchased services are amounts paid to obtain services from other ACT Government agencies and external parties. Purchased services are typically services that are purchased by the Directorate which are not provided directly to the agency itself but are instead provided on behalf of the agency to others. Purchased services transactions are reciprocal in nature.

Australian Federal Police

The Directorate makes payments to ACT Policing (the ACT branch of the Australian Federal Police) for the provision of police services to the ACT community. These services include the protection of persons and property, crime prevention and detection, maintaining peace and good order and the enforcement of ACT laws.

ACAT Disbursement

The Directorate also provides disbursements to various ACT Government agencies under the ACT Civil and Administrative Tribunal (ACAT) funding arrangement which may be used for any prescribed purposes under any of the ACAT Trust's authorising laws. The purposes include the administration of the ACAT, the administration of the *Agents Act 2003*, purposes mentioned in section 28 of the *Residential Tenancies Act 1997* and various purposes in relation to the *Retirement Villages Act 2012.*

Grants to the Racing Industry

The Grants to Racing Industry is intended to contribute to the development of a well-managed, well-regulated and sustainable industry that works to ensure the ongoing welfare of its horses.

Diversification and Sustainability Support Fund

The Diversification and Sustainability Support Fund (the Fund) was established in 2019 to provide funding for activities and initiatives that seek to assist clubs to diversify their income to sources other than gaming machines, support the sustainability of clubs, contribute to projects that help reduce regulatory costs or improve efficiency in administration and compliance for clubs; as well as train and skills development for club workers, executives and members of club management committees and boards. The fund is currently on hold while an independent inquiry into the future of ACT clubs industry is undertaken.

Gaming Machine and Authorisation Surrender Incentive

The Directorate, on behalf of the Government, manages the Gaming Machine and Authorisation Surrender Incentive scheme to support Canberra's community clubs while reducing the harm caused by electronic gaming machines.

	2026 $'000	2025 $'000
Australian Federal Police [a]	256,345	231,630
ACAT Disbursement	13,753	13,226
Grants to Racing Industry	8,515	8,348
Diversification and Sustainability Support Fund	568	-
Gaming Machine Authorisation Surrender Incentive [b]	-	4,125
Total Grants and Purchased Services	**279,181**	**257,329**

a) The increase of $24.7m from 2024-25 is mainly due to higher payments to the Australian Federal Police relating to ACT Policing budget initiatives such as *Improving pay and conditions for ACT Policing* and *ACT Policing supplies and services*.
b) The 2024 Electronic Gaming Machine Surrender Incentives Scheme closed on 1 May 2025.

Justice and Community Safety Directorate
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NOTE 35. OTHER EXPENSES - TERRITORIAL

Description and Material Accounting Policies Relating to Other Expenses

Waivers

A waiver is the relinquishment of a legal claim to a debt. Under section 131 of the *Financial Management Act 1996* the Treasurer may, in writing, waive the right to payment of an amount payable to the Territory. There are also a number of Legislative provisions, including the *Court Procedures Act 2004* Section 15 (2) (b), and the *Road Transport (General) Act 1999*, Part 3, Section 31G, that allow Courts to make decisions to waive payment of debt owing to the Territory from third parties. The waivers reported relate to fees in the *Courts procedures (Fees) Determination 2025* for Supreme Court Civil, Magistrates Court and ACAT matters. These fees are mainly waived at the time of application.

Impairment Losses – Receivables

The Directorate estimates expected credit losses for Territorial fees and fines receivables using a provision matrix model in accordance with the simplified approach under *AASB 9 Financial Instruments*. The provision matrix is calculated using average credit loss for the past 4 years and adjusted to account for known factors that have impact on the collectability of its statutory debts, as well as general economic conditions. (See Note 36 Receivables - Territorial).

The waivers, expected credit loss and write-offs listed below have occurred during the reporting period for activities on behalf of the Territory.

	2026	2025
	$'000	$'000
Waivers	10	2
Expected Credit Loss Expenses – Account Receivables [a]	(495)	1,901
Irrecoverable Debts [b]	1,837	578
Other Expenses	45	1
Total Other Expenses	**1,397**	**2,482**

a) The decrease of $2.4m in 2025-26 reflects the annual reassessment of the expected credit loss allowance for Territorial fees and fines receivables. The prior year expense was significantly impacted by the application of a revised estimation methodology, resulting in a lower allowance requirement in 2025-26.
b) The increase of $1.3m in 2025-26 is mainly due to the write-off of three large irrecoverable debts relating to fines issued for workplace safety breaches.

	2026		2025	
	No.	$'000	No.	$'000
Breakdown of Waivers				
Courts Waivers – after application	23	10	18	2
Total Waivers	**23**	**10**	**18**	**2**

There were also 71 Courts and Tribunal fee waivers granted at the time of application ($0.1m). These amounts are not included in Other Expenses.

Justice and Community Safety Directorate
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NOTE 36. CASH - TERRITORIAL

Description and Material Accounting Policies Relating to Cash - Territorial

The Directorate holds several bank accounts with the Westpac Banking Corporation as part of the whole-of-government banking arrangements. As part of these arrangements, the Directorate does not receive any interest on these accounts, as all the accounts held are Set-Off Accounts except for the ACAT Bank account.

	2026 $'000	2025 $'000
(a) Cash Balances		
Cash		
Cash at Bank	32,508	32,039
Total Cash	**32,508**	**32,039**

(b) Reconciliation of Cash at the End of the Reporting Period in the Statement of Cash Flows on Behalf of the Territory to the Related Items in the Statement of Assets and Liabilities on behalf of the Territory.

	2026 $'000	Restated [a] 2025 $'000
Total Cash Recorded in the Statement of Assets and Liabilities on Behalf of the Territory	32,508	32,039
Cash at the End of the Reporting Period as recorded in the Statement of Cash Flows on behalf of the Territory	**32,508**	**32,039**

(c) Reconciliation of the Operating Result to the Net Cash Inflows from Operating Activities

Operating Result	3,854	(12,122)
Add/Less Non-Cash Items		
Depreciation of Property, Plant and Equipment	5,639	4,885
Borrowing Costs	-	1
Add/(Less) Investing Activities		
Loss on Disposal of Non-current Assets	5	
Payables for Borrowings	-	1
Capital Project Management Fees	(173)	(39)
Cash Before Changes in Operating Assets and Liabilities	**9,325**	**(7,274)**
Changes in Operating Assets and Liabilities		
(Increase)/Decrease in Receivables	(62)	2,808
Increase/(Decrease) in Payables	6	(1,632)
(Decrease) in Other Liabilities	(227)	(2,186)
(Decrease)/Increase in Other Provisions	(9,077)	11,550
Increase in Employee Benefits	23	6
Net Changes of Operating Assets and Liabilities	**(9,337)**	**10,546**
Net Cash (Outflow)/Inflow from Operating Activities	**(12)**	**3,272**

a) The amounts in 2024-25 have been restated for the error set out in Note 4 relating to the recognition of a provision for the FAS liability.

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2026

NOTE 37. RECEIVABLES – TERRITORIAL

Description and Material Accounting Policies Relating to Receivables - Territorial

The Directorate's Territorial receivables arise from the collection of fees and fines. Receivables relating to the fees are recognised when the fee is incurred and receivables relating to fines are recognised when the fine notice is issued. These are generally due within 30 days after the fee is incurred or the notice is issued.

Expected Credit Loss – Fees and Fines Receivables

The allowance for expected credit losses represents the amount of fees and fines receivable the Directorate estimates will not be repaid. The Directorate estimates expected credit losses for Territorial fees and fines using a provision matrix model in accordance with the simplified approach under AASB 9 Financial Instruments. The provision matrix is based on average historical credit loss experience over the past four years, adjusted for known factors impacting the collectability of statutory debts and general economic conditions.

Significant Accounting Judgements and Estimates – Expected Credit Loss Allowance

The Directorate's Territorial fees and fines receivables are statutory receivables where outstanding debts not collected within seven years are generally written-off unless assessed as recoverable or alternative payment arrangements are in place, or further debt recovery action is expected to be undertaken.

	2026 $'000	2025 $'000
Current Receivables		
Fees and Fines Receivables	5,715	5,624
Less: Expected Credit Loss Allowance	(2,914)	(3,409)
Total Fees and Fines	**2,801**	**2,215**
Accrued Revenue	492	742
Net Goods and Services Tax (GST) Receivable	2	(8)
Other Current Receivables	-	284
Total Current Receivables	**494**	**1,018**
Total Receivables	**3,295**	**3,233**

Justice and Community Safety Directorate
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For the Year Ended 30 June 2026

NOTE 37. RECEIVABLES – TERRITORIAL (CONTINUED)

Expected Credit Loss Allowance Provision Matrix
Ageing of Receivables

	Estimated Total gross carrying amount at default $'000	Expected credit loss Allowance $'000	Expected credit loss rate %
30 June 2026			
Not overdue	512	71	13.9%
1-30 Days Past Due	83	12	14.5%
31-60 Days Past Due	87	14	16.1%
61-90 Days Past Due	64	11	17.2%
>91 Days Past Due	4,969	2,806	56.5%
Total	**5,715**	**2,914**	
30 June 2025			-
Not overdue	332	68	20.4%
1-30 Days Past Due	86	19	21.7%
31-60 Days Past Due	88	20	23.1%
61-90 Days Past Due	44	11	24.8%
>91 Days Past Due	5,060	3,291	65.0%
Total	**5,610**	**3,409**	

The Directorate does not hold any collateral for receivables that are overdue or determined to be impaired.

Reconciliation of the Loss Allowance for Receivables	**2026 $'000**	**2025 $'000**
Allowance for Impairment Losses at the Beginning of the Reporting Period	3,409	1,508
Expected Credit Loss Expense	-	1,901
Reduction in Expected Credit Loss	(495)	-
Total Allowance for Impairment Losses at the End of the Reporting Period	**2,914**	**3,409**

Justice and Community Safety Directorate
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NOTE 38. PROPERTY, PLANT AND EQUIPMENT – TERRITORIAL

Description and Material Accounting Policies Relating to Property, Plant and Equipment & Capital Works in Progress - Territorial

Property, plant and equipment include the following five classes of assets - land, buildings, leasehold improvements, plant and equipment and capital works in progress.

Land includes sites for ACT Policing stations.

Buildings include both office buildings and operational buildings.

Leasehold improvements represent fit-out in a leased building at Hume for Road Policing Centre.

Plant and equipment include other mechanical and electronic equipment and furniture.

Capital Works in Progress (CWIP) is property, plant and equipment that is in the process of being constructed and as such is not yet in use or available for use. That is, CWIP is property, plant and equipment which is not in a location and condition necessary for it to be capable of operating in a manner intended by management. CWIP for Territorial is mainly for the construction of building improvements and upgrades.

Refer to Note 14 *Property, Plant and Equipment* for description and material accounting policies relating to Property, Plant and Equipment.

Reconciliation of Property, Plant and Equipment 2025-26

	Land [b]	Buildings [c]	Leasehold Improvements	Plant and Equipment	Capital Works In Progress [d, 1]	Total
	$'000	$'000	$'000	$'000	$'000	$'000
Carrying Amount at the Beginning of the Reporting Period Additions	**40,550**	**43,623**	**12,514**	**220**	**5,370**	**102,277**
Revaluation Increment [a]	-	-	-	-	2,873	**2,873**
Disposals	3,925	4,157	1,434	-	-	**9,516**
Depreciation	-	-	-	(5)	-	**(5)**
Capital Works in Progress Completed and Transferred to another class of Property, Plant and Equipment	-	(4,394)	(1,103)	(142)	-	**(5,639)**
Carrying Amount at the End of the Reporting Period	-	7,499	-	189	(7,688)	**-**
	44,475	**50,885**	**12,845**	**262**	**555**	**109,022**
Carrying Amount at the End of the Reporting Period, is represented by:						
Gross Book Value	44,475	50,885	12,845	1,522	555	**110,282**
Accumulated Depreciation	-	-	-	(1,260)	-	**(1,260)**
Carrying Amount at the End of the Reporting Period	**44,475**	**50,885**	**12,845**	**262**	**555**	**109,022**

Justice and Community Safety Directorate
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For the Year Ended 30 June 2026

NOTE 38. PROPERTY, PLANT AND EQUIPMENT – TERRITORIAL (CONTINUED)

a) The Directorate revalued its Territorial land, building assets and leasehold improvements at 30 June 2026, the next valuation is scheduled for 2028-29.
b) The increase of $3.9m in Land from 2024-25 is due to higher fair value as at 30 June 2026 following revaluation.
c) The increase of $7.3m in Buildings from 2024-25 is mainly due to the completion of upgrades at various ACT Police stations.
d) The decrease of $4.8m in Capital Works in Progress from 2024-25 is mainly due to the completion of upgrades at various ACT Police stations ($7.3m).

Reconciliation of Property, Plant and Equipment 2024-25

	Land	Buildings	Leasehold Improvements	Plant and Equipment	Capital Works In Progress [1]	Total
	$'000	$'000	$'000	$'000	$'000	$'000
	40,550	**44,824**	**13,617**	**353**	**3,078**	**102,422**
Carrying Amount at the Beginning of the Reporting Period Additions	-	-	-	-	4,740	**4,740**
Depreciation	-	(3,649)	(1,103)	(133)	-	**(4,885)**
Capital Works in Progress Completed and Transferred to another class of Property, Plant and Equipment	-	2,448	-	-	(2,448)	**-**
Carrying Amount at the End of the Reporting Period	**40,550**	**43,623**	**12,514**	**220**	**5,370**	**102,277**
Carrying Amount at the End of the Reporting Period, is represented by:						
Gross Book Value	40,550	50,779	14,689	2,487	5,370	**113,875**
Accumulated Depreciation	-	(7,156)	(2,175)	(2,267)	-	**(11,598)**
Carrying Amount at the End of the Reporting Period	**40,550**	**43,623**	**12,514**	**220**	**5,370**	**102,277**

[1] In last year's financial statements this note included a separate 'Reconciliation of Capital Works in Progress'. However, in this year's financial statements this reconciliation has been removed given the Capital Works in Progress line item on the face of the Balance Sheet has been removed and a Capital Works in Progress column has been added to the 'Reconciliation of Property, Plant and Equipment' above.

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
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NOTE 38. PROPERTY, PLANT AND EQUIPMENT – TERRITORIAL (CONTINUED)

Fair Value Hierarchy

Refer to Note 14 *Property, Plant and Equipment* for description and definition relating to Property, Plant and Equipment Fair Value Hierarchy.

Details of the Directorate's property, plant and equipment at fair value and information about the Fair Value Hierarchy at 30 June 2026 are as follows:

2026	**Classification According to Fair Value Hierarchy**			
	Level 1	**Level 2**	**Level 3**	**Total**
	$'000	**$'000**	**$'000**	**$'000**
Property, Plant and Equipment at Fair Value				
Land	-	44,475	-	**44,475**
Buildings	-	-	50,885	**50,885**
Leasehold Improvements	-	-	12,845	**12,845**
	-	**44,475**	**63,730**	**108,205**

Details of the Directorate's property, plant and equipment at fair value and information about the Fair Value Hierarchy at 30 June 2025 are as follows:

2025	**Classification According to Fair Value Hierarchy**			
	Level 1	**Level 2**	**Level 3**	**Total**
	$'000	**$'000**	**$'000**	**$'000**
Property, Plant and Equipment at Fair Value				
Land	-	40,550	-	**40,550**
Buildings	-	-	43,623	**43,623**
Leasehold Improvements	-	-	12,514	**12,514**
	-	**40,550**	**56,137**	**96,687**

Transfers between Categories

There have been no transfers between Levels 1, 2 and 3 during the reporting period.

Valuation Techniques, Inputs and Processes

Level 2 Valuation Techniques and Inputs

Valuation Technique: The valuation technique used to value land is the market approach which values a selection of land with similar approximate utility.

Inputs: Prices and other relevant information generated by market transactions involving comparable land were considered. Regard was taken of the Crown Lease terms and tenure, the Australian Capital Territory Plan and the National Capital Plan, where applicable, as well as current zoning.

Justice and Community Safety Directorate
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NOTE 38. PROPERTY, PLANT AND EQUIPMENT – TERRITORIAL (CONTINUED)

Level 3 Valuation Techniques and Inputs

Valuation Technique: Buildings were considered specialised assets by the valuer and measured using the cost approach that reflects the cost to a market participant to construct assets of comparable utility adjusted for depreciation.

Significant Unobservable Inputs: In determining the value of building assets, regard was given to the age and condition of the assets, their estimated replacement cost and current use. For buildings, historical cost per square metre of floor area was also used in measuring fair value. This required the use of data internal to the Directorate.

There has been no change to the above valuation techniques during the year.

Transfers in and out of a fair value level are recognised on the date of the event or change in circumstances that caused the transfer.

Fair Value Measurements Using Significant Unobservable Inputs (Level 3)

	Buildings	Leasehold Improvements
2026	**$'000**	**$'000**
Fair Value at the Beginning of the Reporting Period	**43,623**	**12,514**
Additions	7,499	-
Revaluation Increment	4,157	1,434
Depreciation	(4,394)	(1,103)
Fair Value at the End of the Reporting Period	**50,885**	**12,845**

Fair Value Measurements Using Significant Unobservable Inputs (Level 3)

	Buildings	Leasehold Improvements
2025	**$'000**	**$'000**
Fair Value at the Beginning of the Reporting Period	**44,824**	**13,617**
Additions	2,448	-
Depreciation	(3,649)	(1,103)
Fair Value at the End of the Reporting Period	**43,623**	**12,514**

Current Use of Assets

The current use of ACT Policing's property, plant, and equipment (PPE) is at the highest and best in meeting the objectives in providing policing services to the public. Due to their purposeful designs and specialised nature these assets are unlikely to be repurposed

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2026

NOTE 39. PAYABLES AND CONTRACT LIABILITIES – TERRITORIAL

Description and Material Accounting Policies Relating to Payables and Contract Liabilities – Territorial

Payables include Trade Payables, Accrued Expenses, and Payables to the Territory Banking Account. Payables are initially recognised at fair value based on the transaction cost and subsequent to initial recognition at amortised cost, with any adjustments to the carrying amount being recorded in the Operating Statement.

Trade Payables and Accrued Expenses

Trade Payables and Accrued Expenses amounts are now normally settled within 14 days after the invoice date given the ACT Government accelerated the payments of invoices for local enterprises recognising the importance of cash flow to small and medium enterprises.

Payables to the Territory Banking Account

Payables to the Territory Banking Account arise when the Directorate collects taxes, licences, fees and fines or other Territorial revenue and the Directorate is then obligated to on pass those funds to Government by transferring them to the Territory Banking Account. The amount of the payable is the territorial revenue collected by the Directorate less any expected credit loss that has not been transferred to the Territory Banking Account by the end of the financial year.

Contract liabilities

Contract liabilities relate to recognition of Commonwealth funding received by the Human Rights Commission (HRC) which will be used for future counselling services under the National Redress Scheme for Institutional Child and Sexual Abuse. When an amount of consideration is received from a customer prior to the Directorate transferring a good or service to the customer, the balance of the consideration which has not been transferred is presented as a contract liability. Depending on the individual application's assessment outcome, the Commonwealth funds counselling services for each survivor which ranges between $1,250 and $5,000. These liabilities remain until the survivors seek access to and utilise the full credit for counselling services via the Human Rights Commission.

	2026 $'000	2025 $'000
Current Payables and Contract Liabilities		
Current Payables		
Trade Payables	12	3
Accrued Expenses	2,561	2,977
Payable to the Territory Banking Account	4,473	4,195
Total Current Payables	**7,046**	**7,175**
Current Contract Liabilities		
National Redress Scheme	792	684
Total Current Contract Liabilities	**792**	**684**
Total Payable and Contract Liabilities	**7,838**	**7,859**
Payables are Aged as Follows:		
Not Overdue	7,034	7,173
Overdue for Less than 30 Days	12	2
Overdue for 30 to 60 Days	-	-
Overdue for More than 60 Days	-	-
Total Payables	**7,046**	**7,175**

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2026

NOTE 39. PAYABLES AND CONTRACT LIABILITIES – TERRITORIAL (CONTINUED)

	2026 $'000	2025 $'000
Reconciliation of Contract Liabilities		
Contract liabilities at the beginning of the period	684	508
Add: Payments received for performance obligations which have not yet been completed at the end of the Reporting Period	125	194
Less: Revenue recognised that was included in the Contract Liability balance at the beginning of the Reporting Period	(17)	(18)
Contract Liabilities at the end of the period	**792**	**684**

NOTE 40. OTHER PROVISIONS - TERRITORIAL

Description and Material Accounting Policies Relating to Other Provisions – Territorial

Provisions are recognised when the Directorate has a present legal or constructive obligation, it is probable that an outflow of resources will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Provision for National Redress Scheme

In 2025-26 the Directorate undertook an actuarial assessment to estimate the liability for the ACT Government's participation in the National Redress Scheme for survivors of institutional child sexual abuse.

The Redress Scheme provides redress to eligible people who experienced institutional child sexual abuse that occurred in participating institutions prior to the commencement of the scheme. Payments to participants are funded by the participating institutions and include a monetary payment depending on the type and impact of abuse as well as payments towards counselling and psychological services. Participating institutions also pay a contribution to the scheme administration costs as well as cost of legal services made available to participants.

Funding responsibility is shared between different institutions where abuse occurred in more than one institution or other institution have some shared responsibility for the abuse. ACT Government is responsible for abuse occurring after May 1989, when self-government commenced. The Commonwealth Government is responsible for abuse occurring up to 1989.

The Provision at the End of the Reporting Period represents an estimate of the ACT Government liability under the Redress Scheme, less any liability amounts already discharged or paid. Outstanding payments have been discounted reflecting the assessment of prevailing risk-free rates at each reporting date.

The provision is based on:

- Projected participant numbers – assumptions have been made regarding the mix of scheme applicants by institutional setting and period, the proportion of people who will choose to pursue civil claims and known exclusions.
- Monetary payments – assumptions have been made regarding severity and impact of abuse having regard to the expected mix of Scheme applicants, and the component of offset from prior payments. Counselling and psychological care costs are based on the assumptions about the number of participants, the expected mix of Scheme applicants and the take up rate of offers of counselling and psychological services.
- Other costs – legal and scheme administration contributions and administrative claim handling costs.
- Discount rate – expected future cashflows are discounted to present value using a single equivalent discount rate of 4.45% p.a. (3.49% p.a. at 30 June 2025) based on the yields available on Commonwealth Government bonds
- Other assumptions include the expected payment patterns resulting from the Scheme.

Uncertainty arises due to various factors, including the number of applications to date, the extended period over which the relevant events occurred and a broad range of largely unknown factors, such as the number of people who experienced institutional child sexual abuse, the number who will participate in the Scheme and the severity and impact of abuse experienced by people.

There are no expectations for any reimbursements relating to the ACT Government's financial liability from participation in the Scheme.

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2026

NOTE 40. OTHER PROVISIONS – TERRITORIAL (CONTINUED)

Provision for Make Good

The Directorate entered into a lease agreement in 2021-22 for Road Policing Centre office space in Hume. There are clauses within the lease agreement which require the Directorate, upon cessation of the tenancy, to return the office space to the condition it was in before it was leased (this is referred to as 'make good'). The tenancy runs for 15 years.

The provision for make good is measured at the present value of the estimated expenditure required to remove the leasehold improvements. This is calculated by discounting its nominal value using a rate that reflects a current market assessment of the risk specific to the liability. This initial estimate of the restoration costs has been capitalised into the cost of the building.

P*rovision for Financial Assistance Scheme*

The Financial Assistance Scheme (FAS), administered by JACS, was established under the *Victims of Crime (Financial Assistance) Act 2016* which commenced on 1 July 2016. FAS provides financial support for people harmed by violent crime in the ACT, by acknowledging the harm caused by violent crime, assisting victims in their recovery and contributing to their safety in a trauma-informed way that complements other victim support services. The FAS provides financial assistance to eligible victims in the form of immediately need payments, economic loss payments or recognition payments. Financial assistance is subject to legislative caps, sub-limits and documentary evidence such as receipts, invoices and quotes.

This is the first financial statement to show the impact of FAS - refer to Note 4 - *Correction of Prior Period Errors*.

The Directorate undertook an independent actuarial assessment to estimate the liability that needs to be recognised in the financial statements.

The Directorate's provision in relation to the FAS comprises:

(1) FAS applications not yet paid:

- Recognition payments
- Immediate needs
- Economic loss

(2) FAS incurred but not reported (IBNR) applications, representing potential future claims where no application has been received despite the crime having occurred before the reporting date:

- Recognition payments
- Immediate needs
- Economic loss

For category (1), there is either a constructive obligation arising from past events (for the FAS lodged claims that are not yet approved), or a legal obligation arising from approval of claims (for FAS lodged claims that are partially approved). For category (2) outlined above, a constructive obligation exists as past practice and legislation create a valid expectation that eligible victims will receive financial assistance under the FAS.

The provision has been measured based on the Directorate's best estimate of the cost to settle the obligation as follows:

- FAS applications not yet paid - the proportion of applications expected to be approved, and the estimated payment amount or cost of service. For partially approved claims, the provision has been measured based on approved payment amount (for the approved portion) and historic success rate (for the undetermined portion).
- FAS IBNR applications - the residual portion of FAS applications (i.e. applications not yet captured or processed in other stages) expected to be approved, and the expected value associated with the payment amount or cost of service

Justice and Community Safety Directorate
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For the Year Ended 30 June 2026

NOTE 40. OTHER PROVISIONS – TERRITORIAL (CONTINUED)

	2026 $'000	Restated 2025 [a] $'000
Current Other Provisions		
Refund of Courts Levies	175	175
National Redress Scheme [b]	4,166	2,585
Provision for Make Good	3	3
Provision for Financial Assistance Scheme [c]	9,269	10,100
Total Current Other Provisions	**13,613**	**12,863**
Non-Current Other Provisions		
National Redress Scheme [b]	12,575	18,132
Provision for Make Good	70	71
Provision for Financial Assistance Scheme [c]	53,031	57,300
Total Non-Current Other Provisions	**65,676**	**75,503**
Total Other Provisions	**79,289**	**88,366**

a) The amounts in 2024-25 have been restated for the error set out in Note 4 relating to the recognition of a provision for the FAS liability.
b) The decrease of $4.0m in the National Redress Scheme provision is mainly due to change in accounting estimate, reflecting updated claims experience indicating that more applications are expected to result in no cost to the ACT Government and a greater share of future costs will be borne by other participating institutions.
c) The decrease of $5.1m is mainly due to updated actuarial assumptions and claims experience, resulting in a reduction in the projected number of future claims and associated liabilities.

Reconciliation of National Redress Scheme and Financial Assistance Scheme Provisions as at 30 June 2026

	Provision for		
	National Redress Scheme $'000	Financial Assistance Scheme [d] $'000	Total $'000
Provision at the Beginning of the Reporting Period	**20,717**	**67,400**	**88,117**
Additional Provision recognised	-	6,090	**6,090**
Reduction in Provision as a result of Payments	(1,010)	(5,700)	**(6,710)**
Decrease in Provision due to a Change in Accounting Estimate	(3,102)	(7,510)	**(10,612)**
Unwinding of discount or change in discount rate	136	2,020	**2,156**
Provision at the End of the Reporting Period	**16,741**	**62,300**	**79,041**

d) The opening balance of the FAS provision has been restated to reflect the correction of a prior-period error. Refer to Note 4 for further information.

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2026

NOTE 41. OTHER LIABILITIES - TERRITORIAL

Description and Material Accounting Policies Relating to Other Liabilities

Liabilities Arising from Assets being Constructed or Acquired which will be Controlled by the Directorate
The Directorate received $2.5m Social Cost of Carbon funding in advance in 2022-23 from the City and Environment Directorate (CED). The funding is used to replace end of life heating, hot water boilers and domestic hot water systems at Woden Police Station with fully electric replacements which will be controlled by the Directorate when complete.

The Directorate received $0.6m funding in advance in 2025-26 from the ACT Policing. The funding is to be used to undertake feasibility assessment, design and construction of solar panels, battery storage and electric vehicle infrastructure at Belconnen Police Station which will be controlled by the Directorate when complete.

Both liabilities are reducing as revenue is recognised on a costs-incurred basis over the course of both projects in accordance with the satisfaction of the performance obligations which is over time as the Directorate receives the benefit as the work is performed.

	2026 $'000	2025 $'000
Current Other Liabilities		
Liabilities under Transfers to Acquire or Construct Non-Financial Assets to be Controlled by the Directorate	711	338
Total Current Other Liabilities	**711**	**338**
Total Other Liabilities	**711**	**338**

Reconciliation of Unearned Capital Grants arising from the transfer to acquire or construct non-financial assets to be controlled by the Directorate

Unearned grants to Acquire or Construct Assets at the beginning of the Financial Year	338	2,525
Add: Contribution received during the financial year for capital works	600	-
Less: Recognition of grant income for capital works completed during the financial year	(227)	(2,187)
Total unearned grants to Acquire or Construct Assets at the end of the Financial Year	**711**	**338**

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
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NOTE 42. RESTRUCTURE OF ADMINISTRATIVE ARRANGEMENTS - TERRITORIAL

Description and Material Accounting Policies Relating to Restructure of Administrative Arrangements

Refer to Note 21 – *Restructure of Administrative Arrangements* for details.

Restructures of Administrative Arrangements 2025-26

There were no restructures impacting the Directorate in 2025-26.

Restructures of Administrative Arrangements 2024-25

The ACT Government issued *2024-25 Administrative Arrangements Order (No 1)* (AA) *on* 7 November 2024. This resulted in a restructure within the ACT Government, leading to the movements of capital projects and functions between multiple directorates. This involved the transfer of Tier 1 and Tier 2 capital projects from the Directorate to iCBR with the below projects specifically noted in the instrument:

- A new ACT Policing headquarters
- A city police station

As a result of these administrative arrangements the *Well-prepared emergency services – Better facilities for ACT Policing* project was transferred to iCBR.

In accordance with the *Financial Management Act 1996* (FMA), to mitigate the risk of material misstatement because of the complexity of transferring large capital projects and funding balances across multiple directorates, ensure faithful representation, and maintain comparability across the ACT Government, a transfer date of 31 December 2024 was adopted. This date was selected to comply with the reporting requirements under the FMA and relevant Accounting Standards, providing the directorates sufficient time to accurately recognise the impact of these transfers in the correct financial period. The use of a different transfer date is permitted by the FMA and has an immaterial impact on the transferred balances. The transfer of appropriation was based on balances as at 31 December 2024.

Income and Expenses

The following table shows the income and expenses relating to feasibility study projects for ACT police stations when they were managed by the Directorate on behalf of the Territory. It also shows the income and expenses relating to these projects recognised by Infrastructure Canberra (iCBR) for the year ended 30 June 2025. These income and expense figures were supplied by iCBR and as such have been relied upon by the Directorate. Finally, the table shows the total income and expenses of these projects for the whole financial year.

	Amounts Relating to when the Function was held by JACS on behalf of the	Amounts Relating to when the Function was held by iCBR	Total
	Jul 2024 to Dec 2024	Jan 2025 to Jun 2025	2025
	$'000	$'000	$'000
Income			
Payment for Expenses on Behalf of the Territory / Controlled Recurrent Payments [a]	607	540	**1,147**
Total Income	**607**	**540**	**1,147**
Expenses			
Employee Expenses	-	75	**75**
Supplies and Services	607	348	**955**
Total Expenses	**607**	**423**	**1,030**

a) The expenditure for this project was incurred and spent by iCBR from Controlled Recurrent Payment.

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2026

NOTE 43. FINANCIAL INSTRUMENTS – TERRITORIAL

Description and Material Accounting Policies Relating to Financial Instruments – Territorial

Details of the material accounting policies and methods adopted, including the criteria for recognition, the basis of measurement, and the basis on which income and expenses are recognised, with respect to each class of financial asset and financial liability are disclosed in the note to which they relate. In addition to these policies, the following are also accounting policies relating to financial assets and liabilities.

Financial assets are subsequently 'measured at amortised cost', 'fair value through other comprehensive income' or 'fair value through profit or loss' on the basis of both:

(a) the business model for managing the financial assets; and
(b) the contractual cash flow characteristics of the financial assets.

All territorial financial assets and financial liabilities are measured at amortised cost.

Liabilities and assets that are not contractual (such as GST receivables, fees and fines which are statutory requirements imposed by governments) are not financial liabilities or financial assets.

Interest Rate Risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

A greater proportion of financial assets are held in floating interest rate arrangements, compared to financial liabilities that are not subject to floating interest rates. This means that the Directorate is not significantly exposed to movements in interest payable; however, it is exposed to movements in interest receivable. Interest revenue has decreased during the financial year due to movements in interest rates.

Sensitivity Analysis

A sensitivity analysis has not been undertaken for the interest rate risk of the Directorate as it has been determined that the possible impact on income and expenses or total equity from fluctuations in interest rates is immaterial.

Credit Risk

The Directorate's credit risk is limited to the amount of the financial assets it holds net of any allowance for impairment losses. The Directorate expects to collect all financial assets that are not past due or impaired. There is no collateral held as security for financial assets.

Credit risk is managed by the Directorate for cash at bank by holding bank balances with the ACT Government's appointed transactional bank, Westpac Banking Corporation (Westpac). S&P Global Ratings has assigned a AA- issuer credit rating to Westpac. A 'AA'- credit rating means the obligor has a very strong to strong capacity to meet its financial commitments.

The majority of the Territorial receivables are statutory fees and fines to be collected by ACT Courts and Tribunal (Courts), therefore have been excluded from the total financial assets disclosed in this note.

Liquidity Risk

Liquidity risk is the risk that the Directorate will encounter difficulties in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial assets. To limit its exposure to liquidity risk, the Directorate ensures that, at any point in time, it has a sufficient amount of current financial assets to meet its current financial liabilities. Also, where necessary, the Directorate can request additional appropriation in order to meet its Territorial payables. This ensures the Directorate has enough liquidity to meet its emerging financial liabilities. As a result, the Directorate's liquidity risk is not considered to be material. The Directorate's exposure to liquidity risk and the management of this risk has not changed since the previous reporting period.

Price Risk

Price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. The Territorial account is not exposed to any price risk.

Fair Value Hierarchy

The Directorate does not have any financial assets or financial liabilities on behalf of the Territory at fair value. As such no Fair Value Hierarchy disclosures have been made.

Justice and Community Safety Directorate
Notes to and Forming Part of the Financial Statements
For the Year Ended 30 June 2026

NOTE 43. FINANCIAL INSTRUMENTS – TERRITORIAL – CONTINUED

Fair Value of Financial Assets and Liabilities

The carrying amounts and fair values of financial assets and liabilities at balance date are:

	Note No	Carrying Amount 2026 $'000	Fair Value 2026 $'000	Carrying Amount 2025 $'000	Fair Value 2025 $'000
Financial Assets					
Cash and Cash Equivalents	36	32,508	32,508	32,039	32,039
Receivables [a]	37	492	492	1,026	1,026
Total Financial Assets		**33,000**	**33,000**	**33,065**	**33,065**
Financial Liabilities					
Payables [b]	39	7,046	7,046	7,175	7,175
Total Financial Liabilities		**7,046**	**7,046**	**7,175**	**7,175**

a) Receivables above exclude legislative receivables such as Goods and Services tax receivable and Courts fees and fines.
b) Payables are expected to be settled within 12 months of the report date.

Justice and Community Safety Directorate
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NOTE 44. COMMITMENTS – TERRITORIAL

Description and Material Accounting Policies Relating to Commitments – Territorial

Commitments are a firm intention, but not a present obligation, at the end of the reporting period to incur future expenditure. As such, commitments do not constitute a liability. Commitments usually arise from contracts but can arise from other things like placing an order.

Commitments are measured at their nominal value and are inclusive of GST.

Capital Commitments

Capital commitments contracted at reporting date that have not been recognised as liabilities, are payable as follows:

	2026 $'000	2025 $'000
Within one year	26	189
Later than one year but not later than five years	-	9
Total Capital Commitments	**26**	**198**

Other Commitments

Other commitments contracted at reporting date that have not been recognised as liabilities, are payable as follows:

	2026 $'000	2025 $'000
Within one year [a]	302,088	256,285
Later than one year but not later than five years [b]	633	9,319
Later than five years	-	655
Total Other Commitments	**302,721**	**266,259**

a) The increase of $44.7m from 2024-25 is mainly due to additional initiative funding for policing services provided by the Australian Federal Police under the 2022-2026 ACT Policing Purchasing Agreement.
b) The decrease is mainly due to the Memorandum of Understanding with the Canberra Harness Racing Club and the Canberra Racing Club to support the development of the racing industry having less than one year remaining.

Justice and Community Safety Directorate
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NOTE 45. BUDGETARY REPORTING – TERRITORIAL

Significant Accounting Judgements and Estimates – Budgetary Reporting – Territorial

Significant judgements have been applied in determining what variances are considered 'major variances'. Variances are considered major if both of the following criteria are met:

- The line item is a significant line item: where either the line item actual amount accounts for more than 10% of the relevant associated actual category amount (Income, Expenses, Assets, liabilities and Equity totals) or more than 10% of the sub-element (e.g. Current Liabilities and Receipts from Operating Activities totals) of the financial statements; and
- The variances (original budget to actual) are greater than plus (+) or minus (-) 10% and $15 million for the financial statement line item.

Original Budget refers to the amounts presented to the Legislative Assembly in the original budgeted financial statements in respect of the reporting period Budget Statements. These amounts have not been adjusted to reflect supplementary appropriation or appropriation instruments.

	Variance Explanation	Actual 2026 $'000	Original Budget 2026 $'000	Variance $'000	Variance %
Balance Sheet Line Items					
Other Provisions – Non-Current	1	65,676	10,997	54,679	497
Accumulated Funds	2	7,046	69,764	(62,718)	(90)

Variance Explanations

1. Other provisions were $54.7m higher than budget due to the correction of a prior period error relating to the Financial Assistance Scheme (FAS). Refer to Note 4. *Change in Accounting Policy and Accounting Estimates and Correction of Prior Period Error and Reclassification*.
2. Accumulated funds were $62.7m lower than budget due to the correction of prior period error relating to the FAS. Refer to Note 4 *Change in Accounting Policy and Accounting Estimates and Correction of Prior Period Error and Reclassification*.

Statement of Changes in Equity - these line items are covered in other financial statements

Capital Works

The Directorate continued to deliver a diverse capital works program supporting service delivery across ACT Corrective Services, ACT Policing and ESA. Capital expenditure focused on delivering priority emergency services facilities, upgrading existing operational infrastructure and progressing planning and design activities for future projects. The capital works program balanced delivery of new infrastructure with investment in existing assets to improve operational capability, safety, sustainability and service delivery outcomes.

Key achievements, in collaboration with Infrastructure Canberra, included:

- completion of construction of a new ACTF&R and ACTAS facility in the Molonglo Valley, improving emergency service coverage and supporting the needs of the region's growing population
- PFAS remediation and station upgrade works at the Kambah Fire and Rescue Station, reducing environmental risks while enhancing the functionality, safety and resilience of the facility
- completion of the ACT Watch House improvement and infrastructure renewal works, including upgrades to custody facilities and essential HVAC systems at City Police Station, improving operational capability, security and workplace conditions for staff
- completion of the Woden Police Station Electrification Project, including new plant, solar PV and EV charging infrastructure, improving building performance and supporting sustainable policing operations
- progression of concept designs for the ACTCS Hume Health Centre and Satellite Clinic facilities, supporting future health service delivery and wellbeing outcomes for people in custody
- design of a proposed ACTF&R and ACTAS facility in Casey, supporting future emergency service delivery to Canberra's growing northern suburbs.

Case Study – JACS Directorate PFAS Remediation Program

Background

The JACS PFAS Remediation Program is managing legacy PFAS contamination associated with historic firefighting foam used at emergency services facilities. The program supports environmental protection, regulatory compliance and the continued safe operation of critical emergency services infrastructure across the ACT.

Program Progress

During 2025–26, JACS continued environmental investigations, risk assessments and remediation planning across ESA and ACTRFS sites. The program applies a risk-based approach, developed in collaboration with subject matter experts and supported by regular notification to the ACT Environment Protection Authority. This approach is used to prioritise works and direct investment where it delivers the greatest environmental and operational benefits.

Kambah Station Remediation and Upgrade

The program achieved a significant milestone by completing remediation and upgrade works at the Kambah Ambulance and Fire & Rescue Station. The project team integrated environmental remediation activities with infrastructure improvements, including upgraded station facilities and replacement of ageing hardstand areas. This approach delivered improved environmental outcomes while enhancing the functionality, safety and resilience of the station.

Outcome

The PFAS Remediation Program continues to reduce environmental risk, strengthen community confidence and ensure emergency services facilities remain safe, compliant and fit for purpose.







Capital Works Schedule for 2025–26

Table 69: New Works

Directorate and Territorial Projects	Program Year	Completion Date		Project Value		Prior Year	2025–26	Total	Comments
		Original	Revised	Original $'000	Revised $'000	Expenditure $'000	Expenditure $'000	Expenditure $'000	
Directorate									
Strengthening emergency services – Vehicle Replacement program and facilities upgrades	2025–26	Jun-27	Jun-27	570	570	-	-	-	Works in progress
Upgrades for ACT Corrective Services facilities	2025–26	Jun-27	Jun-27	2,524	2,427	-	598	598	Works in progress
Territorial									
Better facilities for ACT Policing	2025–26	Jun-26	Jul-26	1,144	562	-	447	447	Works in progress

Table 70: Asset Renewal Program

Directorate and Territorial Projects	Program Year	Completion Date		Project Value		Prior Year	2025–26	Total	Comments
		Original	Revised	Original $'000	Revised $'000	Expenditure $'000	Expenditure $'000	Expenditure $'000	
Directorate									
Directorate Projects	2025–26	Jun-26	Jun-27	1,031	852	-	731	731	Works in progress
Corrective Services Upgrades	2025–26	Jun-26	Aug-26	481	481	-	12	12	Works in progress
Emergency Services Agency Facilities Upgrades	2025–26	Jun-26	Aug-26	671	850	-	282	282	Works in progress

Table 71: Prior Year Works (Including Completed Works in 2024–25)

Directorate and Territorial Projects	Program Year	Completion Date		Project Value		Prior Year	2025–26	Total	Comments
		Original	Revised	Original $'000	Revised $'000	Expenditure $'000	Expenditure $'000	Expenditure $'000	
Directorate									
Accommodation for the Aboriginal and Torres Strait Islander Children's and Young People's Commissioner	2022–23	Jun-24	Jun-27	733	705	29	47	76	Works in progress
Justice reform – Improving safety and wellbeing at the Alexander Maconochie Centre	2023–24	Jun-24	Jan-26	737	766	696	70	766	Project physically and financially complete
Justice reform – Investing in rehabilitation opportunities for detainees at the Alexander Maconochie Centre	2023–24	Jun-25	Dec-26	9,358	9,468	6,974	667	7,641	Works in progress
Per-and Polyfluoroalkyl Substances (PFAS) remediation	2023–24	Jun-27	Jun-27	14,683	14,683	6,570	3,240	9,810	Works in progress
Women's Remand Centre Improvements	2024–25	Jun-25	Dec-26	-	350	63	79	142	Works in progress
2024-25 Asset Renewal Program – Directorate	2024–25	Jun-25	Sep-25	935	1,235	954	286	1,240	Project physically and financially complete
2024-25 Asset Renewal Program – ACT Corrective Services	2024–25	Jun-25	Oct-25	471	471	227	213	440	Project physically and financially complete
2024-25 Asset Renewal Program – Emergency Services Agency	2024–25	Jun-25	Dec-25	706	406	340	66	406	Project physically and financially complete

Directorate and Territorial Projects	Program Year	Completion Date		Project Value		Prior Year	2025–26	Total	Comments
		Original	Revised	Original $'000	Revised $'000	Expenditure $'000	Expenditure $'000	Expenditure $'000	
Joint Directorate and Territorial									
Upgrading Emergency Services Infrastructure [1]	2024–25	Jun-25	Jan-26	1,305	888	6	884	890	Project physically and financially complete
Territorial									
Well-prepared emergency services – ACT Watch House upgrades	2023–24	Sep-25	Sep-25	2,259	2,259	1,165	915	2,080	Project physically and financially complete
Well-prepared emergency services – Better facilities for ACT Policing [2]	2023–24	Jun-25	Jan-26	6,575	2,031	3,290	151	3,441	Project physically and financially complete
Woden Police Station Electrification Project	2023–24	Jun-25	Jun-25	2,525	2,525	2,187	228	2,415	Project Physically complete
2024–25 Asset Renewal Program – ACT Policing	2024–25	Jun-25	Jun-26	633	133	2	86	88	Works in progress

Notes:

1. This is for City and Winchester Police Station Heating, Ventilation and Air Conditioning system upgrade works only.
2. The sub-projects of this capital works project related to feasibility study for ACT police stations were transferred to iCBR in 2024-25 due to the Administrative Arrangements 2024 (No 1).

Table 72: Reconciliation Schedules for 2025–26

	Directorate $'000	Territorial $'000
Reconciliation of Total Current Year Financing		
Current Year Capital Works Financing	13,061	4,007
Add: Financing for other Capital Projects	40,465	207
Less: Net Movement - Savings and Reprofiling to future years	-19,847	-1,605
Capital Injections as per Cashflow Statement	**33,679**	**2,609**
Reconciliation of Total Current Year Expenditure to Capital Injection		
Current Year Capital Works Expenditure	45,377	2,712
Add: Other Works Expenditure funded by Capital Injection	11,611	162
Less: Capital Works expensed during the year	-405	-
Less: Capital Works transferred from other directorates	-42,128	-
Add: Capital Injections relating to Prior Year's Expenditure	528	171
Add: Capital Injections for non-capital Works	22,631	-
Less: Capital Works Expenditure not funded by Capital Injection	-419	-228
Less: Capital Works Expenditure not yet drawn	-3,516	-208
Capital Injections as per Cashflow Statement	**33,679**	**2,609**
Reconciliation of Total Current Year Expenditure to Purchases of Property, Plant and Equipment		
Current Year Capital Works Expenditure	45,377	2,712
Add: Other Works Expenditure funded by Capital Injection	11,611	162
Less: Capital Works Expenditure not funded by Capital Injection	-419	-228
Less: Net Accrued Capital Expenses and Other Movements	-42,853	-146
Add: Capital Expenditure funded by Social Cost of Carbon (SCC) Fund	-	228
Total Payments from Investing Activities as per Cashflow Statement	**13,716**	**2,728**

Asset Management

JACS completed its first directorate wide Strategic Asset Management Plan (SAMP) in 2025–26 to help ensure critical infrastructure assets remain safe, reliable and fit for purpose, supporting frontline staff in delivering critical services to the Canberra community.

The SAMP is a long-term plan for looking after the Directorate's infrastructure. The plan promotes proactive investment in maintenance, renewal and upgrades. It identifies future infrastructure needs, assesses risks, and helps ensure investment decisions are made before ageing assets begin to affect service delivery, safety or operational effectiveness.

The plan brings together information from across ACT Policing, ESA, ACTCS and ACTCT to create a consolidated view of JACS' infrastructure portfolio.

This integrated view helps the Directorate better understand the condition of its assets, where investment is most needed, and how infrastructure risks can be managed consistently across the portfolio.

A key feature of the SAMP is its focus on risk-informed decision-making. The plan prioritises investment in assets that are most critical to service delivery and where failures would have the greatest impact on public safety, operational continuity, legislative compliance and service delivery.

The SAMP also strengthens governance and accountability by establishing clearer responsibilities for asset management, improving data quality, and introducing consistent performance measures across JACS. It also provides a practical roadmap for maintaining and renewing the Directorate's infrastructure over the next decade.

By improving planning, prioritisation and oversight, the SAMP will support safer workplaces and better value from government investment, helping ensure JACS infrastructure remains capable of supporting essential justice and community safety services for the ACT community.

Assets Managed

At 30 June 2026, the Directorate managed assets (property, plant and equipment and intangibles) with a total net book value of $779 million.

Assets managed include:

Table 73: Managed Assets by JACS at 30 June 2026

Asset	Appropriate Measure	Total Units
Land	Area in m^2	1,003,331m^2
Buildings and Buildings Right-of-Use [1]	Number of properties	190
Infrastructure Assets	Number of Infrastructure Assets	21
Leasehold Improvements	Number of properties	6
Plant and Equipment	Number of plant and equipment	714
Plant and Equipment Right-of-Use	Number of plant and equipment	106
Community and Heritage Assets	Number of assets and area	3 and 1,864m^2
Software	Number of Assets	37

Note:

1. Includes one Right-of-Use Building for the ACT Courts Combined Facilities.

New Assets

During 2025–26, the following assets were added to the Directorate asset register:

Table 74: New Assets added during 2025–26

Asset Class	Asset Details	Number
Plant and Equipment	Includes 3 ACTF&R rescue pumpers, a zero-emissions electric ACTF&R breathing apparatus van; a driving simulator, 6 Intensive Care Paramedic (ICP) ambulances, an electric vehicle charger at AMC, a unit of 10 mobile CCTV solar cameras and other new plant and equipment for ESA, ACTCT and ACTCS.	49
Plant and Equipment Right-of-Use	New leased motor vehicles	28
Intangibles	Includes Strengthening Restorative Justice ORCA database and ESA Single Point of Truth (SPOT) Application	2
	Total Assets Added	**79**

Assets Disposed

During 2025–26, the following assets were removed from the Directorate asset register:

Table 75: Assets disposed during 2025–26

Asset Class	Reason for Disposal	Number
Leasehold Improvements	Removal of the auto door asset at ACAT	1
Plant and Equipment	Retirement of plant and equipment reaching end of life.	105
Plant and Equipment Right-of-Use	Retirement of vehicles reaching end of lease.	52
Computer Software	Retirement of computer software no longer in use.	3
	Total Assets Removed	**161**

As at 30 June 2026, the ACTCS site at Symonston and the ESA Hackett ACTSES site were identified by the Directorate as surplus. Work to determine the future use or disposal of these assets is underway.

Asset Maintenance and Upgrades

Table 76: Asset upgrades during 2025–26

Asset Class	Asset Details	Number
Building	Electrification at Woden Police Station, upgrades to the ACT Watch House, HVAC at City and Winchester Police Centres, upgrades to AMC, including training classroom, storage space, air conditioning units and walking pathway, fit-out at ESA Training Centre, breathing apparatus support facilities at Fyshwick Fire Station, and upgrades to main gate and car park at Belconnen ACTSES.	15
Plant and Equipment	Refurbishments of seven ESA rescue pumpers, upgrades to an ESA display trailer, and door lock upgrades for male cottage accommodation at AMC.	9
	Total Assets Upgrades	**24**

For land, buildings and leasehold improvements, infrastructure and plant and equipment the expenditure on repairs and maintenance was $13.9 million which represented 2% of the asset net book value.

Table 77: 2025–26 Repairs and Maintenance on Directorate Assets by Category

Asset Category	$'000	%	NBV ($'000)
Land	526	1%	87,470
Buildings and Leasehold Improvements [1]	6,946	1%	536,864
Infrastructure	4	1%	415
Plant and Equipment	6,391	15%	42,907
Total R&M Expenses	**13,867**	**2%**	**667,656**

Note:

1. Includes buildings, leasehold improvements (including make good leasehold assets), community and heritage assets.

The Directorate conducted infrastructure asset condition audits of ESA and ACTCS assets during the 2025–26 reporting period. The audits covered building fabric, electrical systems, fire systems, grounds and civil works, HVAC, security systems, mechanical systems and specialised fit-outs. Approximately 80% of total infrastructure assets within these business units were assessed. Asset condition varied across the portfolio, with findings used to inform future maintenance, renewal and investment planning.

Government Contracting

The Directorate conducts procurement activities in accordance with the *Government Procurement Act 2001*, *Government Procurement Regulation 2007*, and *Government Procurement Rules 2024*.

The ACT Courts and Tribunal and the JACS Corporate Procurement Unit maintained Level 2 Conforming Accreditation under Procurement ACT's Procurement Accreditation Program during 2025–26. Level 2 accreditation recognises established procurement governance, capability and assurance arrangements that support effective and compliant procurement practices. All other business areas within JACS maintained Level 1 Developing Accreditation and continued to strengthen procurement capability through training, guidance and assurance activities.

To ensure compliance with the ACT Government Procurement Framework, JACS:

- provides a central policy and governance function for JACS
- reviews all major procurement governance and planning activities, including the Annual Accreditation Assurance Review and the Anticipated Procurement Activity Report
- reviews and refreshes all JACS Procurement templates on the JACS intranet
- maintains and monitors the JACS Contract Register
- conducts a bi-monthly Procurement Assurance Program to monitor compliance, identify improvement areas and inform targeted training
- seeks advice from Procurement ACT on procurement policies and procedures, and from ACTGS on contract terms and conditions where relevant
- engages Procurement ACT under the Tiered Servicing Support Model for procurements at relevant thresholds
- refers procurements to the Government Procurement Board where consideration and/or approval is required.

The Directorate undertakes broad competitive procurement processes wherever possible. Due to the specialised nature of some JACS activities and consequently of some engagements, exemptions under the *Government Procurement Regulations 2007* may be used to conduct single select procurement activity. These procurements require Director-General approval and are supported by a statement of justification and value for money assessment. JACS only uses this approach when it is efficient, fit for purpose, enhances operational readiness and delivers value for money to the Territory.

The online ACT Government Contracts Register records contracts with suppliers of goods, services and works, with a value of $25,000 or more.

A full search of JACS contracts notified with an execution date from 1 July 2025 to 30 June 2026 can be made at **https://www.tenders.act.gov.au/contract/search**.

Compliance with *Government Procurement Act 2001*

JACS determines compliance using data from its central procurement and contract register, the public notifiable contract register, monthly notifiable invoice process, quality assurance checks, business unit self reporting and reviews conducted under the JACS Procurement Assurance Program. The Assurance Program conducts bi-monthly audits of procurement and contract management processes, assigns compliance ratings, identifies areas for improvement and records breaches in the JACS Breach Register.

JACS has complied with the *Government Procurement Act 2001* during the reporting year, except for the instances specified below:

Description of non-compliance	Section and subsection of *Government Procurement Act 2001* to which the non-compliance relates	Reason for non-compliance	Steps taken to rectify non-compliance
Publication of agreed confidential text on public contracts register	Section 15 (3)	During preparation of the public version of a contract, several sections of agreed confidential text were not removed before publication.	The contract was removed from the public register immediately after the issue was identified and the supplier was notified. JACS conducted an internal review and implemented governance improvements to reduce the likelihood of recurrence.
Value for Money assessment not documented in a Tender Evaluation Report	Section 8 (5)	The procurement was undertaken through a whole-of-government standing offer arrangement with established pricing. The business unit considered this sufficient evidence of value for money and did not separately document its assessment.	Corporate Procurement provided governance advice reinforcing the requirement to document value for money assessments and obtain appropriate delegate endorsement for all procurements, including procurements undertaken through standing offer arrangements.

Secure Local Jobs Code

JACS did not seek any exemptions from the Secure Local Jobs Code during 2025–26.

Aboriginal and Torres Strait Islander Procurement Policy

JACS supports Aboriginal and Torres Strait Islander enterprises by actively encouraging business units to consider Aboriginal and Torres Strait Islander suppliers during procurement processes.

Table 78: 2025–26 performance against the Aboriginal and Torres Strait Islander Procurement Policy

Number	Performance Measure	Result
1	The number of unique Aboriginal and Torres Strait Islander Enterprises that responded to the reporting entity's tender and quotation opportunities	4
2	The number of unique Aboriginal and Torres Strait Islander Enterprises attributed a value of addressable spend in the financial year	22
3	Percentage of the financial year's addressable spend that is spent with Aboriginal and Torres Strait Islander Enterprises	3.29%

The Aboriginal and Torres Strait Islander Procurement Policy target for 2025-26 was 2.25% of addressable spend. JACS achieved 3.29%, or $1.781 million of expenditure from total addressable spend of $54.106 million.

ACT Audit Office

AUDITOR-GENERAL AN OFFICER OF THE ACT LEGISLATIVE ASSEMBLY

INDEPENDENT LIMITED ASSURANCE REPORT

To the Members of the ACT Legislative Assembly

Conclusion

I have undertaken a limited assurance engagement on the statement of performance of the Justice and Community Safety Directorate (Directorate) for the year ended 30 June 2026.

Based on the procedures performed and evidence obtained, nothing has come to my attention to indicate the results of the accountability indicators reported in the statement of performance for the year ended 30 June 2026 are not in agreement with the Directorate's records or do not fairly reflect, in all material respects, the performance of the Directorate, in accordance with the *Financial Management Act 1996*.

Basis for conclusion

I have conducted the engagement in accordance with the Standard on Assurance Engagements ASAE 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information*. My responsibilities under the standard and legislation are described in the 'Auditor-General's responsibilities' section of this report.

I have complied with the independence and other relevant ethical requirements relating to assurance engagements, and the ACT Audit Office applies Australian Auditing Standard ASQM 1 *Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements.*

I believe that sufficient and appropriate evidence was obtained to provide a basis for my conclusion.

Directorate's responsibilities for the statement of performance

The Director-General is responsible for:

- preparing and fairly presenting the statement of performance in accordance with the *Financial Management Act 1996* and *Financial Management (Statement of Performance Scrutiny) Guidelines 2019*; and
- determining the internal controls necessary for the preparation and fair presentation of the statement of performance so that the results of accountability indicators and accompanying information are free from material misstatements, whether due to error or fraud.

Auditor-General's responsibilities

Under the *Financial Management Act 1996* and *Financial Management (Statement of Performance Scrutiny) Guidelines 2019*, the Auditor-General is responsible for issuing a limited assurance report on the statement of performance of the Directorate.

My objective is to provide limited assurance on whether anything has come to my attention that indicates the results of the accountability indicators reported in the statement of performance are not in agreement with the Directorate's records or do not fairly reflect, in all material respects, the performance of the Directorate, in accordance with the *Financial Management Act 1996*.

Nara Centre, Level 4 / 3 Constitution Ave Canberra ACT 2601 | PO Box 158 Canberra ACT 2601 | (02) 6207 0833 | actauditorgeneral@act.gov.au | audit.act.gov.au

In a limited assurance engagement, I perform procedures such as making inquiries with representatives of the Directorate, performing analytical review procedures and examining selected evidence supporting the results of accountability indicators. The procedures used depend on my judgement, including the assessment of the risks of material misstatement of the results reported for the accountability indicators.

Limitations on the scope

The procedures performed in a limited assurance engagement are less in extent than those required in a reasonable assurance engagement and consequently the level of assurance obtained is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Accordingly, I do not express a reasonable assurance opinion on the statement of performance.

This limited assurance engagement does not provide assurance on the:

- relevance or appropriateness of the accountability indicators reported in the statement of performance or the related performance targets;
- accuracy of explanations provided for variations between actual and targeted performance due to the often-subjective nature of such explanations; or
- adequacy of controls implemented by the Directorate.



Clea Lewis
Assistant Auditor-General, Financial Audits
30 September 2026

Justice and Community Safety Directorate
Statement of Performance
For the Year Ended 30 June 2026

Statement of Responsibility

In my opinion, the Statement of Performance is in agreement with the Directorate's records and fairly reflects the service performance of the Directorate for the year ended 30 June 2026 and also fairly reflects the judgements exercised in preparing it.



Ray Johnson
Director-General
Justice and Community Safety Directorate

30 September 2026

ACT Government
Justice and Community Safety

Justice and Community Safety Directorate

Statement of Performance

For the year ended 30 June 2026

Justice and Community Safety Directorate
Statement of Performance
For the year ended 30 June 2026

Output Class 1 Justice Services

Output 1.1 Policy Advice and Justice Programs

Description

High quality policy, legislation, ministerial support and advice to portfolio Ministers, Cabinet and other agencies on justice and community safety matters. Administer security coordination and emergency management policy, and innovative justice and crime prevention programs (including the Restorative Justice Program) across government and the community.

	2025-26 Original Target	2025-26 Actual	Variance %	Note
Total Cost ($'000)	51,927	45,837	(12)	1
Controlled Recurrent Payments ($'000)	48,800	41,750	(14)	1
Accountability Indicators				
a Percentage of legislation requested by the JACS portfolio ministers is developed within timeframes agreed by the JACS portfolio ministers	100%	100%	-	
b Proportion of surveyed users of restorative justice programs satisfied with service received [i]	97%	94%	(3)	
c Number of initiatives that reduce regulatory burden [ii]	2	2	-	

The above Indicators should be read in conjunction with the accompanying notes.
The above Indicators were examined in accordance with the *Financial Management Act 1996*. The Total Cost and Controlled Recurrent Payments measures were not examined by the ACT Audit Office in accordance with the *Financial Management (Statement of Performance Scrutiny) Guidelines 2019*.

Explanation of Accountability Indicators

i Following a restorative justice conference, surveys designed to monitor convenors' delivery of the process and participant experience for quality assurance and service improvement are provided to each offender, victim and support person. Nine key questions are included in the surveys. These questions capture feedback on different aspects of the restorative justice process to provide an insight into the level of participant satisfaction. 54 participants completed the surveys with 94% being satisfied with services received.

ii Relevant initiatives include changes or innovations, made as part of legislative reforms or policy or program design or modification, and which have been identified as reducing regulatory burden. The Liquor Amendment Bill 2025 and Justice and Community Safety Legislation Amendment Bill 2025 (No 3) were identified as measures that reduced regulatory burden in the 2025-26 financial year.

Notes - Explanation of Material Variances (≥+/-10%)

1 The variance is primarily due to the reprofiling of Commonwealth Grants related to the Disaster Ready Fund from 2025-26 into 2026-27 to align with the delivery schedules in the relevant project Implementation Plans to when payments are likely to be required. Grants are paid to recipients once project milestones are completed.

Justice and Community Safety Directorate
Statement of Performance
For the year ended 30 June 2026

Output Class 1 Justice Services

Output 1.2 Legal Services to Government

Description

High quality and timely legal advice and representation for the Attorney-General and Government.

	2025-26 Original Target	2025-26 Actual	Variance %	Note
Total Cost ($'000)	30,661	36,359	19	1
Controlled Recurrent Payments ($'000)	14,119	14,095	-	

Accountability Indicators

a	Timely legal services provided by the ACT Government Solicitor: percentage of advices completed within 28 days	85%	81%	(5)
b	High quality legal services provided by the ACT Government Solicitor: percentage of client survey respondents satisfied with quality of advice and representation [i]	95%	90%	(5)
c	Timely legal services provided by the ACT Government Solicitor: percentage of court matters undertaken and completed within courts, tribunal or any applicable statutory timetable	95%	88%	(7)

The above Indicators should be read in conjunction with the accompanying notes.
The above Indicators were examined in accordance with the *Financial Management Act 1996*. The Total Cost and Controlled Recurrent Payments measures were not examined by the ACT Audit Office in accordance with the *Financial Management (Statement of Performance Scrutiny) Guidelines 2019.*

Explanation of Accountability Indicators

i The client survey is conducted in December and June, using the online Survey Monkey Tool. In response to both surveys, 154 out of 172 respondents indicated an overall level of satisfaction with the quality of legal services. Respondents indicate the quality of legal services delivered was either 'excellent' or 'satisfactory' as a % of the total survey responses to the question.

Note - Explanation of Material Variances (≥+/-10%)

1 The total cost is higher than target, primarily due to the engagement of additional staff to undertake work for client agencies on a recovery of cost for service basis.

Justice and Community Safety Directorate
Statement of Performance
For the year ended 30 June 2026

Output Class 1 Justice Services

Output 1.3 Legislative Drafting and Publishing Services

Description

Provision of high quality and timely legislative drafting and publishing services for ACT legislation and maintenance of the ACT legislation register.

	2025-26 Original Target	2025-26 Actual	Variance %	Note
Total Cost ($'000)	5,439	5,020	(8)	
Controlled Recurrent Payments ($'000)	4,874	4,902	1	
Accountability Indicators				
a High level of client satisfaction for legislative drafting and publishing services by the Parliamentary Counsel's Office: - percentage of satisfied client survey respondents [i]	90%	97%	8	
b Timely legislative drafting and publishing services by the Parliamentary Counsel's Office:				
- Percentage of drafting responses provided within 30-day standard	95%	88%	(7)	
- Percentage of notifications notified on ACT Legislation Register on requested notification day	99%	100%	1	
- Percentage of republications of changed legislation published on ACT legislation register on day the change happens	99%	100%	1	

The above Indicators should be read in conjunction with the accompanying notes.
The above Indicators were examined in accordance with the *Financial Management Act 1996*. The Total Cost and Controlled Recurrent Payments measures were not examined by the ACT Audit Office in accordance with the *Financial Management (Statement of Performance Scrutiny) Guidelines 2019*.

Explanation of Accountability Indicators

[i] Parliamentary Counsel's Office (PCO) annually conducts three client surveys over a two-week period: the ACT Legislation Register Survey, the Legislative Drafting Service Survey and the ACT Legislation Register Notifications Service Survey. Satisfied client survey respondents mean respondents who indicated an overall level of satisfaction of 'good' or 'excellent'.

Justice and Community Safety Directorate
Statement of Performance
For the year ended 30 June 2026

Output Class 1 Justice Services

Output 1.4 Public Prosecutions

Description

Prosecution of summary and indictable matters, at first instance and on appeal, provision of assistance to the Coroner, and provision of witness assistance services.

		2025-26 Original Target	2025-26 Actual	Variance %	Note
Total Cost ($'000)		21,130	20,997	(1)	
Controlled Recurrent Payments ($'000)		17,393	17,513	1	
Accountability Indicators					
a	Average cost per matter finalised	$4,200	$4,101	(2)	
b	The percentage of cases where the brief is served within two weeks of it being received from the ACT Police	80%	89%	11	1
c	The percentage of cases where the indictment case statement and questionnaire are filed within the timeframes specified at directions in the Supreme Court [i]	80%	61%	(24)	2

The above Indicators should be read in conjunction with the accompanying notes.
The above Indicators were examined in accordance with the *Financial Management Act 1996*. The Total Cost and Controlled Recurrent Payments measures were not examined by the ACT Audit Office in accordance with the *Financial Management (Statement of Performance Scrutiny) Guidelines 2019*.

Explanation of Accountability Indicators

[i] Following a matter being moved from the Magistrates Court to the Supreme Court for trial, the Supreme Court Registrar will order the DPP to file a set of documents which includes the indictment, Case Statement, Witness List and Questionnaire. The "usual orders" require the DPP to file the suite of documents within three weeks.

Notes - Explanation of Material Variances (≥ +/-10%)

1 Further efficiencies such as staff training and modifying process with respect to brief service have been pursued in the review and provision of briefs with a view to promote the progression of matters through the Court. This function moved to ACT Policing on 27 February 2026.

2 The percentage of cases in which committal documents were filed within the timeframes prescribed by the Courts deviated from target due to a range of contributing factors, including increased court sitting days, new Practice Directions requiring additional written applications and supporting material, other changes to court practices that increased court-facing work, sustained growth in overall workload, and obligations arising from the Victims Charter.

Justice and Community Safety Directorate
Statement of Performance
For the year ended 30 June 2026

Output Class 1 Justice Services

Output 1.5 Protection of Rights

Description

Provision of advocacy, complaints-handling, advice, community awareness raising and other services in connection with the promotion and protection of rights especially for vulnerable members of society, through services provided by the ACT Human Rights Commission, including the Public Advocate of the ACT and Victim Support ACT. This output also includes services provided by the Aboriginal and Torres Strait Islander Children and Young People Commissioner and the Privacy Commissioner.

	2025-26 Original Target	2025-26 Actual	Variance %	Note
Total Cost ($'000)	26,277	31,270	19	1
Controlled Recurrent Payments ($'000)	24,024	23,587	(2)	
Accountability Indicators				
ACT Human Rights Commission				
a High level of client satisfaction with Human Rights Commission complaints process:				
- Percentage of survey respondents who consider the complaint handling service accessible	80%	84%	5	
- Percentage of survey respondents who consider the complaint handling service to be fair	80%	79%	(1)	
- Percentage of complaints concluded within Commission standards	75%	71%	(5)	
b High level of community education, information and advice in relation to human rights and (i) services for children and young people, (ii) disability services, (iii) discrimination, (iv) health services, and (v) services for older people and other complaint jurisdictions:				
- Number of community engagement activities undertaken by the Commission	90	145	61	2
Public Advocate of the ACT				
c The Public Advocate and Children and Young People Commissioner's (PACYPC's) actions towards achieving a caring community where the rights and interests of vulnerable people are protected:				
- Proportion of client survey respondents for whom advocacy services are provided by the Public Advocate of the ACT where a high level of satisfaction is reported	75%	86%	15	3

Justice and Community Safety Directorate
Statement of Performance
For the year ended 30 June 2026

Output Class 1 Justice Services

Output 1.5 Protection of Rights - Continued

	2025-26 Original Target	2025-26 Actual	Variance %	Note
- Percentage of referrals to the Public Advocate actioned within five working days [i]	90%	94%	4	
- Percentage of compliance documents reviewed within five working days of allocation [i]	80%	91%	14	4
Victim Support ACT				
d Percentage of referrals to Victim Support ACT or the Victims of Crime Commissioner - actioned within five working days	95%	79%	(17)	5

The above Indicators should be read in conjunction with the accompanying notes.
The above Indicators were examined in accordance with the *Financial Management Act 1996*. The Total Cost and Controlled Recurrent Payments measures were not examined by the ACT Audit Office in accordance with the *Financial Management (Statement of Performance Scrutiny) Guidelines 2019*.

Explanation of Accountability Indicators

i The indicators report on the timeliness and effectiveness of interactions with clients. Calculation of indicators is based on client feedback, received through evaluation forms, and information from the Commission's case management system which tracks the length of time it takes from receipt to complaint closure.

Notes - Explanation of Material Variances (≥ +/-10%)

1 The above budget result is primarily driven by the first year of recognition of a provision expense for counselling sessions approved but not yet provided ($2.97m), higher than budgeted cost for the Intermediary Program ($0.48m) and increased expenses on counselling invoices ($0.44m).
2 The number of events held includes community consultations on Child Safe Standards (43), on the Right to a Healthy Environment (21) and other educational events (81).
3 The higher than target result reflects the Public Advocate and Children and Young People Commissioner's commitment to responsive, high-quality service delivery underpinned by a human rights focus that seeks to achieve improved safety and wellbeing outcomes for children, young people, and adults experiencing vulnerability.
4 The above target result represents the Public Advocate's concerted effort to review documentation that may represent limitations to a person's rights, noting that all documentation received has an initial review at the point of data entry, enabling better triage of those documents requiring secondary review.
5 The below target result reflects the sustained unprecedented demand for victim support services during the reporting period. Increasing service demand and more complex client needs have placed pressure on Victim Support ACT's existing resources, affecting its ability to achieve this indicator from existing resources.

Justice and Community Safety Directorate
Statement of Performance
For the year ended 30 June 2026

Output Class 2 Corrective Services

Output 2.1 Corrective Services

Description

Provision of safe and secure custody for detainees with a strong focus on the delivery of rehabilitative, educational and vocational programs, effectively managing un-sentenced offenders and community based corrections programs, and providing advice and services to the ACT justice system.

	2025-26 Original Target	2025-26 Actual	Variance %	Note
Total Cost ($'000)	131,616	133,572	1	
Controlled Recurrent Payments ($'000)	104,771	107,917	3	
Accountability Indicators				
a Completion rates of Community Corrections Orders:				
- The proportion of Community Corrections supervision orders successfully completed within the counting period	85%	85%	-	
- The proportion of Community Corrections reparation orders successfully completed within the counting period	85%	74%	(13)	1
b Average cost per detainee per day for all detainees	$570	$517	(9)	
c Average cost per day for community-based offenders	$84	$76	(10)	2

The above Indicators should be read in conjunction with the accompanying notes.
The above Indicators were examined in accordance with the *Financial Management Act 1996*. The Total Cost and Controlled Recurrent Payments measures were not examined by the ACT Audit Office in accordance with the *Financial Management (Statement of Performance Scrutiny) Guidelines 2019*.

Notes - Explanation of Material Variances (≥ +/-10%)

1 In 2025-26, ACT Corrective Services (ACTCS) introduced an automated methodology for calculating community corrections order completion rates, replacing the manual counting method used in previous years. The automated approach includes sourcing data from the sentencing module rather than the community service hours module of the offender management system. This approach provides a more accurate measure of completion rates and resulted in a higher number of orders being reported as unsuccessfully completed. As ACTCS administers a relatively small number of reparation orders, percentage completion rates may vary considerably from year to year.

2 Lower than targeted result is due to higher than targeted offender numbers (actual 882 compared to targeted 860) and lower than targeted cost (actual of $24.6m compared to targeted $26.4m).

Justice and Community Safety Directorate
Statement of Performance
For the year ended 30 June 2026

Output Class 3 Courts and Tribunal

Output 3.1 Courts and Tribunal

Description

High quality support to judicial officers and tribunal members in the ACT Courts and Tribunal and high quality services to the public using the courts and the tribunal.

	2025-26 Original Target	2025-26 Actual	Variance %	Note
Total Cost ($'000)	93,239	93,829	1	
Controlled Recurrent Payments ($'000)	68,010	68,010	-	
Accountability Indicators				
Courts				
a Cost per finalisation:				
- Supreme Court [i, ii]	$23,399	$22,393	(4)	
- Magistrates Court [i, ii]	$2,722	$2,200	(19)	1
b Case Clearance Indicator:				
- Supreme Court [i, ii]	100%	86%	(14)	2
- Magistrates Court [i, ii]	100%	98%	(2)	
Tribunal				
c Clearance Indicator - Number of ACAT finalisations, divided by the number of lodgements [iii]	100%	95%	(5)	

The above Indicators should be read in conjunction with the accompanying notes.
The above Indicators were examined in accordance with the *Financial Management Act 1996*. The Total Cost and Controlled Recurrent Payments measures were not examined by the ACT Audit Office in accordance with the *Financial Management (Statement of Performance Scrutiny) Guidelines 2019*.

Explanation of Accountability Indicators

i Supreme Court includes Court of Appeal. Magistrates Court includes Childrens Court, Coroners Court, and Family Violence Court.

ii For the purpose of this report a 'case' is defined as per the counting rules detailed in the Report on Government Services (RoGS) Data Collection Manual and in https://www.courts.act.gov.au/corporate/publications/explanatory-statement-report-on-statement-of-performance-and-strategic-and-accountability-indicators-sopsai.

iii ACAT – ACT Civil and Administrative Tribunal.

Notes - Explanation of Material Variances (≥ +/-10%)

1. The cost per finalisation is substantially lower due to a high number of Fail to Vote matters finalised within this period. The deviation is an isolated occurrence. If these matters are excluded, the indicator is estimated to be within 1% of the target.
2. The Supreme Court's performance in 2025-26 was affected by reduced sitting weeks due to judicial leave, the retirement of a resident judge, recruitment delays, and the appointment of a resident judge as Chief Magistrate. Increasingly complex criminal matters, particularly sexual assault cases, have required longer and multiple hearings and greater judicial resources, reducing listing capacity across jurisdictions. These pressures, together with longer trial durations and late pleas, have impacted timeliness, clearance rates and backlog outcomes.

Justice and Community Safety Directorate
Statement of Performance
For the year ended 30 June 2026

Output Class 4 Emergency Services

Output 4.1 Emergency Services

Description

Prevention and Mitigation: Measures taken in advance of an emergency aimed at decreasing or eliminating its impact on the community and the environment.
Preparedness: Measures to ensure that, should an emergency occur, communities, resources and services are capable of responding to and coping with the effects.
Response: Strategies and services to control, limit or modify an emergency to reduce its consequences.
Recovery: Strategies and services to return the ACT Emergency Services Agency to a state of preparedness after emergency situations and to assist with community recovery.

		2025-26 Original Target	2025-26 Actual	Variance %	Note
	Total Cost ($'000)	235,936	239,637	2	
	Controlled Recurrent Payments ($'000)	183,778	187,383	2	
Accountability Indicators					
Prevention and Preparedness					
a	Field Audit of Slashing/Grazing/Physical Removal activities, as per approved Bushfire Operational Plans (BOPs) [i]	100%	100%	-	
b	Field assessment of Access Management Upgrades and Hazard Reduction burns conducted in accordance with Bushfire Operational Plans of ACT Government Directorates [ii]	100%	100%	-	
Response and Recovery					
c	Structure Fire incidents responded to within target [iii]	90%	94%	4	
d	Road Rescue incidents responded to within target [iv]	90%	93%	3	
e	Ambulance priority 1 - Incident Response Time 50th percentile (minutes) [v, vi]	8	10.9	(36)	1
f	Ambulance priority 1 - Incident Response Time 90th percentile (minutes) [v, vi]	15	18.5	(23)	1
g	Percentage of Patient Transport Service 'fixed booking' attended by booked time	65%	69%	6	
h	Total cost per head of population [vii]	$493.95	$491.87	-	

The above Indicators should be read in conjunction with the accompanying notes.
The above Indicators were examined in accordance with the *Financial Management Act 1996*. The Total Cost and Controlled Recurrent Payments measures were not examined by the ACT Audit Office in accordance with the *Financial Management (Statement of Performance Scrutiny) Guidelines 2019*.

Justice and Community Safety Directorate
Statement of Performance
For the year ended 30 June 2026

Output Class 4 Emergency Services

Output 4.1 Emergency Services - Continued

Explanation of Accountability Indicators

[i] A total of 23 Slashing/Grazing/Physical Removal activities were audited across 8 approved BOPs that included Slashing/Grazing/Physical Removal works.

[ii] A total of 11 Access Management Upgrade/Hazard Reduction Burn activities were audited across 1 approved BOP that included Access Management Upgrade/Hazard Reduction Burn works.

[iii] Target refers to the response to structure fires within 10 minutes.

[iv] Target refers to the response to road rescues within 13 minutes.

[v] Priority 1 records that are incomplete due to operator or system errors, or where incidents are outside the ACT, or where the priority rating has been changed, are excluded.

[vi] If results are higher than targets for these indicators, the variance will be reflected as a negative percentage.

[vii] The 2025-26 target has been revised to reflect projected expenditure and an estimated population of 475,600 based on the Estimated Resident Population – September Quarter 2024, ABS Release: National, State and Territory Population Publication Release Date: 20 March 2025.

Note - Explanation of Material Variances (≥ +/-10%)

1 Response times exceeding target levels reflect the ongoing growth in demand for ambulance services, with Priority 1 incidents increasing by 6.4%. Comparatively, ACT Ambulance Services Emergency response times remain some of the best in Australia. (source: Report on Government Services 2026) (https://www.pc.gov.au/ongoing/report-on-government-services/health/ambulance-services/).

Part 4

Annual Report Requirements for JACS

Terrorism

The Terrorism (Extraordinary Temporary Powers) Amendment Bill 2022 was introduced in the Legislative Assembly on 5 May 2022 to extend the operation of the *Terrorism (Extraordinary Temporary Powers) Act 2006* (the Act) to 19 November 2027 and introduce additional human rights protections for people who may be detained under that Act.

Section 98 of the Act requires the Chief Police Officer to provide the Director-General of JACS with information to assist with reporting on the use of the Act during each financial year.

The following table provides information in accordance with the reporting requirement in section 98.

Table 79: Use of the Terrorism (Extraordinary Temporary Powers) Act 2006 during 2025–26

Section	Definition	Result
(a)	the number of preventative detention orders (including interim orders) made during the year	0
(b)	for each preventative detention order (including each interim order) made during the year – whether a person was taken into custody and detained, or detained, under the order and, if so, the period for which the person was detained	Not Applicable
(c)	particulars of any complaints made by the Human Rights Commissioner, the Ombudsman or the public advocate during the year in relation to a person's detention under a preventative detention order	Not Applicable
(d)	if, during the year, the Human Rights Commission has reported to the Minister the results of a review under the Human Rights Act 2004, section 41(1)(a) of the effect of this Act (or any part of it) on human rights – a summary of the report	Not Applicable
(e)	the number of prohibited contact orders made during the year	0

Victims of Crime Act 1994, section 18I Justice Agencies Complaints

Section 18I of the *Victims of Crime Act 1994* (the Act) requires JACS to record and report on victims' rights complaints received during the reporting period. In 2025–26, ACTCS received 4 complaints relating to a victim's right to information about investigations, proceedings and decisions under section 16I of the Act. The concerns raised were addressed and all matters were finalised. No victims' rights complaints were received by the RJU or ACTCT during the reporting period.

Care and Carer Support

The Directorate recognises and values carers and the important role they play in the community. Consistent with the *Carers Recognition Act 2021*, the Directorate supports staff with caring responsibilities and recognises the contribution that carers, family members and support networks make in supporting the wellbeing, safety and decision-making of people engaging with justice and community safety services.

Raising awareness and supporting carers

JACS supports employees who are carers through workplace policies and employment conditions. This includes access to flexible and hybrid working arrangements, leave provisions, and reasonable adjustments that help staff balance work and caring responsibilities.

Employees have access to a range of flexible and family friendly workspaces across Canberra, making it easier to manage caring commitments during the workday.

The Directorate raises awareness of the contribution carers make and the support available to them through our internal communications and online resources. Staff can access information designed for parents and carers and are encouraged to join the Our Abilities Staff Network. The network welcomes people with disability, carers of people with disability, and allies, and provides opportunities to connect, share experiences, and access information and support.

Recognising carers across JACS programs and services

Throughout the reporting period, JACS embedded consideration of carers, family members and support networks in the design and delivery of programs and services, advocacy activities and policy development across the Directorate.

ACTCS integrates the recognition of family, kinship and support networks into case management and custodial decisions for Aboriginal and Torres Strait Islander peoples in custody and under supervision. This includes supporting family visits, facilitating connections with kin and community, and considering kinship relationships in program design and delivery, placement decisions, compassionate leave applications and cultural family events. Community Aboriginal Liaison Officers support and participate in case planning, home visits and reintegration supports, helping strengthen relationships between offenders and their families and carers.

CSPP engages with family members, carers and support networks, where appropriate, in the delivery of targeted intervention programs to support participant wellbeing and service outcomes.

The HRC continued to support carers through its oversight, advocacy and complaints functions. During the reporting period, the Commission accepted complaints about services for people with disability and their carers, and services for older people and their carers. Victim Support ACT provided counselling, financial assistance and advocacy to parents and carers of primary victims, while the Public Advocate and Children and Young People Commissioner engaged with carers through assistance requests, visits, hearings and advocacy activities.

The Directorate also progressed policy work exploring reforms to the ACT's supported decision-making framework. This work includes consideration of arrangements that may formally recognise supporters who assist people with cognitive disability or impairment to exercise their legal decision-making rights.

Part 5

Whole of Government Annual Reporting

Bushfire Risk Management

Overview

The ACT Government manages bushfire risk under the *Emergencies Act 2004*. The Act requires a Strategic Bushfire Management Plan (SBMP), which guides how the Territory prepares for, responds to and recovers from bushfires.

In 2025–26, ACT Government agencies completed the final year of bushfire risk management activities under Strategic Bushfire Management Plan Version 4 (SBMPv4). While Strategic Bushfire Management Plan Version 5 (SBMPv5) commenced in October 2025, implementation during the reporting period mainly focussed on establishing governance, planning and coordination arrangements. As a result, the achievements and outcomes reported below primarily relate to delivery of SBMPv4 activities.

Bushfires remain a significant risk to the Territory. Climate change is increasing this risk through more frequent drought and changing fire behaviour. Population growth and development are also increasing the number of people, properties and assets exposed to bushfires.

Managing bushfire risk is a shared responsibility. Government agencies, utilities, landholders and the community all play a role in reducing risk and maintaining response capability.

SBMPv4 progress

ACT government agencies delivered activities under SBMPv4 in 2025–26. These activities supported a coordinated approach to bushfire risk management across the Territory. SBMPv4 focused on 6 key themes:

- community
- firefighting operations
- broad area fuel reduction and fire access
- adaptive management and climate change
- land-use planning
- bushfire recovery.

Across the reporting period, ACT government agencies:

- delivered ongoing fuel management and land management programs
- maintained firefighting capability and operational readiness
- supported community awareness and preparedness activities
- integrated bushfire risk into land use planning
- progressed recovery planning and coordination arrangements.

ACT Government agencies integrated many of these activities into ongoing business operations, helping establish consistent bushfire risk management practices across government and the community.

Community

SBMPv4 objectives 1–3 focus on reducing ignitions, strengthening landholder risk management and improving community preparedness.

Objective 1 – Reduction in bushfire ignitions



Firebird 100 (SIG) at ACTRFS Helibase in Hume

The ACT Government reduced preventable bushfire ignitions through targeted risk reduction, prevention activities and enhanced detection capabilities in the reporting period.

ESA partnered with ACTP and other agencies to investigate fire incidents and address human caused ignition risks, including arson. Government agencies continued working together to find and remove abandoned vehicles in high-risk areas. This helped lower the risk of fires starting and better protected local communities and the environment.

Investment in fire detection cameras, drones and the Specialist Intelligence Gathering (SIG) helicopter improved our ability to detect fires early and respond quickly. By providing better information during incidents, these tools helped emergency services manage fires more effectively and reduce their impact on communities.

Case study: ESA Remotely Piloted Aircraft Systems (RPAS) drone capability

The ESA Remotely Piloted Aircraft Systems (RPAS) capability is a specialist capability within the Agency. Known as the ESA drone team, it brings together trained remote pilots from across ESA services to provide coordinated drone support for ESA operations and other ACT Government agencies, including the ACT Parks and Conservation Service (PCS). The capability strengthens bushfire risk management and emergency response across the Territory. While reported as part of SBMPv4 delivery, this capability also supports objectives of SBMPv5, including *Firefighting Capability and Management*, and *Bushfire Risk Planning and Land Management*.

The RPAS capability operates under national aviation rules and holds approvals to fly in complex conditions. These approvals allow operators to fly at night, operate near people, and conduct beyond line-of-sight missions during emergencies. The capability gathers critical information quickly in high risk and time sensitive environments.



Drone operations supporting prescribed burning activities in the ACT

Drones provide real time aerial vision and thermal imaging. Incident management teams and firefighters use this information to assess fire behaviour, track fire edges, and identify hotspots. These timely updates help crews make informed decisions and work safely.

The capability uses mapping tools to share live data, support coordination, and inform operational decisions. Drones capture detailed imagery following hazard reduction burns led by ACTRFS and other agencies such as PCS. Planners use this imagery to assess burn coverage, identify remaining fuel, and improve future risk reduction planning.

The RPAS capability also supports fire investigations, search and rescue operations, and other emergency response activities. High resolution imagery and mapping products help investigators understand fire patterns and potential impacts.



Pile burn conducted on Springbank Island captured by the drone



Springbank Island with several pile burns captured by the drone

Following periods of heavy rainfall and flooding in the ACT, remote pilots used drones to assess affected areas and support response operations. The capability also assists search crews locate missing people more quickly.

The RPAS capability works closely with ACT Government agencies and partners to share expertise and reduce costs. Drones replace slower and higher risk inspection methods and reduce the need for manual access to hazardous areas. The program delivered strong value with minimal ongoing funding.

Outcomes

The RPAS capability has strengthened emergency management across the Territory by providing faster access to critical information and supporting informed decision-making during incidents. It improves safety for firefighters and emergency personnel by reducing the need to enter hazardous areas and by providing real time situational awareness. The capability has also strengthened bushfire risk assessment and communication, supporting more effective fuel reduction planning and delivery across agencies. Through collaboration, innovation and specialist training, the program has helped build a more integrated and capable workforce that is better equipped to meet future challenges.

Prescribed burning innovation in partnership with PCS

In 2025–26, PCS trialled incendiary drone technology during prescribed burns at Googong and Warks Road to improve the flexibility, safety and efficiency of fuel reduction operations. The trial integrated helicopter ignition, targeted drone ignition and a separate intelligence gathering drone to support coordinated burn delivery across different operational areas. The Air Base, Aerial Radio Operator and Incident Management Team managed aircraft movements through established aviation procedures, with coordination between agencies supporting safe and effective operations.

The drone provided a cost-effective option for targeted ignition where traditional aircraft were unavailable or not warranted. It was particularly useful for slower, controlled ignition tasks, including strengthening burn edges and progressively increasing burn depth.

The trial demonstrated that incendiary drones can be safely integrated into prescribed burning programs and may strengthen future fuel management by improving operational flexibility and supporting delivery across a wider range of burn types and conditions.

Key outcomes of the trial included:

- safe coordination of multiple aerial assets during prescribed burning
- testing of a flexible, cost-effective ignition capability for situations where conventional aircraft are unavailable or unsuitable
- improved capacity for precise, progressive and controlled ignition
- identification of opportunities to incorporate incendiary drone technology into future fuel reduction programs
- strengthened operational flexibility for prescribed burns across a wider range of conditions.

Objective 2 – Planned fire management on private rural land

ACTRFS delivered the Farm FireWise program to support rural landholders to prepare for and manage bushfire risk across the Territory. The program gives landholders practical tools and guidance to assess risk, plan mitigation activities and protect their properties, assets and the wider community.

During the reporting period, nearly all landholders within the Bushfire Abatement Zone maintained approved Farm FireWise plans. These plans meet the requirements for Bushfire Operational Plans under the *Emergencies Act 2004* and help landholders take a consistent and coordinated approach to reducing risk across rural areas. ACTRFS reviews and approves these plans every 5 years to ensure they remain current and aligned with operational and land management requirements.

PCS worked with rural landholders and partner agencies to support land management agreements. This work supports effective bushfire risk management alongside sustainable land use and the protection of environmental and cultural values across the landscape.

ACTRFS strengthened engagement with landholders through preseason briefings, forums and participation in mitigation activities. This included prescribed burning, brigade familiarisation activities and seasonal outlook briefings. These activities built capability, improved understanding of local risk and strengthened preparedness across the rural community.

The program also responded to the needs of different parts of the rural community. ACTRFS provided targeted support to horse owners, agistment managers and equestrian facilities, recognising the challenges of managing livestock in high-risk bushfire areas. Guidance focused on property preparation, fuel management and planning for animal safety before and during fire events.

ACTRFS reviewed Farm FireWise materials during the reporting period to reflect changes in policy and legislation. These updates provide clearer guidance that helps landholders meet their obligations and prepare for bushfires.

ACTRFS has incorporated these activities into ongoing business operations under SBMPv5. They support a continued focus on shared responsibility, strong partnerships and reducing risk across the landscape.

Objective 3 – A community prepared for bushfires

ESA delivered targeted engagement activities to improve community awareness and preparedness. The Be Emergency Ready campaign provided clear, practical information to households on preparing for bushfires, including developing survival plans and taking early action. ESA used research and surveys to inform community engagement activities.

ESA strengthened early detection capability through fire towers and additional cameras added to the detection systems operating across the Territory and surrounding cross border landscapes, with live vision monitored by ESA fire tower operators. With the introduction of these cameras, operators can now monitor conditions from ESA headquarters on most days, rather than being physically stationed in fire towers. This provides continuous coverage while improving safety and working conditions for staff.

The camera network, supported by automated detection, has improved how quickly fires are found and assessed. Cameras mounted on fire towers provide a constant view of the landscape and allow operators to zoom in to assess smoke, fire size and surrounding conditions in real time. This supports earlier and more informed decision making, allowing crews to be tasked more quickly and with better information.

During the season, operators used this capability to identify fires near the ACT border, including in the Hall and Spring Range Road area, enabling a rapid and informed response.

This approach strengthens community safety by reducing the time between ignition and response. Early detection supports faster initial attack, helps limit fire spread and allows more timely information to be shared with the community during incidents.

Overall, these activities support a more informed and prepared community, with improved capability to detect and respond to bushfires early and reduce their impact.

Firefighting Operations

SBMPv4 objectives 4–6 focus on maintaining an effective response capability through skilled personnel, appropriate equipment and coordinated response arrangements.

Objective 4 – Effective firefighting operations by skilled and supported personnel

In 2025–26, the ACT Government maintained a capable and well supported workforce to respond to bushfires. ACTRFS, PCS and supporting agencies delivered training and exercises to maintain operational readiness. This included local and interstate exercises that strengthened coordination, shared understanding and command capability across jurisdictions.

ACTRFS and PCS members also supported international deployments, including to Canada. The ACT sends highly skilled and experienced personnel to assist during large scale fire events, where they contribute to complex operations and share specialist expertise. These deployments also strengthen local capability by building skills, knowledge and confidence that can be applied in the ACT.

Following the major bushfires in California, the Chief Officer of ACTRFS visited affected areas to observe operational response and recovery activities. Insights from the visit informed local planning, preparedness and response arrangements, helping strengthen the ACT's readiness for future bushfire events.

Training and operations continued to align with the national incident management system used by fire and emergency services across Australia. This strengthened coordination between agencies, supported timely decision making and enabled a more effective response to complex incidents involving multiple organisations.



ACTRFS & PCS joint exercise

ESA maintained the systems, facilities and operational arrangements needed to coordinate emergency responses across the Territory. These capabilities enabled agencies to work within a common framework, integrate resources and manage incidents effectively with interstate partners when required.

Volunteers remained central to ACTRFS's ability to prepare for and respond to bushfires. Through training, development and wellbeing initiatives, ACTRFS maintained a skilled and flexible volunteer workforce capable of supporting frontline firefighting, incident management, training and community engagement activities. Recruitment of new staff and volunteers further strengthened operational capability and helped ensure the service was well placed to meet current and future demands.

Objective 5 – The necessary equipment and resources to respond to and extinguish bushfires

The ACT Government maintained the equipment, systems and resources needed to support emergency response across the Territory. The ACT Strategic Bushfire Capability Framework guided planning, set clear service targets and helped agencies coordinate activities and prepare for future bushfire risks.

ESA maintained, serviced and upgraded firefighting vehicles and equipment to ensure operational readiness and support safe and effective emergency response. Fleet replacement and maintenance programs kept resources fit for purpose, met safety standards and ensured crews had reliable equipment available to respond in a range of conditions.

ESA maintained aviation capability through national agreements and locally contracted aircraft. During the bushfire season, specialist helicopters based in the ACT supported rapid response, water bombing and real time intelligence for ground crews and Incident Management Teams. These aircraft enabled crews to respond more quickly and provided critical information on fire behaviour, hotspots and changing conditions.

ESA supported aviation operations through dedicated infrastructure, including the ESA Helibase at Hume and the Large Air Tanker base at Canberra Airport. These facilities enabled aircraft to refuel and reload fire suppression retardants efficiently, supporting operations within the ACT and across state borders.

ESA used aircraft extensively for aerial reconnaissance and fire suppression. The ACT Special Intelligence Gathering Aircraft (FB100) played a critical role following lightning storms by detecting fires in remote areas. Early detection enabled crews to respond quickly and prevent small fires from developing into larger incidents.

ACT aviation assets strengthened bushfire preparedness and response capability across the Territory. They supported early fire detection, intelligence gathering, remote area firefighting, crew transport and fire suppression. Together, these capabilities improved situational awareness, supported faster operational decisions and helped reduce bushfire risk in the ACT.

Objective 6 – Extinguish bushfires when they occur

The ACT maintained the capability to respond rapidly to bushfires and contain them safely. This included a well-coordinated approach to detection, dispatch and initial attack, aimed at controlling fires early and limiting their spread.

ACTRFS (lead service) was supported by PCS and ACTF&R to deliver coordinated response across the Territory. Established systems and arrangements supported the rapid deployment of personnel and equipment, ensuring crews could respond quickly and operate effectively in changing conditions.

Specialist capabilities supported response in complex and high-risk environments. This included Remote Area Firefighting Teams, which are trained and equipped to work in difficult and inaccessible terrain, allowing fires in remote areas to be contained before they grow in size and complexity.

Aviation resources played a key role in supporting firefighting operations. Aircraft provided water bombing, reconnaissance and real time intelligence, helping crews to respond quickly and make informed decisions during incidents. This capability is especially important in the early stages of a fire and in areas that are difficult to access by ground.

Cross border collaboration with New South Wales and national partners strengthened response capacity and ensured a coordinated approach to managing bushfires. Shared arrangements allow resources to be deployed across jurisdictions, supporting large or complex incidents and improving overall response capability.

The 2025 to 2026 bushfire season began with high activity over the Christmas and New Year period. ACTRFS staff and volunteers increased their operational effort to protect the community. This capability was demonstrated during several operational responses, including the following examples.

Namadgi National Park fires, 3 to 6 January 2026

- Lightning caused several fires in remote parts of Namadgi National Park.
- Remote Area Fire Teams (RAFT) from ACTRFS and PCS were flown into steep terrain by helicopter.
- RAFT built containment lines and worked to suppress the fires.
- Water bombing aircraft supported these crews.
- ACTSES vessels helped move people and equipment.
- A coordinated response across air and ground crews contained the fires and reduced them to patrol status by 6 January 2026.

Total Fire Ban, 10 January 2026

- The ACT experienced its first Total Fire Ban in 6 years.
- ACTRFS activated all brigades and placed resources across the Territory.
- Crews responded quickly to several small grass fires.
- They contained these fires before they could spread and reduced impacts on the community.

These responses demonstrated the effectiveness of the ACT's coordinated bushfire response arrangements, including the mobilisation of personnel, specialist capabilities and aviation resources to contain fires quickly and minimise impacts on the community. Together, these capabilities support a fast, coordinated and effective response to bushfires, helping to protect life, property and the environment.

Broad Area Fuel Reduction and Fire Access

SBMP objectives 7–8 focus on fuel management and maintaining access to support firefighting and mitigation activities.

Objective 7 – Broad area bushfire fuel reduction across the natural and rural landscape of the ACT

Fuel management activities continued across the Territory to reduce bushfire risk and support community safety.

ACTRFS planned and implemented prescribed burns for local landholders or on managed land to help reduce fire risk. PCS delivered planned burns and machine-based treatments in accordance with regional fire management priorities and the annual Bushfire Operations Plan.

PCS also maintained Asset Protection Zones under the City and Environment Directorate Bushfire Operations Plan, reducing fuel loads near communities and critical infrastructure and complementing broader fuel reduction work across the Territory.

A whole-of-government approach supported this work. Agencies worked together to plan and deliver fuel management across public and private land. This helped ensure that effort was focused on the highest risk areas and avoided duplication.

Over the final years of the five-year plan, fuel reduction became more targeted. Priority areas included locations close to homes, key infrastructure and areas of high environmental value. This work lowered the amount of fuel available to burn, reduced the intensity and spread of bushfires, improved protection of life and property, and supported the protection of important natural areas.



Prescribed burn 1



Prescribed burn 2

Agencies used mechanical treatments where burning was not suitable, in addition to planned burning. This provided more flexibility and helped manage fuel across a wider range of conditions.

The transition to SBMPv5 reflects two decades of continuous improvement in bushfire risk management, with a stronger focus on targeted treatments, whole-of-government coordination and long-term risk reduction outcomes.

Overall, fuel management is becoming more targeted, better coordinated and more adaptable to changing conditions.

Objective 8 – Access for vehicles and firefighters to undertake bushfire fighting and fuel reduction

ACT Government agencies continued to maintain and improve the fire trail and access network to support firefighting response and fuel management activities. The ACT fire trail network spans more than 3 700 kilometres and remains a critical part of the Territory's bushfire preparedness and response capability.

PCS led construction, maintenance and upgrade works across the Territory's fire trail network to keep priority routes open, safe and suitable for firefighting vehicles. Regular inspections and maintenance helped maintain access in high-risk areas and locations with limited alternative access. Works included drainage improvements, vegetation management, signage, and the upkeep of gates and locks.

The ACTRFS supported this work through planning and operational input. The on-ground experience helped guide where upgrades were most needed and ensured the network met the needs of crews during an incident. PCS and ACTRFS continued to work together to identify priority improvements and address access constraints across the Territory.

ACTRFS and PCS strengthened access arrangements through improved mapping and spatial information. The use of Geographic Information System tools and updated spatial data improved the accuracy of fire trail mapping and access information. This meant crews had clearer and more reliable information when responding to incidents, supporting safer and more efficient operations, particularly in complex or remote areas. Spatial data is reviewed regularly to ensure it remains accurate, current and accessible.

Fire trail and access data continues to be managed through centralised ACT Government systems and is reviewed annually by ESA to ensure consistency and reliability for operational use.



ACTRFS exercise using a fire trail in Kowen Forest

Cross border coordination with neighbouring jurisdictions also remained important. Agencies worked together to align access arrangements along shared borders, helping to ensure that crews could move more easily between areas when responding to bushfires. This coordination supported a more consistent and effective response across the wider region.

Aerial access and helipad infrastructure

The ACTRFS Helibase at Hume continued to support rotary wing aerial firefighting operations during the bushfire danger period. The ESA Aviation Officer coordinated aviation capability and managed key facilities, including:

- the Hume Helibase, which supports helicopter operations
- the Large Air Tanker base at Canberra Airport, which supports retardant mixing and loading for fixed wing aircraft.

PCS also maintained remote helipads to support firefighter access to areas not reachable by road, with regular inspections helping ensure these assets remained safe and operational.

Together, these facilities ensure the ACT maintains a rapid and effective aerial firefighting response and supports access to remote and difficult terrain.

Over recent years, there has been a stronger focus on improving the quality and reliability of the access network, rather than only expanding it. This has helped create a more dependable system that supports both day-to-day land management and emergency response and will continue to inform priorities under SBMPv5.

Adaptive Management and Climate Change

SBMPv4 objective 9 focuses on continuous improvement through research, modelling and adaptive management.

Objective 9 – Adaptive management of current and future bushfire risks

The ACT Government continued to apply an adaptive management approach to bushfire risk.

ESA and partner agencies continued to improve how modelling, mapping, and information sharing support planning and response. Over time, these tools have become more accurate and easier to use, helping planning, fire behaviour analysts and predictive service teams better understand where fires may start, how they may behave, and what impacts they may have.

Agencies incorporated lessons from recent bushfire seasons into programs and how the work is carried out. This has led to practical improvements in planning, coordination, and on ground response, with a stronger focus on learning from experience and applying those lessons quickly.

The ACT continued to contribute to national research and collaboration. Working with other jurisdictions, research organisations and experts has strengthened understanding of bushfire behaviour and the effects of a changing climate, including more frequent droughts. This shared knowledge has informed local planning and supported more consistent approaches across regions.

Predictive services capability continued to grow and play an important role in day-to-day operations. These services provide real time information and forecasts that help decision makers respond more effectively during incidents. They also support forward planning by identifying periods of higher risk and helping agencies prepare ahead of time.

Under SBMPv5, these approaches are being strengthened further. There is a greater focus on predictive services and using data to guide decisions. This will support more informed, timely, and coordinated action, improving both preparedness and response into the future.

Land Use Planning

SBMPv4 objectives 10–11 focus on reducing exposure to bushfire risk through planning and development controls.

Objective 10 – Land-use policy and planning that reduces bushfire risk

Bushfire risk continued to be integrated into land use planning and development decisions across the Territory. This ensured that new development considered bushfire risk from the outset, rather than addressing it later.

The ACT Government updated mapping of bushfire prone areas to reflect current risk. ESA reviewed and approved the ACT Bushfire Prone Area map and updated the guideline to ensure it remains current and supports bushfire risk planning. Planning authorities use this information in planning processes to guide where and how development can occur, and to identify areas where additional safety measures are needed.

ESA provided advice on development applications to ensure that bushfire risk is properly considered and reduced where possible. This advice supported better design, safer building locations, and appropriate access for emergency services.

Planning frameworks, including the Territory Plan and Bushfire Management Standards, continued to support a consistent approach. These frameworks set clear expectations for how bushfire risk should be managed, including building design, defendable space, and access.

Over time, this approach has led to stronger alignment between planning and emergency management. It has improved the ability of communities to prepare for and respond to bushfire, while also supporting safer and more resilient development.

Under the next plan, this work will continue with a stronger focus on using up to date risk information and ensuring that planning decisions support long term resilience to bushfire.

Objective 11 – Integrated bushfire protection at the urban edge

Integrated measures continued to reduce bushfire risk at the urban edge, where built areas meet bushland. This is a critical area of focus, as these locations are often at higher risk during a bushfire.

Agencies applied a range of measures to reduce this risk. These included planning controls that guide where and how development occurs, the use of asset protection zones to create space between vegetation and buildings, and building standards designed to improve how homes and structures withstand bushfire conditions. Together, these measures help reduce exposure to fire and improve safety for people and property.

ESA worked closely with planning authorities to assess development proposals in bushfire prone areas. Developers and planning authorities included appropriate risk reduction measures during the design and approval stages, rather than being added later on.

Over time, these integrated measures have resulted in stronger outcomes at the urban edge. Development is better suited to the level of risk, and there is a clearer expectation that bushfire safety is a key part of planning and design.

This approach will continue under the next plan, with a stronger focus on ensuring that new and existing developments are better prepared for bushfire and that risk is reduced as much as reasonably possible.

Bushfire Recovery

SBMPv4 objective 12 focuses on supporting communities to recover from bushfire events.

Objective 12 – Supported communities for bushfire recovery

Agencies maintained recovery arrangements to ensure readiness to support communities following bushfire events. This included clear roles, established processes and strong coordination across agencies so support can begin quickly when needed.

The ACT Recovery Sub Plan continues to provide the framework for a coordinated approach to recovery across social, economic, built and environmental domains. Recovery planning begins during the response phase and continues beyond the immediate aftermath of an event, recognising that recovery for communities and the environment can take many years.

PCS and partner agencies continued to strengthen recovery capability. This included the ability to undertake rapid post fire assessments to identify risks and priorities, as well as planning for environmental restoration and support for affected communities. These efforts help ensure recovery actions are timely, targeted and informed by on ground conditions.

Over time, these arrangements have contributed to a more coordinated and effective recovery approach across government. There is increasing recognition that recovery extends beyond rebuilding infrastructure to restoring landscapes, supporting community wellbeing and reducing future risk.

Recovery arrangements continue to be strengthened under SBMPv5 through a greater focus on resilience and long-term outcomes. This includes improved integration between response and recovery activities, enhanced planning for future events and a stronger focus on helping communities and the environment recover and adapt following bushfire.

Recovery capability is also supported through a range of specialised government functions, including animal welfare, environmental regulation and waste management. Key activities during the reporting period are outlined below.

Transition to SBMPv5

The SBMPv5 commenced in October 2025 and sets the strategic direction for bushfire management in the ACT for the next 5 years. The plan is built around 6 strategic themes:

- Community resilience and preparedness
- Firefighting capability and management
- Bushfire risk planning and land management
- Land use planning and development
- Bushfire research
- Bushfire recovery.

SBMPv5 contains 70 actions supported by governance, monitoring and reporting arrangements to strengthen bushfire risk management across the ACT.

ACT Government agencies implemented the governance and coordination arrangements needed to deliver SBMPv5 in the reporting period. This included establishing governance and oversight committees, confirming roles and responsibilities across agencies, developing implementation and reporting arrangements, and strengthening coordination across government to support delivery of the plan.

The agencies also advanced work to improve bushfire risk planning and assessment, supporting best practice risk modelling and more consistent, landscape scale bushfire risk planning across the ACT. Work included planning for a modern bushfire risk modelling capability, engaging with national predictive services and risk modelling networks, assessing future technology platforms, and exploring opportunities to build in house capability and improve access to risk information.

The agencies collaborated and began developing a Commissioner's Guideline for Bushfire Operational Plans and a bushfire planning engagement strategy to support consistent planning and risk management. They also delivered the Annual Bushfire Planning Forum and participated in industry conferences and technical forums to strengthen collaboration and inform policy, planning and standards development.

Work also progressed to improve the integration of bushfire risk considerations into planning and development. This included aligning bushfire protection, urban planning and tree management requirements, assessing bushfire protection requirements for building renovations and extensions, and improving public bushfire planning information and mapping to support greater transparency and understanding of bushfire zoning requirements.

The agencies continued to strengthen workforce health, safety and wellbeing by progressing work on a WHS Management System and coordinating efforts to better manage smoke exposure risks for personnel involved in bushfire mitigation and response activities.

ESA will report progress against SBMPv5 actions and outcomes will be reported in future reporting periods. The following section outlines the key achievements and outcomes agencies delivered under SBMPv4 in the 2025–26 reporting period.

City and Environment Directorate (CED), Environment and Specialised Regulation Branch

The City and Environment Directorate's Environment and Specialised Regulation Branch contributes to whole-of-government recovery capability through animal welfare, emergency planning support and regulatory functions that can be activated during bushfire and other disaster events.

Domestic Animal Services

Domestic Animal Services (DAS), in partnership with RSPCA ACT, supported the management of displaced companion animals and welfare of animals under the ACT emergency planning framework.

In October 2025, DAS participated in a Health and Community Services Directorate's (HCSD's) Social Recovery exercise, which tested the standing up of an Evacuation Centre and deployed the Animal Response Kit (ARK), a purpose-built trailer, designed to be deployed to manage animals at these centres.

DAS and the CED Communications team have provided input into HCSD's new online Community Disaster Resilience Hub, which provides resources for animal and livestock owners during Territory emergencies.

Waste Regulation

Access Canberra maintains waste facility licences, including the public waste facilities managed under contract within ACT NoWaste. As part of bushfire or disaster response efforts, Access Canberra can amend licence conditions to support disaster waste management (including waste transport activities or temporary storage arrangements). ACT NoWaste continues to lead the delivery of waste and recycling services associated with disaster response.

Human Rights

The Annual Report Directions require whole of Government reporting occur against the Human Rights Act 2004 (the Human Rights Act). Each Directorate and agency has reported in this section.

ACT Building and Construction Industry Fund Training Authority

In the reporting period of 1 July 2025 to 30 June 2026, the Building and Construction Industry Training Fund Authority undertook the following measures to respect, protect and promote human rights:

- A review of policy and procedures for the Authority, with a view to ensuring all human rights matters are factored in.

Per the *Annual Reports (Government Agencies) Directions 2026 (No 1)*, reportable criteria is as follows.

Education and training of staff on human rights principles

In the reporting period of 1 July 2025 to 30 June 2026, no staff from the Building and Construction Industry Training Fund Authority attended Human Rights for ACT Public Authorities training.

No human rights specific training was undertaken by Building and Construction Industry Training Fund Authority staff during the reporting period.

Note: *The Authority has just 2 employees, who are not public servants.*

Reviews undertaken of internal policies and procedures for compatibility with human rights

In the reporting period, some of the Building and Construction Industry Training Fund Authority policies that were developed or reviewed and assessed for compatibility for human rights included:

- Human Resources Policy
- Privacy Policy
- Risk Management Policy – including Fraud & Corruption Plan.

Any guidelines or checklists developed to incorporate consideration of public authority obligations under section 40B of the Human Rights Act in decision making

The Building and Construction Industry Training Fund Authority did not refer to or develop guidelines or checklists to incorporate consideration of public authority obligations under section 40B of the Human Rights Act in decision-making within the reporting period.

Any dissemination of information about agency obligations under the Human Rights Act to clients

The Building and Construction Industry Training Fund Authority has not had a need to promote or distribute information about agency obligations under the Human Rights Act to clients within the reporting period.

Human Rights Act considerations included in the complaints handling framework

The Building and Construction Industry Training Fund Authority website provides useful information to consumers on how to provide feedback on services, in line with the Human Rights Act.

Litigation

There were no relevant litigation matters for the Building and Construction Industry Training Fund Authority for the reporting period 1 July 2025 to 30 June 2026.

ACT Insurance Authority (ACTIA)

During the reporting period from 1 July 2025 to 30 June 2026, ACTIA undertook a range of measures to respect, protect and promote human rights.

ACTIA promotes human rights through policies and practices that support inclusion, wellbeing, accessibility, transparency and cultural awareness. During the reporting period, ACTIA supported staff through flexible working arrangements, wellbeing initiatives, professional development opportunities, team engagement activities and charitable fundraising activities.

Respect for Aboriginal and Torres Strait Islander cultures is embedded in ACTIA's day-to-day operations, including through the use of Acknowledgement of Country at meetings and events and participation in ACT Government initiatives such as NAIDOC Week, Reconciliation Day and multicultural celebrations.

ACTIA operates within the CMTEDD governance framework, which includes privacy protections, complaint and feedback mechanisms, Freedom of Information processes, Public Interest Disclosure protections, accessibility measures and workforce diversity initiatives. These arrangements support equitable access, accountability and participation, while contributing to CMTEDD's commitments under the Human Rights Act, the Reconciliation and Cultural Integrity Plan 2024–27, and broader multicultural and disability inclusion initiatives.

Per the *Annual Reports (Government Agencies) Directions 2026 (No 1)*, reportable criteria is as follows.

Education and training of staff on human rights principles

In the reporting period of 1 July 2025 to 30 June 2026, 36 staff from ACTIA attended Human Rights for ACT Public Authorities training.

In addition, 36 staff participated in related education and training programs including:

Training	Number of Completions	Policy Cohorts (i.e. Legal staff, Policy staff etc)
CMTEDD Cultural Awareness Training (Instructor-Led)	6	All staff
CMTEDD Cultural Awareness eLearning	28	All staff
CMTEDD Reportable Conduct Scheme	19	All staff
CMTEDD Mental Health Workshop – Prepared Leaders	2	All staff
CMTEDD Mental Health Workshop – Better Mental Health	1	All staff
CMTEDD Respectful Behaviours Training	9	All staff
CMTEDD – LGBTIQA+ Awareness and Inclusion	1	All staff
Building your Awareness of Domestic, Family and Sexual Violence in the Workplace – Foundation Training for ACT Government Staff	1	All staff
Easy Read and Accessible Information	2	All staff
Workplace Response to Domestic, Family and Sexual Violence – Training for ACT Government Managers	1	All staff

Reviews undertaken of internal policies and procedures for compatibility with human rights

During the reporting period, ACTIA reviewed and updated several policies and procedures to ensure ongoing compatibility with human rights obligations. These included the Privacy Policy, Complaints Management Policy and a new Standard Operating Procedure (SOP) for the use of Microsoft 365 Copilot.

The SOP establishes a secure and risk-informed framework for the use of artificial intelligence (AI), addressing privacy, cyber security, legal, human rights and reputational risks. It also supports the responsible use of AI in accordance with the ACT Government AI Policy and AI Assurance Framework, reinforcing accountability, protecting sensitive information and promoting compliance with human rights principles.

Any guidelines or checklists developed to incorporate consideration of public authority obligations under section 40B of the Human Rights Act in decision making

ACTIA considers its obligations under section 40B of the Human Rights Act when developing and reviewing policies, procedures and operational practices. In doing so, ACTIA applies relevant ACT Government policies, guidance materials and governance frameworks, including those relating to privacy, complaints management, accessibility and information management. ACTIA also utilises guidance and resources provided by the ACT Human Rights Commission (HRC) to support human rights considerations in decision-making processes.

Any dissemination of information about agency obligations under the Human Rights Act to clients

ACTIA has not had a need to promote or distribute information about agency obligations under the Human Rights Act to clients within the reporting period.

Human Rights Act considerations included in the complaints handling framework

ACTIA's Complaints Management Policy is consistent with the Human Rights Act and incorporates principles of respect, accessibility and procedural fairness.

ACTIA has established a formal complaints handling process that ensures complaints are managed transparently, impartially and in a timely manner. Complainants may also seek an alternative review or perspective from another ACTIA officer, providing additional oversight and supporting fair, objective and consistent decision-making. This approach promotes equitable treatment of complainants and reinforces ACTIA's commitment to accountability and continual improvement.

Litigation

There were no relevant litigation matters for ACTIA for the reporting period 1 July 2025 to 30 June 2026.

ACT Long Service Leave Authority (ACT Leave)

In the reporting period of 1 July 2025 to 30 June 2026, the ACT Leave undertook the following measures to respect, protect and promote human rights:

- Administered portable long service leave schemes in a fair and equitable manner.
- Ensured eligible workers could access and maintain their long service leave entitlements.
- Delivered accessible and responsive services to workers and employers.
- Protected personal information through appropriate information governance and privacy practices.
- Applied transparent, accountable and procedurally fair decision-making processes.
- Maintained an inclusive, respectful and safe workplace.
- Considered human rights principles in the development and implementation of policies, procedures and operational activities.

Per the *Annual Reports (Government Agencies) Directions 2026 (No 1)*, reportable criteria is as follows.

Education and training of staff on human rights principles

In the reporting period of 1 July 2025 to 30 June 2026, no staff from ACT Leave attended Human Rights for ACT Public Authorities training or any related education and training programs.

Reviews undertaken of internal policies and procedures for compatibility with human rights

During the reporting period, ACT Leave reviewed and developed a range of policies and procedures and assessed them for compatibility with human rights, including:

- WHS policy (reviewed)
- Health and wellbeing policy (reviewed)
- WHS risk management policy (developed)
- Consultation policy (developed)
- Emergency response procedure (reviewed)
- Immediate response procedure (developed)
- Reporting a WHS incident or hazard procedure (reviewed)
- Conducting a WHS investigation procedure (developed)
- Working effectively with WorkSafe ACT procedure (developed)
- WHS psychosocial policy (in progress)

As part of the review and development process, ACT Leave considered the impact of these policies on employees' rights to dignity, equality, safety and participation in the workplace.

The policies strengthen protections for physical and psychological wellbeing, promote a respectful and inclusive workplace, support consultation and reporting mechanisms, and ensure employees can raise concerns and access support where required.

The WHS Psychosocial Policy remains under development and will continue to be assessed for compatibility with human rights as part of its finalisation.

Any guidelines or checklists developed to incorporate consideration of public authority obligations under section 40B of the Human Rights Act in decision making

ACT Leave is guided by the Human Rights Act in its operations and incorporates human rights considerations into policy development, operational procedures and decision-making processes. ACT Leave's Good Decision-Making Checklist supports consideration of procedural fairness and assists staff to make decisions that are reasonable, evidence-based and consistent with legislative obligations.

Human rights considerations are incorporated into the development and review of policies and procedures, particularly where they may affect the rights, interests or wellbeing of workers, employers or employees. This includes policies relating to WHS, psychosocial wellbeing, consultation, complaints management, compliance and enforcement activities, and information governance.

ACT Leave undertook a stocktake of information assets to identify privacy-related information holdings and data sources. This work informed the review of the Records Disposal Schedule and strengthened information governance arrangements to support the appropriate management, retention and disposal of personal information.

Any dissemination of information about agency obligations under the Human Rights Act to clients

ACT Leave did not identify a need to promote or distribute information about agency obligations under the Human Rights Act to clients during the reporting period.

Human Rights Act considerations included in the complaints handling framework

The ACT Leave Complaints Management Policy supports the human rights principles of respect, accessibility, equality and procedural fairness. It provides an accessible and transparent framework for managing complaints, ensuring complainants are treated fairly, informed of expected timeframes and provided with appropriate opportunities to have their concerns considered.

The policy supports natural justice through fair and consistent complaint handling processes and promotes equitable access by providing information on how to make a complaint through multiple channels, including email, telephone, in person or by mail. The policy is publicly available on the ACT Leave website, and information is also provided regarding external review and complaint mechanisms where applicable.

Litigation

ACT Leave was not involved in any relevant litigation matters during the reporting period 1 July 2025 to 30 June 2026.

ACT Policing (ACTP)

In the reporting period of 1 July 2025 to 30 June 2026, ACTP undertook the following measures to respect, protect and promote human rights:

- participated in and completed education and training on human rights principles
- reviewed internal policies and procedures for compatibility with human rights
- disseminated information about agency obligations under the Human Rights Act to clients
- incorporated consideration of relevant human rights into its decision-making processes and the review of policies and procedures; and
- implemented human rights considerations within its complaints handling framework.

Per the *Annual Reports (Government Agencies) Directions 2026 (No 1)*, reportable criteria is as follows.

Education and training of staff on human rights principles

In the reporting period of 1 July 2025 to 30 June 2026, ACTP staff participated in the following educational training programs.

Training	Number of Completions	Policy Cohorts (i.e. Legal staff, Policy staff etc)
AFP Online Induction (iAspire Module)	76	Sworn – 51 Unsworn – 25
Diversity, Equity and Inclusion in the AFP	89	Sworn (recruit specific) – 89
Implicit Bias	89	Sworn (recruit specific) – 89
ACT Policing Human Rights and delivered in our Skill Enhancement (Outcome) training	89	Sworn (recruit specific) – 89
ACT Human Rights Legislation (iAspire)	82	Sworn – 79 Unsworn – 3
Aspect Autism Awareness (iAspire)	67	Sworn – 66 Unsworn – 1
Cultural Competence Package (iAspire)	9	Sworn – 7 Unsworn – 2
Unearthing Your Values/Introduction to Moral Injury	89	Sworn (recruit specific) – 89
SHIELD and Resilience Program	89	Sworn (recruit specific) – 89
Enhanced Mental Health Training	89	Sworn (recruit specific) – 89
SBS Training		
Appropriate Workplace Behaviour	45	Sworn – 43 Unsworn – 2
Core Inclusion	71	Sworn – 70 Unsworn – 1
Cultural Diversity	66	Sworn – 65 Unsworn – 1
Disability Inclusion	73	Sworn – 69 Unsworn – 4
First Nations Cultures	71	Sworn – 68 Unsworn – 3
Gender Equity	67	Sworn – 66 Unsworn – 1
Generational Diversity	71	Sworn – 69 Unsworn – 2
LGBTIQ+ Inclusion	68	Sworn – 66 Unsworn – 2
Neurodiversity	13	Sworn – 10 Unsworn – 3
Preventing Workplace Racism	N/A	N/A – Launched July 2026

Reviews undertaken of internal policies and procedures for compatibility with human rights

In the 2025-2026 financial year, ACTP was subject to several external review processes which examined the treatment of persons in custody. These reviews by their nature examined ACTP's compliance with the Human Rights Act, as well as international human rights standards.

- Between 1-12 December 2025, the United Nations Working Group on Arbitrary Detention (WGAD) conducted an official visit to Australia, which included visits to custodial facilities in all jurisdictions. The WGAD's mandate is to investigate cases of deprivation of liberty imposed arbitrarily or inconsistently with international human rights standards. As part of the ACT visits, the WGAD were invited to inspect ACTP's Watch House facility, and ACTP officials, along with Government officials, participated in several roundtables which examined key issues such as youth justice. The WGAD released their preliminary findings in December 2025, with the final report expected to be released in late 2026.
- On 21 November 2025, the Commonwealth and ACT Ombudsman announced an Own Motion Investigation into the mistaken arrest of a young person by ACTP on 11 November 2025. The Ombudsman, Mr Iain Anderson, stated in his media release that the investigation would consider the entirety of the incident, with a focus on systems and practice improvements. As at July 2026, this investigation remained ongoing, and a final report is likely to be released in the second half of 2026.
- In March 2026, the Commonwealth and ACT Ombudsman, in their National Preventive Mechanism capacity, publicly released a '**Post Visit Report**' following a joint program of visits to the ACT Watch House, Belconnen Police Station, Gungahlin Police Station, Tuggeranong Police Station, Woden Police Station and Jervis Bay Police Station between 23 May and 23 June 2025. The 'Post Visit Report' included 30 recommendations covering a range of topics intending to improve governance, training, and infrastructure where it relates to the treatment of persons in custody.

Any guidelines or checklists developed to incorporate consideration of public authority obligations under section 40B of the Human Rights Act in decision making

ACTP is guided by the intent of the Human Rights Act in all aspects of its operations. To support this, ACTP has guidelines and toolkits which are used to ensure the incorporation of human rights in decision making, policies, procedures and legislation. ACTP also utilises information and resources available from the HRC.

Under the ***Australian Federal Police Act 1979*** (Cth) (AFP Act), the Commonwealth Minister responsible for the AFP and the Territory Minister responsible for policing on behalf of the Territory, can enter into arrangements for the provision of police services for the ACT (s 8(1A)) and for the doing of anything incidental or conducive to the provision of those services (s 8(2B)).

Having entered into an arrangement and subject to its terms, the functions of AFP members extend to the provision of police services in relation to the ACT (s 8(1)(a)) and anything incidental or conducive to the provision of those services (s 8(1)(c)). When a member is performing those functions in the ACT, they have the powers and duties conferred or imposed on a constable or on an officer of police by or under any law of the Territory (including the common law) (s 9(1)(b)).

Under the Human Rights Act, a member is expected to act consistently with human rights when exercising a function under a Territory law (section 40) and any power or function conferred on a member by a Territory law is to be interpreted in a way that is compatible with human rights, as far as it is possible to do so, consistent with the purpose of that law (section 30).

As required by section 40B of the Human Rights Act, ACTP incorporates consideration of relevant human rights into its decision-making processes and the review of policies and procedures. Internal manuals provide guidance for decisions and actions taken throughout an individual's time in custody at the ACT Watch House.

Any dissemination of information about agency obligations under the Human Rights Act to clients

ACTP has developed an online ACT Human Rights Legislation training package to provide all employees, and particularly those working in the counter-terrorism environment, with relevant information, practical examples, and an understanding of their obligations under ACT Human Rights legislation.

Upon release from the ACT Watch House, ACTP place relevant information brochures in the property of the detainee, which they can choose to take with them. The brochures include material related to information collection, ACTP FNLOs,, Legal Aid and how to make a complaint.

Human Rights Act considerations included in the complaints handling framework

ACTP's Complaints Management Policy is consistent with the Human Rights Act and incorporates considerations of respect, accessibility and procedural fairness.

AFP Professional Standards Framework and AFP conduct issues

AFP Professional Standards (PRS) is responsible for the development and maintenance of a robust and transparent framework to safeguard and strengthen the integrity of the AFP. It operates under Part V of the AFP Act to support the agency and its appointees through the AFP's integrity framework via a range of strategies to prevent, detect, respond to and investigate corruption, misconduct and practice issues.

Integrated Complaints Management Model

The AFP has a single-entry point for raising workplace issues and complaints. The streamlined access model reduces complexity, enhances communication and timeliness, and promotes transparency and consistency in decision-making.

The AFP's complaint management process offers multiple avenues for submitting feedback or complaints. Complaints can be submitted online via the AFP website, by phone, in person at any police station, or by mail. The AFP also accept and manage complaints submitted on behalf of members of the community and work with third party representatives to resolve complaints.

The AFP has extensive engagement and collaboration with external partners, including Victims Support ACT, Australian Human Rights Commission, and the Commonwealth Ombudsman. Complaint investigations are undertaken by trained investigators in accordance with the Australian Government Investigation Standard (AGIS) and AFP Governance.

Complaint matters are handled in a manner consistent with the AFP Core Values of Integrity, Commitment, Excellence, Accountability, Fairness, Trust and Respect. The AFP's Decision-Making Framework is based on ethical principles derived from the AFP Values and Code of Conduct. Investigators are trained to be objective and adopt the principles of procedural fairness, ensuring investigations are undertaken consistent with human rights principles, including natural justice. They identify and mitigate bias through an objective application of an investigative mindset.

The AFP is obligated to protect the privacy of individuals involved in complaint matters and treat all matters in a sensitive, respectful and confidential manner. If a complainant is not satisfied with the AFP's response, they have the right to escalate their complaint to the Commonwealth Ombudsman.

Complaints of corruption that meet the requirements of being 'serious and/or systemic', are reported to the National Anti-Corruption Commission (NACC). All other corruption matters can be investigated by AFP PRS.

Litigation

There were no relevant litigation matters for ACTP for the reporting period 1 July 2025 to 30 June 2026.

ACT Teacher Quality Institute (ACT TQI)

In the reporting period of 1 July 2025 to 30 June 2026, the ACT TQI undertook the following measures to respect, protect and promote human rights:

- After conducting wide consultation with stakeholders and the Board, published the *Teacher Quality Institute Regulatory Framework*.
- Established the retiree teachers adapted model of registration which acknowledges the work life balance of teachers aged 60 and over who wish to teach part time.
- Began the process of reviewing ACT TQI's complaints handling policy and process to better address the rights of complainants and those subject to a complaint.
- Undertook cultural training to improve how ACT TQI staff understand, interact with, and serve people from diverse cultural backgrounds, especially an Aboriginal and/or Torres Strait Islander background and in preparation for development of a revised Reconciliation Action Plan.
- Ensured all recruitment activity, including appointments to the ACT TQI Board, included the following information: *The ACT Government recognises and values the heritage of Aboriginal and Torres Strait Islander Peoples and people who can bring that insight and lived experience to the TQI Board. The ACT Government welcomes people with disability, those who identify as LGBTIQ+ and people with culturally and linguistically diverse backgrounds to be considered as a member of the Board or an officer in TQI.*

Per the *Annual Reports (Government Agencies) Directions 2026 (No 1)*, reportable criteria is as follows.

Education and training of staff on human rights principles

In the reporting period of 1 July 2025 to 30 June 2026, no staff from the ACT TQI attended Human Rights for ACT Public Authorities training.

However, staff participated in related education and training programs as follows:

Training	Number of Completions	Policy Cohorts (i.e. Legal staff, Policy staff etc)
Learn and Connect – Workshop-Narragunnawali	1	Senior Officer-Registration, Certification, Early Childhood Registration
ACT Child Safe Standards	12	All TQI staff
First Nations Cultural Competency	12	All TQI staff

Reviews undertaken of internal policies and procedures for compatibility with human rights

In the reporting period, some of the ACT TQI policies that were developed or reviewed and assessed for compatibility for human rights included:

- the Teacher Registration and Permit to Teach Policy – the human right to work as a teacher, of people aged 60 and over were considered. After a survey of all teachers, ACT TQI noted that some of the requirements of teacher registration impeded experienced teachers aged 60 and over from renewing their registration. The *TQI Regulation 2010* and the related policy were changed to enable experienced teachers to comply with more flexible registration requirements including reduced fees and reduced number of professional learning requirements.
- The review of the complaints policy commenced in the reporting period. Protecting human rights are at the heart of this policy about making a complaint. The current complaints policy addresses complaints about ACT TQI's products, level of service, or the behaviour of an ACT TQI officer. ACT TQI is developing an additional policy which addresses complaints about individual teachers – that is, complaints about the professional conduct, competence, fitness to teach, or registration status of a registered teacher or permit to teach holder. In developing the new policy, ACT TQI will take into account the human rights of the complainant as well as the person about whom the complaint is made.
- The ACT TQI Board Charter. The Board reviewed the Board Charter in March 2025. In June 2026, a further revision was made to the Board Charter to include in the Charter, Board members' responsibilities under the *Closing the Gap Legislation Amendment Act 2025*.

Any guidelines or checklists developed to incorporate consideration of public authority obligations under section 40B of the Human Rights Act in decision making

ACT TQI is guided by the intent of the Human Rights Act in all aspects of its operations. To support this, the Institute has guidelines and toolkits which are used to ensure the incorporation of human rights in decision making, policies, procedures and legislation. The Institute also utilises information and resources available from the HRC.

The 2025 ACT TQI Regulatory Framework is compatible with the Human Rights Act because it:

- Implements a proportionate, risk-based regulatory model, directly aligning with s 28.
- Builds in procedural fairness and review mechanisms, supporting fair hearing rights.
- Limits privacy and professional rights only where necessary and authorised by law.
- Prioritises the protection of children, a core human rights objective.
- Applies the least restrictive regulatory tools wherever possible.

The ACT TQI registration processes are compatible with the Human Rights Act because they are lawful, proportionate and incorporate appropriate procedural safeguards. Registration assessments ensure that only suitably qualified and fit persons are authorised to teach, thereby protecting the safety and wellbeing of children and maintaining public confidence in the education system. The processes are designed and administered in accordance with the ACT TQI Regulatory Framework's risk-based, responsive and right touch principles, ensuring that any limitation on individual rights—such as impacts on a person's ability to work, privacy or reputation—is reasonable, necessary and proportionate to the level of risk identified.

Registration decisions, regulatory decisions and decisions about applicants for Highly Accomplished and Lead Teacher certification are made against clear statutory criteria, supported by fair and consistent procedures, including notice of decisions, reasons, and access to independent review. Personal information is collected and used only to the extent necessary for regulatory purposes and managed in accordance with legislative authority. These safeguards ensure that the right to a fair hearing and the right to privacy are appropriately protected, while any limitations are demonstrably justified under section 28 of the Human Rights Act.

Overall, the ACT TQI Regulatory Framework, and Registration and Certification guidelines achieve an appropriate balance between the rights of individual teachers and the broader community interest in child safety and high-quality education and is therefore considered compatible with the Human Rights Act.

Please see below the process ACT TQI uses to make a regulatory determination. This process ensures that ACT TQI, as the regulator of teachers, considers and makes decisions about all notified breaches of the *ACT Teachers Quality Institute Act 2010* and the *Code of Professional Practice and Conduct for ACT Teachers*. The process for handling of assessment and decisions about breaches of the Act or the Code which may impact the rights of children to protection.

The process below also sets out that ACT TQI as the teacher regulator, must, in the decision making process, take into account a person's right to privacy and reputation, and to the enjoyment of just and favourable conditions of work. The decision-making process set out below includes that the decision maker must:

- assess all evidence
- apply an established risk rating, to ensure proportional action is taken
- determine that actions are proportionate, consistent and aligned with national practice
- inform the teacher of their right to respond to a decision and appeal a decision.



Any dissemination of information about agency obligations under the Human Rights Act to clients

The HRC webpage contains information on how human rights are protected under the Human Rights Act, scrutiny of legislation and the role of public authorities and of courts.

This information is promoted to clients through the ACT TQI's website and brochures.

The ACT TQI provides to teachers, who are subject to regulatory action or a negative registration or certification decision, that they have the right to appeal the decision, initially with ACT TQI or with the ACT Civil and Administrative Tribunal (ACAT) as appropriate. This information is included in any relevant communication with the teacher.

The ACT TQI's webpage includes a link to the Institute's privacy policy.

Human Rights Act considerations included in the complaints handling framework

The ACT TQI's Complaints Management Policy is consistent with the Human Rights Act and incorporates considerations of respect, accessibility and procedural fairness. ACT TQI's current complaints policy addresses complaints about ACT TQI's products, level of service, or the behaviour of an ACT TQI officer. ACT TQI is developing an additional policy which addresses complaints about individual teachers – that is, complaints about the professional conduct, competence, fitness to teach, or registration status of a registered teacher or permission to teach holder. In developing the new policy, ACT TQI will take into account the human rights of the complainant as well as the person about whom the complaint is made.

Litigation

There were no relevant litigation matters for the ACT TQI for the reporting period 1 July 2025 to 30 June 2026.

Canberra Health Services (CHS)

In the reporting period of 1 July 2025 to 30 June 2026, CHS participated in the following measures to respect, protect and promote human rights:

- Wear it Purple – promotion and activities
- International Women's Day – promotion and activities
- Harmony Week – promotion and activities
- International Day Against Homophobia, Biphobia, Intersexism and Transphobia (IDAHOBIT) – promotion and activities
- National Reconciliation Week – activities and promotion
- NAIDOC Week – activities and promotion

Per the *Annual Reports (Government Agencies) Directions 2026 (No 1)*, reportable criteria is as follows.

Education and training of staff on human rights principles

In the reporting period of 1 July 2025 to 30 June 2026, no staff from CHS attended Human Rights for ACT Public Authorities training.

9 267 staff participated in related education and training programs including:

Training	Number of Completions	Policy Cohorts (i.e. Legal staff, Policy staff etc)
CHS – Human Rights (Read Sign)	133	All CHS Staff
CHS – Promoting Human Rights & Reducing Restrictive Practices in Dementia	11	Mental Health Clinicians
ACTHD – Unconscious Bias and Decision Making	365	Nursing & Patient Support
ACTPS – Cultural Awareness eLearning	21	All CHS
CHS – Charter of Healthcare Rights eLearning	1609	Nursing & Patient Support
CHS – Cultural Diversity & Inclusion eLearning	2112	All CHS
CHS – Foundations of Mental Health	1344	All Clinicians
CHS – MHPOD – Diversity & Cultural Awareness (F2F)	9	Mental Health Clinicians
CHS – Unconscious Bias & Cultural Competence (F2F)	10	Nursing
CHS – Working with Interpreters eLearning	1402	All CHS
CHS – Workplace Behaviours eLearning	2191	All CHS
CMTEDD – Cultural Awareness eLearning	1	Business Partners
CMTEDD – Cultural Awareness Training F2F	1	Government Relations staff
JACS – Cultural Awareness Training (CALD) (F2F)	2	Nursing
Let's Talk Disability (F2F)	56	CHS Clinicians
Standard Mental Health First Aid (F2F)	2	Community Nursing

Reviews undertaken of internal policies and procedures for compatibility with human rights

CHS ensures that human rights are considered throughout the development of new policy documents and in the review of existing documents.

In the reporting period, human rights were considered in the development or review of 158 CHS Policies.

These included:

- Research Practice Policy
- Partnering with Consumers and Carers Policy
- Supported Decision Making (Adults) Guideline
- Management of people subject to section 309 of the *Crimes Act 1900* transferred to Canberra Hospital Procedure
- Seclusion, restraint and forcible giving of medication to consumers subject to a mental health order or involuntary provisions of the *Mental Health Act 2015* procedure

CHS' publicly available policy documents can be accessed here.

Any guidelines or checklists developed to incorporate consideration of public authority obligations under section 40B of the Human Rights Act in decision making

CHS is guided by the intent of the Human Rights Act in all aspects of its operations.

As required by section 40B of the Human Rights Act, CHS incorporates consideration of relevant human rights into decision-making and when undertaking reviews of policies and procedures.

The CHS Policy Document (policies, procedures and guidelines) – Review and Development Procedure requires policies to be consistent with and reference relevant legislation including the Human Rights Act.

Any dissemination of information about agency obligations under the Human Rights Act to clients

The HRC webpage contains information on how human rights are protected under the Human Rights Act, scrutiny of legislation and the role of public authorities and of courts.

This information is promoted to clients through the CHS website and brochures.

The Charter of Healthcare Rights poster is displayed throughout CHS facilities, including in hospitals, mental health facilities, health centres, and Walk-in Centres. This poster is also available in multiple languages.

All inpatients of mental health facilities are provided a booklet on admission, including information relating to healthcare rights.

Consumers not satisfied with CHS responses to their complaints, are advised they can contact the HRC for further information and a pathway to raise and have their concerns heard and addressed.

Human Rights Act considerations included in the complaints handling framework

CHS' Complaints Management Policy is consistent with the Human Rights Act and incorporates considerations of respect, accessibility and procedural fairness.

CHS' website provides useful information to consumers on how to provide feedback on services, in line with the Human Rights Act.

Litigation

There were no relevant litigation matters for Human Rights Act for the reporting period 1 July 2025 to 30 June 2026.

Canberra Institute of Technology (CIT)

CIT is committed to upholding, protecting and promoting human rights across the institution that fosters a safe, fair, and inclusive environment for staff, students and stakeholders. In the reporting period from 1 July 2025 to 30 June 2026, CIT undertook the following measures to respect, protect and promote human rights:

- Promoted a range of Inclusion, Diversity, Equity and Accessibility (IDEA) related events to promote education on human rights that celebrate diverse student and staff backgrounds and cultivates a strong sense of understanding and belonging that empowers every individual to succeed.
- Delivered workforce capability and professional development initiatives that incorporated human rights principles, including equity, diversity, inclusion, accessibility and respectful workplace behaviours.
- Continued to incorporate consideration of human rights into policy development, review and organisational decision-making processes through consultation with staff and relevant stakeholders, supporting compliance with public authority obligations under the Human Rights Act.
- Continued to provide information about rights, responsibilities and available support services accessible to students and staff through policies, procedures, codes of conduct, and student support initiatives.
- Maintained complaints management policy that promote accessibility, procedural fairness, natural justice and accountability, including avenues for independent external review where appropriate.

Per the *Annual Reports (Government Agencies) Directions 2026 (No 1)*, reportable criteria is as follows.

Education and training of staff on human rights principles

In the reporting period, CIT promoted the following events that educate staff and students on human right principles:

- Wear it Purple – an annual day encouraging educational institutes, workplaces and communities to foster safe, supportive, empowering and inclusive environments towards LGBTQIA+
- Harmony Day – The 2026 theme was *"Everyone Belongs"* where staff were encouraged to recognise the many cultures, languages and stories that sit across CIT campuses
- International Women's Day – The 2026 theme was *"Balance the Scales"* promoting a promise that every woman and girl – regardless of background or identity – should be safe, heard, and free to shape their own lives. This was promoted through showcasing books at CIT's libraries, and promoting all the events across Canberra
- National Reconciliation Week – The 2026 theme was *"All In"* and promoted that reconciliation is everyone's responsibility. Being All In means listening, respecting First Nations cultures, and taking positive action at CIT and in our community. This was celebrated through 2 events across the CIT Woden and Bruce campus.
- NAIDOC Week – The 2026 theme was *"50 Years of Deadly"* and recognised the strength, resilience, achievements and enduring cultures of Aboriginal and Torres Strait Islander peoples. An event was promoted at CIT Bruce with presentations, stories, songs and cultural performances.

In addition, CIT delivered a range of training and professional development activities that incorporated human rights principles, including equity, diversity, inclusion, accessibility and respectful workplace behaviours. CIT is in the process of transitioning a number of eLearning courses from the ACT Government Learning Management System (HRIMS). Through the VET Workforce Blueprint Project, CIT is developing a structured suite of learning solutions aligned to the proposed CIT Capability Framework, with human rights principles embedded in relevant workforce capability and development initiatives.

Reviews undertaken of internal policies and procedures for compatibility with human rights

In the reporting period, a number of CIT policies were developed or reviewed and updated for compatibility for human rights. These include:

- The Bullying and Harassment Prevention Policy, which was reviewed and updated;
- The Sexual Misconduct Policy, which was developed and replaced the Sexual Harassment and Sexual Assault Policy;
- The Student Support Policy, which was reviewed and updated;
- The Student Conduct Policy, which was reviewed and updated.

While these policies were not subject to a formal assessment of compatibility under the Human Rights Act, their development and review considered legislative and regulatory obligations that support and promote human rights principles, including workplace health and safety requirements, anti-discrimination obligations, fair work principles, and the positive duty requirements under the *Sex Discrimination Act 1984*.

CIT's Policy Development Policy requires all policies and procedures to promote good practice, and foster a culture of respect, professionalism and continuous improvement consistent with the Standards for Registered Training Organisations (RTOs) including compliance with legislative and regulatory requirements and to support a safe, inclusive and respectful learning and working environment.

Any guidelines or checklists developed to incorporate consideration of public authority obligations under section 40B of the Human Rights Act in decision making

In accordance with section 40B of the Human Rights Act, CIT incorporates consideration of relevant human rights into its decision-making processes and the development and review of policies and procedures. Relevant CIT policies reference the Human Rights Act to provide guidance in their correct application and decision making.

While CIT does not maintain a dedicated human rights checklist, its policy development and review processes include consultation with staff and relevant stakeholders, where appropriate. This consultation process supports consideration of all relevant aspects of a policy, including potential human rights implications during the development of new policies and the review of existing policies and procedures. In some instances, consultation has identified human rights considerations that were not apparent during the initial drafting stage.

Any dissemination of information about agency obligations under the Human Rights Act to clients

CIT has several accessible documents, policies and procedures that are referred to staff and students regarding their obligations and rights from employment to enrolment respectively. These include but not limited to CIT's Student Code of Conduct, Equity Policy, and Bullying and Harassment Prevention Policy which articulates behaviours, rights and obligations that underpin the *Discrimination Act 1991* (the Discrimination Act) and the Human Rights Act.

CIT, as part of its Open Access Information Strategy, promotes dissemination of information about agency obligations, including the Human Rights Act. CIT is currently re-negotiating its memorandum of understanding with the Women's Legal Service that provides a lawyer on the CIT campus once a week to assist eligible students with issues in the workplace such as underpayments, difficulties accessing sick leave, unfair dismissal, bullying, discrimination and failure to adjust work duties because of your disability and inappropriate conduct at work or in public such as receiving goods/services.

The lawyers on campus can also connect students with the Women's Legal Centre to provide advice on family law, care and protection, and migration law.

Human Rights Act considerations included in the complaints handling framework

Information on raising concerns or lodging complaints is publicly available on the CIT website and includes accessible complaint submission options. Where appropriate, complaints may be escalated to independent external review bodies, including the HRC.

CIT's complaints management policies and procedures are consistent with the Human Rights Act and incorporate principles of respect, accessibility, procedural fairness and natural justice. The Resolving Staff Workplace Issues Policy identify the Human Rights Act as relevant legislation and provide clear processes for the management and resolution of complaints.

CIT's complaints processes provide procedural fairness and the right to natural justice for both complainants and respondents. Staff conduct expectations are also supported by section 9 of the *Public Sector Management Act 1994* (PSM Act) and relevant Enterprise Agreements, which provide mechanisms for addressing workplace concerns and allegations of misconduct in a fair, transparent and accountable manner.

Litigation

There were no relevant litigation matters for CIT for the reporting period 1 July 2025 to 30 June 2026.

Chief Minister, Treasury and Economic Development (CMTEDD)

Measures taken by CMTEDD to respect, protect and promote human rights during the reporting period include:

- Work to continue to embed and expose staff to Aboriginal and Torres Strait Islander culture, uplifting cultural capability and increased understanding and acceptance of diversity to ensure that decisions, process or policy do not exacerbate bias or institutional racism or access to information, services or the ability to participate in life.
- Supporting staff where they may be experiencing domestic violence or abuse in the home or other through leave and referral arrangements.
- Consultation with the Human Rights officers at JACS and/or the HRC for assistance on the development and drafting of legislation (including subordinate legislation) to analyse the human rights engaged.
- CMTEDD Communications and Engagement has continued to provide WHoG communications frameworks and approaches to the ACT for the ACTPS. Key elements of work include:
  - Supporting engagement with the community on priority initiatives of the Government, and the YourSay Panel through research conducted to gauge community awareness and sentiments on key topics. These platforms support all citizens to take part in public life by providing input into government decision-making.
  - When designing an engagement or a research project, consideration is given about how best to support people from differing backgrounds and abilities to actively participate and freely express their views and experience.
  - In addition, in our WhoG community channels we endeavour to ensure our communications are representative of the whole community and are accessible to people with differing literacy needs.

Per the *Annual Reports (Government Agencies) Directions 2026 (No 1)*, reportable criteria is as follows.

Education and training of staff on human rights principles

CMTEDD staff did not attend Human Rights training offered by training authorities during the period.

CMTEDD offers a Human Rights eLearning module, which is recommended for all staff, and aims to promote a human rights culture and assist in identifying and applying human rights considerations in our work. Learning Outcomes include:

- How to recognise where human rights are relevant to your work.
- How to identify reasonable limitations on rights.
- What you must do.
- Where to get further information.

Other related training is shown below.

Training	Number of Completions	Policy Cohorts (i.e. Legal staff, Policy staff etc)
Supporting the Right to Freedom from forced work		
Foundational Procurement Module 12 – Understanding and Addressing Modern Slavery in procurement eLearn	132	Optional learning for procuring officers and delegates supported by ACTPS Procurement Framework
Supporting Cultural and other rights of Aboriginal and Torres Strait Islanders and other minorities		
Foundational Procurement Module 6 – Aboriginal and Torres Strait Islander Procurement Policy	352	Optional learning for procuring officers and delegates supported by ACTPS Procurement Framework
ACTPS or CMTEDD Cultural Awareness eLearning or instructor led	1,435	All staff for eLearning; Instructor led is SOGB and above
Closing the Gap Workshops	63	SES and Statutory Office Holders
Supporting the Right to Privacy		
CMTEDD Privacy elearning	543	All staff

Reviews undertaken of internal policies and procedures for compatibility with human rights

In the reporting period, Procurement ACT reviewed the Notifiable Contracts Register notification form used by Territory entities, for alignment with changes to the *Government Procurement Act 2001* and *Government Procurement Regulation 2007* taking effect on 1 July 2026. Among other changes, the amendments promote the right to privacy and reputation by clarifying confidential text for the purposes of publication of contracts to the Notifiable Contracts Register. The updated form was developed for release 1 July 2026 ensured that the process supporting contract notification is in alignment with the right to privacy and reputation. The amendments also promoted the right to equality and non-discrimination by providing a procurement mechanism for Territory entities to more readily engage Aboriginal and Torres Strait Islander entities.

Any guidelines or checklists developed to incorporate consideration of public authority obligations under section 40B of the Human Rights Act in decision making

As required by section 40B of the Human Rights Act, the Office of International Engagement incorporates consideration of relevant human rights into decision-making and when undertaking reviews of policies and procedures. For example, the *Sister-City and other International Agreements Framework*, which the ACT Government use as a guide to evaluate the formation of formal agreements with international parties, states the obligation to consider the status of human rights in the counterparty's jurisdiction, and the ACT party's ability to advance our values related to human rights in the counterparty's jurisdiction.

Procurement ACT maintains the ACT Government Guide to addressing Modern Slavery in the Public Sector to supplement the *Government Procurement (Ethical Treatment of Workers Evaluation) Direction 2023 (No 2*). The guide supports Territory entities to identify ways to address and abate modern slavery including by providing tools to enable procuring Territory entities to appropriately assess and address modern slavery risks in procurement activities.

To further ensure that ACT Government officials incorporate relevant human rights into procurement decision making, eLearning modules on the Procurement Framework and Understanding and Addressing Modern Slavery Risks are also available to Territory officers:

- Foundational – Procurement eLearning Module – Understanding & Addressing Modern Slavery
- Foundational – Procurement eLearning Module – ACT Government Procurement Framework

Any dissemination of information about agency obligations under the Human Rights Act to clients

The HRC webpage contains information on how human rights are protected under the Human Rights Act, scrutiny of legislation and the role of public authorities and of courts. This information is promoted to staff through the CMTEDD intranet.

Human Rights Act considerations included in the complaints handling framework

The CMTEDD Complaints Handling Policy and Procedure is consistent with the Human Rights Act and incorporates consideration of respect, accessibility and procedural fairness.

The CMTEDD website, contact us, and privacy web pages were updated in 2026 and provide useful information to consumers on how to provide feedback on services, in line with the Human Rights Act.

Litigation

There were no relevant litigation matters for CMTEDD for the reporting period 1 July 2025 to 30 June 2026.

City and Environment Directorate (CED)

The creation of CED from 3 entities (the former Transport Canberra and City Services Directorate (TCCS); Environment, Planning and Sustainable Development Directorate (EPSDD); and Access Canberra) took effect from 1 July 2025.

Per the *Annual Reports (Government Agencies) Directions 2026 (No 1)*, reportable criteria is as follows.

Education and training of staff on human rights principles

No human rights-specific training was undertaken by CED staff during the reporting period.

This reflects that, during the period, organisational priorities and resourcing were influenced in part by broader structural and machinery-of-government changes – providing a safe workplace for our people was a key priority. While human rights considerations are relevant to the work of CED, they are generally embedded within business-as-usual functions rather than forming the primary focus of directorate-specific training in the same way they may be in other directorates.

CED provides a range of existing learning and development activities in areas aligned with human rights principles. Collectively, these programs contribute to fostering a workplace culture that is respectful, inclusive, and consistent with the values underpinning human rights.

Reviews undertaken of internal policies and procedures for compatibility with human rights

There were no specific reviews undertaken by CED for the reporting period 1 July 2025 to 30 June 2026, where human rights may be directly impacted.

In the reporting period the following internal policies were developed and assessed for compatibility with human rights:

- CED Inclusion and Belonging Strategy 2026–2029
- Portfolio Disability Inclusion Plan 2026–2029
- CED Gender Equity Action Plan 2026–2029.

Any guidelines or checklists developed to incorporate consideration of public authority obligations under section 40B of the Human Rights Act in decision making

As required by section 40B of the Human Rights Act, CED incorporated consideration of relevant human rights into decision-making and when undertaking reviews of policies and procedures.

Any dissemination of information about agency obligations under the Human Rights Act to clients

The HRC webpage contains information on how human rights are protected under the Human Rights Act, scrutiny of legislation and the role of public authorities and of courts.

This information is promoted to clients through the following CED websites:

- City-and-Environment-Directorate website
- Environment website
- City Services website
- Access Canberra website

Human Rights Act considerations included in the complaints handling framework

CED websites provide useful information to consumers on how to provide feedback on services, in line with the Human Rights Act.

Litigation

There were no relevant litigation matters for CED for the reporting period 1 July 2025 to 30 June 2026.

City Renewal Authority (CRA)

In the reporting period of 1 July 2025 to 30 June 2026, the CRA undertook the following measures to respect, protect and promote human rights:

- Staff undertook whole of government required learning on a diverse range of topics following the establishment of a CRA learning framework.
- As part of the transition to our own corporate services following machinery of government changes, the CRA reviewed its policies and procedures on a risk basis to ensure staff were provided with the basic tools to operate compliantly. This gives staff a foundation in respectful and equitable treatment of colleagues and members of the public.
- Support in dealing with requests for information access (FOI) and similar matters is received from CMTEDD.
- When required, CRA accesses legal advice from the ACTGS (including legislative and contractual matters).

Per the *Annual Reports (Government Agencies) Directions 2026 (No 1)*, reportable criteria is as follows.

Education and training of staff on human rights principles

In the reporting period of 1 July 2025 to 30 June 2026, no staff from the CRA attended Human Rights for ACT Public Authorities training.

No human rights specific training was undertaken by CRA staff during the reporting period.

Reviews undertaken of internal policies and procedures for compatibility with human rights

There were no specific reviews undertaken by the CRA for the reporting period 1 July 2025 to 30 June 2026, where human rights may be directly impacted.

The CRA is a small statutory authority involved in delivery and as such is not a policy agency. We generally adopt whole-of-government policies and may develop local procedures and forms for internal use.

Any guidelines or checklists developed to incorporate consideration of public authority obligations under section 40B of the Human Rights Act in decision making

The CRA is guided by the intent of the Human Rights Act in all aspects of its operations. The CRA leverages whole-of-government or CMTEDD policies, guidelines and toolkits.

Any dissemination of information about agency obligations under the Human Rights Act to clients

The CRA has not had a need to promote or distribute information about agency obligations under the Human Rights Act to clients within the reporting period. The CRA undertakes extensive consultation on its projects and programs to ensure that they meet community expectations, and in those processes engages with a wide cross-section of the community and representative community organisations.

The CRA's community engagement approach aims to ensure equitable, effective and constructive participation from all Canberrans in the renewal program. We are inclusive and respectful when we engage, finding ways to ensure engagement seeks the diverse views of the community.

Human Rights Act considerations included in the complaints handling framework

As the CRA is a delivery agency, some practical ways it considers the community include:

- Extensive community consultation for our projects. For example, the design process for a wide range of community groups, including local First Nations, community advisory bodies, as well as the broader community. It also includes capacity-building approaches for emerging Ngunnawal artists.
- Equitable design consideration for our projects as part of our Sustainability Action Plan.
- In our referral agency role social sustainability principles are included in our Development Application assessments.
- Through our events, we strive to make welcoming spaces for the community through targeted events that celebrate diversity and connect people to places and other people.
- We engage with diverse communities through our place experience and marketing program. Lunar New Year in Dickson engaged with communities that celebrate the new year and through the event highlighted Canberra's rich cultural diversity with traditional performances, live music and bustling food stalls offering Asian cuisines. La Fiesta is a celebration of Latin American music, art and culture. To engage with the community, City Renewal delivered targeted promotions and hosted an open-air gallery showcasing artworks from local Latin embassies to share with the community.

Litigation

There were no relevant litigation matters for the CRA for the reporting period 1 July 2025 to 30 June 2026.

Cultural Facilities Corporation (CFC)

During the reporting period 1 July 2025 to 30 June 2026, the CFC continued to embed human rights principles across its cultural, governance and workforce activities. The CFC promoted the right to participate in cultural life by providing diverse and inclusive cultural programs, exhibitions, performances and public engagement activities that reflected a broad range of histories, experiences and communities.

The CFC strengthened recognition of Aboriginal and Torres Strait Islander peoples and cultures through programming developed and delivered with Aboriginal and Torres Strait Islander artists, custodians and knowledge holders, supporting opportunities for cultural expression, knowledge sharing and community participation. Across its venues, the CFC also increased visibility and representation of diverse communities, including LGBTIQA+ people, culturally diverse communities and historically underrepresented voices.

The CFC promoted accessibility and equitable participation through its commitment to inclusive public programs, community engagement activities and accessible cultural experiences. Human rights considerations were incorporated into organisational governance, policy development, workforce practices and decision-making processes, with a focus on respect, inclusion, procedural fairness and employee wellbeing.

Examples of activities supporting these outcomes during the reporting period included exhibitions and public programs exploring Indigenous culture and history, presentations highlighting diverse identities and experiences, educational resources to support cultural understanding, and initiatives that encouraged broad community participation in the arts and cultural life of the ACT.

Per the *Annual Reports (Government Agencies) Directions 2026 (No 1)*, reportable criteria is as follows.

Education and training of staff on human rights principles

In the reporting period of 1 July 2025 to 30 June 2026, no staff from the CFC attended specific Human Rights for ACT Public Authorities training.

Forty-three (43) staff participated in related education and training programs that incorporated principles relating to human rights:

Training	Number of Completions	Policy Cohorts (i.e. Legal staff, Policy staff etc)
Cultural Awareness eLearning	1	Across CFC
LGBTIQA+ Foundational Learning	15	Across CFC
Respect, Equity and Diversity	4	Across CFC
Building your Awareness of Domestic, Family and Sexual Violence in the Workplace	1	Across CFC
Foundational Procurement Module 6 - Aboriginal & Torres Strait Islander Procurement Policy	20	Across CFC
SES Closing the Gap Workshops	2	SES

Reviews undertaken of internal policies and procedures for compatibility with human rights

During the reporting period, the CFC reviewed and/or developed a number of policies and plans, including the Gender Action Plan, Ethical Sponsorship Policy, Strategic Priorities (2026–30), Risk Management Plan (2026-30), Crisis Communications Plan and Records, Information and Data Management framework. Human rights considerations including equality, inclusion, accessibility, privacy, procedural fairness and employee wellbeing were considered as part of the policy development and review process. The CFC incorporates consideration of human rights impacts when developing and reviewing policies to support equitable access to services, fair treatment of employees and transparent decision-making.

Any guidelines or checklists developed to incorporate consideration of public authority obligations under section 40B of the Human Rights Act in decision making

The CFC incorporates consideration of Human Rights Act obligations as part of policy development, governance, risk management and decision-making processes. When developing policies, procedures and operational initiatives, staff consider potential impacts on equality, participation, accessibility, cultural rights, privacy and procedural fairness. Where relevant, the CFC draws on guidance and resources provided by the HRC and ACT Government to support decision-making that is consistent with section 40B of the Human Rights Act.

Any dissemination of information about agency obligations under the Human Rights Act to clients

The CFC provides publicly accessible information regarding feedback, complaints and engagement with its services through its website and visitor information channels. Where appropriate, clients may be referred to information published by the HRC regarding rights, responsibilities and complaint pathways under the Human Rights Act. Human rights principles are also reflected in the CFC's commitment to accessible and inclusive services and programs.

Human Rights Act considerations included in the complaints handling framework

The CFC Complaints Management Policy incorporates principles consistent with the Human Rights Act, including procedural fairness, respect, equality, accessibility and confidentiality. The complaints process provides an opportunity for concerns to be raised and considered impartially and seeks to ensure that all complainants can access the process equitably. Information about making a complaint is publicly available through the CFC website, supporting transparency and accountability in service delivery.

Litigation

There were no relevant litigation matters for CFC for the reporting period 1 July 2025 to 30 June 2026.

Digital Canberra (DCBR)

In the reporting period of 1 July 2025 to 30 June 2026, DCBR actively promoted the following measures to respect, protect and promote human rights:

- NAIDOC Week;
- National Reconciliation Week;
- Harmony Week;
- International Women's Day;
- Respect Equity and Diversity Officers Network; and
- Cultural Awareness training.

While DCBR does not directly deliver frontline human rights services, DCBR supports directorates to deliver essential services to the community.

Key activities and measures include:

- Supporting secure and privacy-focused system design, including cyber security controls, identity and access management, and data protection practices.
- Maintaining reliable and resilient ICT services, enabling continuous access to essential government services.
- Supporting digital accessibility and inclusion, including consideration of accessibility standards in digital platforms, procurement and system design.
- Promoting fair and equitable access to digital services, by supporting systems that are usable, secure and available to all users.
- Supporting governance arrangements that help ensure emerging technologies are used responsibly, including the safe and ethical use of Artificial Intelligence (AI). This includes applying relevant AI governance and assurance processes, such as the ACT Government AI Policy and Assurance Framework, and oversight through the Artificial Intelligence Assurance Group (AIAG), where relevant.
- Maintaining and improving digital clinical systems that support access to public health services across care settings.
- Supporting privacy and confidentiality through secure management of health information, role-based access, audit controls and information governance.
- Considering accessibility, inclusion and user impact in digital health service design and system changes.
- Supporting patient safety through incident management, patient safety escalation processes, risk assessment and vendor engagement.
- Embedding the ACT Government Charter of Procurement Values in procurement activities ensuring transparent, accountable and ethical procurement practices.
- Promoting equitable access to government contracting opportunities by supporting participation of Aboriginal and Torres Strait Islander businesses, local businesses, social enterprises and suppliers that demonstrate inclusive employment practices for people who may face barriers to workforce participation.
- Considering social and community outcomes as part of value for money assessments in the procurement process.

Per the *Annual Reports (Government Agencies) Directions 2026 (No 1)*, reportable criteria is as follows.

Education and training of staff on human rights principles

In the reporting period of 1 July 2025 to 30 June 2026, 2 staff members from DCBR attended the training 'Know your Obligations: Human Rights for Decision makers'

Staff participated in related education and training programs including:

Training	Number of Completions	Policy Cohorts (i.e. Legal staff, Policy staff etc)
Cultural Awareness eLearning	270	Contract Executives, Senior Officers, Information Officers & Administrative Officers
Data Culture, Leadership and Organisational Structures	3	Administrative Officers
Disability Inclusion Plan (DIP) Workshop: How to get started	1	Administrative Officer
Let's Talk Disability	1	Administrative Officer
CMTEDD - Cultural Awareness Training	16	Senior Officers, Information Officers & Administrative Officers
CMTEDD - Disability Confident Managers - Workplace Adjustments	1	Senior Officer
CMTEDD - LGBTIQA+ Awareness and Inclusion	10	Senior Officers, Information Officers & Administrative Officers
CMTEDD - Respectful Behaviours - All Employees (eLearning)	4	Senior Officers, Information Officers & Administrative Officers

Reviews undertaken of internal policies and procedures for compatibility with human rights

In the reporting period, DCBR undertook periodic reviews of policies, procedures, standards and operating practices as part of broader governance, risk and assurance activities. As a newly established directorate, DCBR operated under a combination of inherited internal ACTPS policies and shared service arrangements during the reporting period.

Some of the policies reviewed by DCBR include:

- Updates related to cyber security standards
- Data governance practices
- Technology risk management
- the ACT Government Artificial Intelligence Policy
- Updates to the Technology Investment Framework

DCBR undertook substantial review and development of policies governing the ACT Digital Account and associated digital identity services. These reviews considered privacy, consent, accessibility, records management, identity verification, children and young people, name changes, deceased persons records and information handling practices. The reviews examined how personal information is collected, used, disclosed and retained and incorporated safeguards to support privacy, informed consent, accessibility, inclusion and lawful decision-making. Privacy-by-design guidance and privacy impact assessment requirements were also strengthened as part of broader policy and framework reviews.

Any guidelines or checklists developed to incorporate consideration of public authority obligations under section 40B of the Human Rights Act in decision making

As required by section 40B of the Human Rights Act, DCBR incorporates consideration of relevant human rights into decision-making and when undertaking reviews of policies and procedures.

DCBR has developed, applied or contributed to a range of internal frameworks, standards and operating practices that incorporate human rights-related considerations, including:

- Information security policies and standards, supporting the protection of personal information and privacy.
- Data governance and information management practices, supporting appropriate collection, storage, use and sharing of government information.
- Digital and ICT architecture standards, which consider accessibility, usability, security and service reliability.
- Procurement and solution design practices, supporting early consideration of privacy, accessibility, security and inclusion requirements.
- Service management and incident management processes, supporting consistent, transparent and timely responses to system issues.
- Responsible AI governance arrangements, including the ACT Government Artificial Intelligence Policy, AI Assurance Framework and Artificial Intelligence Assurance Group, where applicable. The ACT AI Assurance Framework is intended to guide responsible and safe AI use and includes self-assessment to help analyse risks, implement mitigation controls and establish accountabilities.
- The ACT Digital Account Trust Framework, Children and Minors Policy, Deceased Persons Records Policy, Change of Name Policy, Administrative Changes and Account Lifecycle Policy, Records Retention and Secure Destruction Policy, and supporting Standard Operating Procedures. These documents require consideration of privacy impacts, consent, authority to act, recordkeeping obligations, accessibility requirements and the potential impact of decisions on affected individuals before actions are taken. The Trust Framework also embeds privacy-by-design principles, privacy assessment requirements and accessibility considerations into service planning and governance processes.
- People and Capability processes include merit-based recruitment and selection processes, workplace adjustment arrangements, workplace behaviour and grievance processes, employee consultation requirements, privacy obligations and industrial relations frameworks. These processes support principles including equality before the law, non-discrimination, cultural safety, procedural fairness, accessibility and transparent decision-making.

Any dissemination of information about agency obligations under the Human Rights Act to clients

The HRC webpage contains information on how human rights are protected under the Human Rights Act, scrutiny of legislation and the role of public authorities and of courts.

This information is promoted internally to staff through the DCBR intranet.

DCBR leads the ACT Government's approach to digital, data and technology to support an efficient secure and inclusive public service and deliver better outcomes for the community. In some circumstances, DCBR provide services and information directly to members of the public, including ACT Digital Account. DCBR provides information to ACT Digital Account users through privacy notices, terms of use, consent arrangements and associated customer-facing materials. These resources explain how personal information is collected, used, disclosed and protected, the choices available to individuals, and how consent can be managed or withdrawn. The ACT Digital Account's policy and framework documents also reinforce that participation in digital services is voluntary and that alternative service channels remain available. These materials support transparency and help individuals understand how decisions affecting their information and digital identity are made.

Human Rights Act considerations included in the complaints handling framework

DCBR does not maintain a dedicated centralised complaints function. Complaints are managed through established operational, procurement, privacy, FOI and service-specific complaint mechanisms.

Complaints relating to clinical care, service delivery or consumer matters are managed through the appropriate CHS complaint and feedback mechanisms.

DCBR manages processes for handling requests, reviews and complaints relating to ACT Digital Accounts, including requests for corrections, administrative changes, privacy matters, access issues and account lifecycle actions. Policies and procedures require staff to consider privacy obligations, recordkeeping requirements, consent, authority to act, identity protection and procedural fairness when assessing requests. Where matters involve sensitive personal information, vulnerable individuals, children or complex third-party requests, staff apply additional safeguards and escalation pathways. Privacy-by-design principles, legal obligations and specialist advice mechanisms support consistent and rights-conscious decision-making.

DCBR manages procurement-related complaints arising from its procurement activities in accordance with the **ACT Government's Supplier Complaints Management Procedure**.

DCBR complies with the Information ***Privacy Act 2014*** (the Information Privacy Act), through its adoption of the CMTEDD Privacy Information Policy to ensure all privacy issues and complaints are handled in accordance with the Territory Privacy Principles.

DCBR complies with the ***Freedom of Information Act 2016*** (the FOI Act) and adheres to the legislative review and complaint mechanisms established under that Act.

DCBR employees may access a range of complaint, review and appeal mechanisms relating to employment and workplace matters. These include recruitment review processes, workplace behaviour and bullying complaints, grievance processes, internal review rights under the PSM Act and dispute resolution provisions under the relevant enterprise agreement. Employees are also advised of their right to seek external review through bodies such as the Fair Work Commission and HRC. Human rights considerations are supported through procedural fairness, transparency, equitable treatment, confidentiality requirements and access to review mechanisms.

Litigation

There were no relevant litigation matters for DCBR for the reporting period 1 July 2025 to 30 June 2026.

Director of Public Prosecutions (DPP)

During the reporting period, the ACT Office of the DPP supported the protection and promotion of human rights through the independent and fair conduct of prosecutions and the delivery of victim-centred services.

Through the Witness Assistance Service, victims of crime and family members (in sexual violence and death matters) were provided information, support and assistance to engage with the criminal justice process. Consistent with the DPP's Right of Review Policy for sexual violence matters, victims were informed of their right to seek a review of eligible prosecutorial decisions and were provided with information about the review process. The policy requires prosecutors to notify complainants of reviewable decisions, explain the reasons for those decisions in general terms, and advise them of their right to request a review.

Through these practices, the DPP promoted meaningful participation by victims while upholding principles of procedural fairness, access to justice, dignity and equality for victims, witnesses and accused persons.

Per the *Annual Reports (Government Agencies) Directions 2026 (No 1)*, reportable criteria is as follows.

Education and training of staff on human rights principles

During the reporting period, staff participated in a range of professional development activities that reinforced human rights principles in the workplace and in the delivery of prosecution services. Training included Humas Ethos, Changing Workplace Culture, Black Dog Institute mental health and wellbeing, and Keeping Culture Alive cultural awareness programs.

Staff also undertook training relating to victims' rights and engagement with victims in the criminal justice system. This training supported the DPP's commitment to treating victims with dignity and respect, and to applying human rights principles in prosecutorial decision-making and practice.

Together, these initiatives strengthened staff awareness of ethical conduct, inclusion, cultural competence, psychological safety, and the rights and interests of victims.

Reviews undertaken of internal policies and procedures for compatibility with human rights

In the reporting period, some of the DPP policies that were developed or reviewed and assessed for compatibility for human rights included:

- Justice Agency Complaints Policy
- Right of Review Policy

During the reporting period, the DPP's Right of Review Policy was assessed and updated to strengthen its alignment with the Human Rights Act and contemporary victim-centred justice principles. The policy promotes compatibility with human rights by ensuring that victims in eligible matters are informed of significant prosecutorial decisions, provided with a general explanation of those decisions, and advised of their right to seek an independent internal review.

Engagement and conferencing practices and procedures, particularly those involving vulnerable witnesses and complainants, are regularly reviewed and refined to ensure that interactions by Witness Assistance Service and legal staff remain trauma-informed, responsive to individual needs, and consistent with applicable human rights standards.

Any guidelines or checklists developed to incorporate consideration of public authority obligations under section 40B of the Human Rights Act in decision making

The DPP is guided by the intent of the Human Rights Act in all aspects of its operations. To support this, the DPP has guidelines and toolkits which are used to ensure the incorporation of human rights in decision making, policies, procedures and legislation. The DPP also utilises information and resources available from the HRC.

As required by section 40B of the Human Rights Act, the DPP incorporates consideration of relevant human rights into decision-making and when undertaking reviews of policies and procedures.

Consistent with the Charter of Victims' Rights, the Prosecution Policy for the DPP requires consultation and meaningful engagement with victims along the prosecution journey. Internal policies in respect of legal decision making through the prosecution reflects this obligation to maintain victim's rights and the processes are designed to ensure that victims' rights are recognised, respected and appropriately considered at all stages of a prosecution.

Any dissemination of information about agency obligations under the Human Rights Act to clients

The HRC webpage contains information on how human rights are protected under the Human Rights Act, scrutiny of legislation and the role of public authorities and of courts.

Throughout the reporting period, DPP prosecutors and Witness Assistance Service staff regularly provided victims of crime with information about their rights and entitlements within the criminal justice system. This included promoting awareness of the ACT Charter of Rights for Victims of Crime and directing victims to relevant information and support resources, including materials published by the HRC and Victim Support ACT. The DPP also regularly advised victims of crime as to their rights to make a Justice Agency Complaint throughout the reporting period. Information about Justice Agency Complaints and how the complaint will be managed is also available on the DPP website.

The Witness Assistance Service also assists victims, in sexual violence and homicide matters, to understand court processes, access appropriate support services and participate in criminal proceedings, helping victims understand and exercise their rights within the justice system. The Witness Assistance Service manager continues to remain involved in a number of interagency forums and Communities of Practice which serves as another forum and avenue for matters to be raised and appropriately triaged by all Criminal Justice Agencies supporting victims of crime.

Human Rights Act considerations included in the complaints handling framework

The DPP Complaints and Concerns about Victims Rights – Justice agency complaints Policy is consistent with the Human Rights Act and incorporates considerations of respect, accessibility and procedural fairness.

The DPP's website also provides useful information on how to provide feedback on services, in line with the Human Rights Act.

Litigation

There were no relevant litigation matters for the DPP for the reporting period 1 July 2025 to 30 June 2026.

Education Directorate (ACTEDU)

In the reporting period of 1 July 2025 to 30 June 2026, ACTEDU undertook the following measures to respect, protect and promote human rights:

- Embedding human rights considerations into policy development, review and decision-making processes.
- Maintaining governance frameworks, guidance materials and quality assurance mechanisms to support compliance with the Human Rights Act.
- Implementing and promoting the Child Safe Standards.
- Disseminating information about human rights obligations to students, parents, staff and the broader community.
- Incorporating human rights principles into complaints management processes.
- Monitoring complaint and litigation trends to identify emerging risks and opportunities for continuous improvement in service delivery.

Per the *Annual Reports (Government Agencies) Directions 2026 (No 1)*, reportable criteria is as follows.

Education and training of staff on human rights principles

No human rights specific training was undertaken by ACTEDU staff during the reporting period.

Reviews undertaken of internal policies and procedures for compatibility with human rights

ACTEDU ensures that human rights are considered throughout the development of new policy documents and in the review of existing policy documents.

ACTEDU has a Policy Framework and a suite of resources to assist policy owners, including a Policy Management Guide. This guide includes a section on ensuring the protection of human rights when drafting or reviewing a policy. It includes a description of what human rights are and what rights are protected under the Human Rights Act with a link to the HRC's website for more detailed information. The Policy Framework is designed to ensure alignment with the Human Rights Act, Child Safe Standards, and inclusion, equity and Open Access principles.

Further support is offered to policy owners by the Governance Branch which includes highlighting the importance of reviewing human rights and a final quality assurance process to ensure human rights considerations are made before policy endorsement is sought.

In the reporting period, ACTEDU policies developed or reviewed and assessed for compatibility for human rights included:

- Care and Use of Animals in ACT Schools Policy
- Corporate Sponsorship Policy
- Digital Document Policy
- Excursions Policy
- Fraud and Corruption Reporting Policy
- Head Lice Policy
- ICT Management in Schools Policy
- Interim Safe Use of Digital Technologies and Online Environments Policy for ACT Public Preschools
- Internal Audit Policy
- Managing Employee Absences Policy
- Volunteer and Visitors in Schools Policy

Any guidelines or checklists developed to incorporate consideration of public authority obligations under section 40B of the Human Rights Act in decision making

ACTEDU is guided by the intent of the Human Rights Act in all aspects of its operations. To support this, the Directorate has guidelines and toolkits which are used to ensure the incorporation of human rights in decision making, policies, procedures and legislation. The Directorate also utilises information and resources available from the HRC.

As required by section 40B of the Human Rights Act, ACTEDU incorporates consideration of relevant human rights into decision-making and when undertaking reviews of policies and procedures, including Positive Duty obligations. The Directorate's Policy Framework requires that a Policy Endorsement Checklist is completed as part of a policy's endorsement package. This checklist requires confirmation to the policy endorser that the policy reviewer has considered the legislation affecting the policy, including a mandatory check against the Human Rights Act.

ACTEDU is also implementing the HRC's Child Safe Standards and is committed to being a child safe organisation. Information is maintained on the Directorate's website and Service Portal to support schools to understand the Standards and their obligations to keep students safe from harm. Information is maintained on the ACT Government website including a guide for ACT Public Schools.

During the reporting period ACTEDU continued to embed Child Safe Standards across its operations and deliver support services and professional learning to school staff by the Child Safety Engagement Officer.

Any dissemination of information about agency obligations under the Human Rights Act to clients

The HRC webpage contains information on how human rights are protected under the Human Rights Act, positive duty obligations, scrutiny of legislation and the role of public authorities and of courts.

This information is promoted to clients (including students, parents and the public) through ACTEDU's policies and, where appropriate, materials on the website. The Directorate maintains a public policy register which includes a range of policies that reference the Human Rights Act and guide decision-making. Information on the HRC and Australian Human Rights Commission is included on the Directorate's website and links are provided to their websites to support Directorate decision-making and processes and client awareness of agency obligations. For example, the Directorate's *Students with a Disability Meeting their Educational Needs Policy* is consistent with human rights legislation and is published along with links to related policies and information. Similarly, the *Suspension, Transfer or Exclusion of a Student: ACT Public Schools Policy*, which specifically outlines the human rights context around suspensions.

The Directorate's website also provides information on human rights considered in decision-making processes such as complaints management and decisions made under the FOI Act. The HRC webpagecontains information on how human rights are protected under the Human Rights Act, scrutiny of legislation and the role of public authorities and of courts.

Human Rights Act considerations included in the complaints handling framework

ACTEDU's Complaints Management Policy is consistent with the Human Rights Act and incorporates considerations of respect, accessibility and procedural fairness.

The Directorate's website provides details on how to refer complaints to the HRC if complainants feel they have been treated unfairly or that the outcome of their complaint was unreasonable. It also includes complaint guides for parents, including a poster 'Talking with your school' that outlines steps and provides clarification of rights to approach or contact external agencies such as the HRC.

It is mandatory for these posters to be displayed in schools to provide information to their school community about the right of consumers to make complaints under the Human Rights Act and how feedback may be given to the school or the Education Support Office. Such content is also distributed via 'Talking with your school' brochures, which provide resources for the community to contact if they are dissatisfied by Education's management of complaints, including the HRC, Office of the Australian Information Commissioner, ACT Ombudsman, and the ACAT.

Litigation

There were no relevant litigation matters for ACTEDU for the reporting period 1 July 2025 to 30 June 2026.

Health and Community Safety Directorate (HCSD)

During the reporting period HCSD affirmed human rights respect and protect principles by embedding human rights considerations across its governance, policy development, service delivery, regulatory oversight, statutory decision-making and community engagement activities.

HCSD supported a rights-based approach to decision-making, promoted inclusion and equitable access to services, strengthened accountability and transparency, and worked to uphold the dignity, autonomy, safety and wellbeing of individuals and communities in accordance with the Human Rights Act.

This was done through the work of the Directorate's policy, corporate operational business areas, as well as its statutory office holders including:

- the Chief Psychiatrist and Senior Practitioner
- advisory councils: Ministerial Advisory Council for Multiculturalism and the Disability Advisory Council
- oversight boards: Restricted Medical Treatment Assessment Board and the Voluntary Assisted Dying Oversight Board.

Across the Directorate there was active engagement in the Human Rights Community of Practice Forum, and throughout the year staff participated in events including National Reconciliation Week, Harmony Week, International Women's Day, and Wear It Purple Day. The Directorate also supported oversight and accountability by providing information to the Public Advocate and the Aboriginal and Torres Strait Islander Children's Commissioner regarding abuse in care allegations and to inform of actions undertaken by the Directorate.

The Voluntary Assisted Dying Oversight Board established key functions to oversee the safe delivery of voluntary assisted dying under the *Voluntary Assisted Dying Act 2024*. The Board monitored scheme data to identify and address potential access inequities, reviewed all deaths resulting from administration of a voluntary assisted dying substance with a focus on human rights compliance, accessibility and shared decision-making, and engaged with stakeholders to better understand barriers experienced by marginalised and minority groups to inform system improvement.

The Disability Advisory Council (DAC) was established as per *Disability Inclusion Act 2024* (Disability Inclusion Act) requirements. The DAC, comprised of majority people with disability, advises the Minister for Disability and ACT Government on the issues important to and impacting people with disability, their families and carers in the ACT. The DAC, promotes and advises on delivery of the Disability Inclusion Act which is grounded in a human rights and social model understanding of disability and provides the legislated framework to address ableism – and promote and protect the human rights of people with disability – while working to enhance the capability and capacity of ACT Government to deliver enhanced disability access and inclusion.

Per the *Annual Reports (Government Agencies) Directions 2026 (No 1)*, reportable criteria is as follows.

Education and training of staff on human rights principles

In the reporting period of 1 July 2025 to 30 June 2026, 15 staff from HCSD attended Human Rights for ACT Public Authorities training.

In addition, more than 53 staff participated in related education and training programs including:

Training	Number of Completions	Policy Cohorts (i.e. Legal staff, Policy staff etc)
Human rights for decision-makers	4	Housing operational
Human rights community of practice – attended meetings in 2025-26	1 (5 meetings) 6 17 2	Senior Practitioner Policy staff Housing operational Corporate (Complaints) staff
Bimberi Youth Justice Centre induction program key training modules: Human Rights for Public Authorities; Human Rights Commission and Public Advocate Information; and Aboriginal and Torres Strait Islander Children and Young People Commissioner Information.	25	Bimberi Operational staff
Annual Human Rights, Bimberi module as part of Skills Maintenance Sessions ensuring ongoing awareness and application of human rights principles within the operational environment.	All	Bimberi Operational staff

Reviews undertaken of internal policies and procedures for compatibility with human rights

In the reporting period, HCSD entities developed or reviewed and assessed policies for compatibility for human rights. Some key examples of which are as follows.

The ongoing review and reform of the *Mental Health Act 2015*. Human rights considerations form a central component of this work, including consideration of, and consultation on the development of an advisory note on Conditional Release Orders and risk. At the time of writing, the advisory note is being progressed through the Chief Psychiatrist Advisory Committee prior to being endorsed.

Housing ACT ensures that human rights are considered throughout the development and review of its operational policy documents for housing assistance. In the reporting period the following operational policies have been assessed for compatibility for human rights in their development:

- Client Service Visit Policy
- Domestic and Family Violence Policy
- Gardening and Composting Policy
- Tenant and Third-party compensation framework

Bimberi Youth Justice Centre (Bimberi) continued the development and review of a range of policies, with consideration given to compatibility with the Human Rights Act. This work strengthens Bimberi's focus on wellbeing, inclusion, individualised practice and ensuring decisions are lawful, necessary, proportionate and represent the least restrictive option available.

The policy review process is embedding a stronger rights-based and child-centred approach to detention, including consideration of safeguards that promote dignity, fairness, accountability and culturally responsive, trauma-informed practice. The work also aims to strengthen protections for vulnerable young people, improve decision-making processes, and enhance transparency through clearer documentation, communication and review mechanisms.

HCSD continues to support the Restricted Medical Treatment Assessment Board to constantly review its processes to ensure compliance with the *Variation in Sex Characteristics (Restricted Medical Treatment) Act 2023*, including maintaining the human rights principles it seeks to address. This has included the provision of training for Board members with a focus on procedural fairness, and actions to ensure the voice of people with lived experience is centred in decision-making.

Any guidelines or checklists developed to incorporate consideration of public authority obligations under section 40B of the Human Rights Act in decision making

HCSD is guided by the intent of the Human Rights Act in all aspects of its operations. To support this, the Directorate has guidelines and toolkits which are used to ensure the incorporation of human rights in decision making, policies, procedures and legislation. The Directorate also utilises information and resources available from the HRC.

- HCSD have incorporated the 'Statement of Expectations' guideline developed by the Public Advocate into practice relating to children and young people. The Directorate utilises the guideline when responding to requests for information from the Public Advocate and Aboriginal and Torres Strait Islander Children and Young People Commissioner.
- Housing ACT has developed a Policy Governance Framework that assists staff throughout the stages of developing and reviewing operational policy documents. This framework ensures that policies uphold human rights to the greatest extent possible.
- Building on work undertaken in 2024–25 to review the decision review process, Housing ACT has commenced a further review of its operational complaints handling and management processes, including associated forms and supporting materials. This review will incorporate: decision-specific compliance checks; human rights compliance assessments; and considerations of relevant legislation, policies, and procedures. The resulting amendments aim to improve access to, and awareness of, decisions made with explicit consideration of human rights, as well as to strengthen alignment with legislated requirements.
- The Tenant Engagement and Intervention Review Panel is an advisory body that reviews public housing tenancies at risk of termination due to ongoing breaches of the *Residential Tenancies Act 1997*, before any application is lodged with the ACAT. The panel uses a structured Decision Summary Report (DSR) to document tenancy breaches, the tenant's individual and household circumstances, engagement and the panel's deliberations, including relevant rights and any required follow up actions. The DSR supports the Directorate to meet its obligations as a public authority by recording consideration of whether proposed actions are lawful, reasonable, necessary and proportionate, and represent the least restrictive response in the circumstances. It informs the delegate, who reviews this assessment and authorises the appropriate course of action, including whether to proceed to ACAT.

- The Ministerial Advisory Council for Multiculturalism (MACM) supports consideration of human rights principles through its advisory role to the Minister for Multicultural Affairs and its engagement with culturally, linguistically and spiritually diverse communities across the ACT. Through its advisory, engagement and consultation activities, MACM continues to support decision-making that is consistent with the principles and intent of the Human Rights Act and contributes to a culture of respect, inclusion and equality across the ACT community.

As required by section 40B of the Human Rights Act, HCSD incorporates consideration of relevant human rights into decision-making and when undertaking reviews of policies and procedures.

- The HCSD **Complaints Handling and Management Policy** includes operational and procedural guidance about managing unreasonable conduct from service users impacting health, safety, resources or equity issues for HCSD staff. Underpinning this is valuing human rights, procedural fairness and protection of staff, balanced with maintaining access to public services and engagement that is fair and just.
- Human rights considerations are embedded across Bimberi Youth Justice Centre's policy and procedure framework, with new and revised documents referencing the Human Rights Act and relevant human rights obligations. Key staff also participate in the Human Rights Community of Practice, supporting the application of human rights principles in policy development, operational practice and decision-making.
- Policy development and review also considers broader child rights and safeguarding frameworks, including the Charter of Rights for Young People in Bimberi Youth Justice Centre and the National Child Safe Principles. This work supports a consistent approach to ensuring young people's rights, safety, wellbeing and participation are considered across Bimberi's operations.
- The Office of the Chief Psychiatrist, incorporates consideration of relevant human rights into decision-making and when undertaking reviews of policies and procedures. Human rights considerations are routinely incorporated into: legislative reform work; consultation processes; policy advice; and statutory advice provided by the Chief Psychiatrist. Advice provided by the Office of the Chief Psychiatrist constantly considers principles including the least restrictive practice, proportionality, privacy, dignity, and supported decision-making when developing recommendations relating to mental health legislation, policy and advice. The Senior Practitioner regulates the use of restrictive practice by persons or other entities who provide services in education, education and care, care and protection of children and/or disability services. A review of the **Positive Behaviour Support Plan Guideline** and **Positive Behaviour Support Panel Guideline** (disallowable instruments) was undertaken to remove outdated references to 'verbal directions, or gestural conduct, of a coercive nature' which was included but was no longer in the Act. This has now been made a prohibited practice under the ***Senior Practitioner Regulation 2023***. The National Disability Insurance Scheme Quality and Safeguards Commission had also revised their templates for positive behaviour support plans including consultation with the Office of the Senior Practitioner. These are now considered best practice examples and were being regularly used by service providers.

Any dissemination of information about agency obligations under the Human Rights Act to clients

The **HRC webpage** contains information on how human rights are protected under the Human Rights Act, scrutiny of legislation and the role of public authorities and of courts. This information is promoted to clients through the HCSD website and brochures.

- Housing ACT operational policies which assist public housing tenants manage their tenancy are published at **https://www.act.gov.au/open/housing-act-policies**. These policies contain information for tenant and resident human rights where relevant.

- Information about young people's rights, support services and external avenues for assistance is actively promoted within Bimberi Youth Justice Centre through engagement with independent oversight bodies, including visits from the ACT Children and Young People Commissioner, the Public Advocate, and the Office of the Commissioner for Aboriginal and Torres Strait Islander Children and Young People.
- Young people are also provided with access to resources developed specifically for the Bimberi environment, including HRC brochures designed to support young people's understanding of their rights and available complaint and advocacy pathways.
- The Office of the Chief Psychiatrist webpage also provides public accessible information through linkage to the ACT Government website's Mental health care webpage, including dedicated information on:
  - people's rights when receiving mental health treatment
  - supported decision-making, including decision making capacity, Advance Agreements and nominated persons;
  - how consumers, carers and health professionals can access support and further information
  - links to external organisations that support and protect the rights of consumers and carers, including the HRC, ACAT, ACT Disability, Advocacy and Carer Service (ADACAS), Health Care Consumers Association, the Public Advocate and the Health Services Commissioner.
- The Positive Behaviour Support Panel Application and Consent Form is completed by service providers before applying to register a positive behaviour support plan containing restrictive practices. It asks how the person subject to restraints can be supported to attend the positive behaviour support panel, including accessibility communication or interpreter needs. It records the persons details, their decision-making status (whether they are their own guardian or if a public or private guardian is appointed), the details of their supports and family who will attend the panel, and consent to share information with the panel. It requires the provider to confirm they consulted with the person, their family, carers, guardians or advocates and relevant services during plan creation. This helps to ensure the person's views, participation, accessibility needs and decision-making rights are considered before a plan is reviewed.
- The Positive behaviour support plan legislative compliance review document is used by the Senior Practitioner to assess comprehensive positive behaviour support plan compliance with the *Senior Practitioner Act 2018* (the Senior Practitioner Act). It is completed after plans are approved by the positive behaviour support panel. The review assesses whether the restrictive practices in the plan have a lawful basis under the Senior Practitioner Act. It assesses whether the restrictive practice is necessary to prevent harm, proportionate to the risk of harm, of the shortest duration and is the least restrictive option reasonably available to the service provider. The review considers whether the plan contains a rationale for restrictive practice use, a plan to reduce the restrictive practice over time, clear guidance on restrictive practices use and mechanisms for review of the plan.
- The MACM facilitates discussions on issues affecting multicultural communities, including social cohesion, inclusion, racism and discrimination, and directs participants to relevant ACT Government and HRC resources where appropriate. The ACT Human Rights Commissioner participated as a guest speaker and panel member at a 2025 MACM Community Consultation Forum, providing information to community members on human rights protections, positive duty obligations and avenues for seeking information and support through the HRC.

Human Rights Act considerations included in the complaints handling framework

The HCSD website provides useful information to consumers on how to provide feedback on services, in line with the Human Rights Act.

Complaints relating to Public Health Services – The Public Health Complaints Management Policy is consistent with the Human Rights Act and incorporates considerations of respect, accessibility and procedural fairness. The HCSD website provides useful information to consumers about the complaint handling process, and ways to make a complaint or provide feedback at Public health – ACT Government.

Complaints relating to Community Services – The HCSD website provides useful information to consumers about the complaint handling process, and ways to make a complaint or provide feedback at Complain about a community service – ACT Government.

The HCSD Complaints Handling and Management Policy (CHaMP) is consistent with the Human Rights Act and incorporates considerations of respect, accessibility and procedural fairness.

The Complaints Handling Procedural Document sets out how the Directorate handles complaints to ensure the complaints process is accessible for all complainants, aligning with the HCSD Complaints Handling Charter – the Tier-1 Complaint Handling and Management Policy and the Tier-2 Managing Unreasonable Conduct Policy, which are also consistent with the Human Rights Act and incorporate considerations of respect, accessibility and procedural fairness.

HCSD values the human rights of the service user, complainant, and members of the public. The CHaMP is underpinned by the right to natural justice, a fair process for dealing with a complainant's concerns and the right to equality. The HCSD complaints process is accessible for all complainants with a 'no wrong door' approach.

Housing Assistance complaints management processes are consistent with the Human Rights Act and incorporate consideration of respect, accessibility and procedural fairness in alignment with the CHaMP.

Section 5.1 provides a foundation for staff to operate in a culture which is receptive to complaints and actively seeks out feedback. The operational complaints handling procedures within Housing ACT provide practical support in assessing human rights considerations by way of templates that include a prompt for staff to consider. The forms also include a link to the relevant section of the Human Rights Act via a prepopulated drop-down menu and additionally, the Housing ACT complaints team provide training in use of the form and practical applications of the Human Rights Act in decision making.

Children, Youth and Families complaint processes are guided by the Directorate CHaMP. An Easy English version of the Working Together for Kids Guide 4 – Feedback and Complaints is also available at https://www.act.gov.au/open/working-together-for-kids.

Bimberi Youth Justice Centre's Complaints Management Policy continues to align with the Human Rights Act, with a focus on respect, accessibility and procedural fairness. The Policy is currently under review to strengthen safeguards for young people making complaints in a custodial environment, recognising the inherent power imbalance and the need for fair and accessible complaint pathways.

The Social Services Regulation Complaints Management Practice Guideline is consistent with the Human Rights Act and incorporates considerations of respect, accessibility and procedural fairness. The office ensures complaints received about its services and regulated providers are captured, considered and responded to in a way which is fair and leads to improved services, policies and outcomes for people using services, or affected by them. The Social Services Team provides oversight of community service providers. This includes: all registered Care and Protection Organisation under the *Children and Young People Act 2008*; all registered Community Housing Providers under the *Community Housing Providers (adoption of National Law) Act 2012*, and Specialist Disability Service Providers under the *Disability Services Act 1991* and its subordinate instruments.

The Senior Practitioner Complaints Management Procedure includes considerations of human rights in the assessment and management of complaints. Anyone can complain to the Senior Practitioner about a positive behaviour support plan that includes restrictive practices, or about the use of restrictive practices by a service provider. The management process follows procedural fairness and natural justice principles by supporting decision-making that is supported by evidence and assessed on the balance of probabilities. All parties to the complaint are given an opportunity to be heard and present their evidence to the decision maker. Staff are prompted to check if any accessibility barriers are present and what steps should be taken to ensure the complainant has full access to the complaints process.

After a complaint is received, the Senior Practitioner may seek further information, consider the views and safety of the person affected, give relevant parties an opportunity to respond and consider whether the matter should be investigated, referred to another agency, or closed. Where needed, the Senior Practitioner may require a provider to change or stop a restrictive practice, amend a positive behaviour support plan, or take other action to comply with the Senior Practitioner Act. The complainant is advised of the outcome of the complaint, reasons for the outcome and information about other avenues of review or complaint mechanisms.

The Chief Psychiatrist receives and responds to enquiries and complaints relating to mental health services. When responding to concerns raised by consumers and carers, the Office of the Chief Psychiatrist always ensures processes are consistent with the principles of the Human Rights Act, including procedural fairness, respect, dignity and accessibility. In practice, this includes:

- considering the rights and interests of all parties
- providing impartial consideration of issues raised
- seeking information from relevant services where appropriate
- promoting transparent communication while protecting privacy of consumers and carers
- advising consumers and carers of appropriate review or complaint pathways where matters fall outside of the Chief Psychiatrist's statutory and oversight functions.

The **Office of the Chief Psychiatrist webpage** also provides useful information to consumers on how to provide feedback on services, in line with the Human Rights Act.

The **Voluntary Assisted Dying Oversight Board Complaints Management Policy** is consistent with the Human Rights Act and incorporates considerations of respect, accessibility and procedural fairness.

Members of the public can notify the Board of complaints directly by completing a Reflection Form (available on the ACT Government website) via email at **VADOversightBoard@act.gov.au**. These mechanisms are designed to be straightforward and accessible, enabling individuals to raise concerns in a manner that suits their circumstances, including in writing and at a time of their choosing.

In circumstances where it is considered necessary and appropriate, the Board may refer a complaint to the Health Services Commissioner for independent investigation. This referral pathway helps to ensure that concerns are examined by the most appropriate body, particularly where regulatory oversight or investigative powers are required.

The Board seeks to ensure that complaints are considered impartially and that decisions are made transparently and based on available evidence. The process is intended to respect the dignity, privacy and autonomy of all individuals involved, consistent with obligations under the Human Rights Act.

Litigation

In the reporting period, the ACT Supreme Court handed down its judgement on the matter regarding the Growing and Renewing Program (Housing ACT program building new public housing in the ACT). As a result of this judgement all mandatory relocations of ACT public housing tenants under the Growing and Renewing Program have ceased.

The Growing and Renewing class action continued in the Federal Court in 2025-26.

Case Study

Reimagining Gateway

Housing ACT has implemented a new application and assessment process for all new and transfer applications for Public Housing that is now available online. These changes were made with a view to enhance customer experience, improve efficiency and support good decision making. Decisions on eligibility and waitlist category are balanced with the needs of applicants (and their household) and consideration of the potential impacts under the Human Rights Act.

As part of upholding an applicant's human rights, procedural fairness is critical in decision-making and includes:

- The decision-making process aims to be fair and transparent, including making applicants aware of how decisions are made and giving them an opportunity to be heard i.e. talk to another person and tell their story, have the opportunity to dispute a decision made about their circumstances and provide information or documents relevant to their circumstances.
- Applicants are informed about their rights, responsibilities, and options.
- Applicants are part of the decision-making process.
- Information and material provided by applicants is considered before decisions are made.
- Decisions consider all relevant circumstances, including the individual circumstances of an applicant (and their household).

In considering an applicant's human rights and ensuring procedural fairness, if an applicant does not meet the eligibility criteria under residency or income and assets, applicants may be awarded discretion under Hardship, Clause 10 (1) and (2) in the *Housing Assistance (Public Rental Housing Assistance Program (PRHAP) 2023 (No1)* (PRHAP) if an applicant is suffering severe hardship that cannot be alleviated by any other means. Discretion will be assessed on a case-by-case basis to determine whether, on balance, an individual applicant's circumstances and risks are significant enough to justify waiving this eligibility criteria.

Human Rights Commission (HRC)

In the reporting period of 1 July 2025 to 30 June 2026, the HRC fulfilled its statutory mandate under the *Human Rights Commission Act 2005*, the Human Rights Act and other enabling legislation, to promote the human rights and welfare of people living in the ACT in an independent manner through every part of the Commission's functions. This has included, among other things:

- provision of human rights education to government and community (despite this statutory function being unfunded)
- identifying, examining and advising on human rights issues impacting individuals and vulnerable groups
- making both confidential and public submissions identifying human rights issues and making recommendations in respect of proposed policies, draft legislation and to inquiries
- promoting understanding and compliance with the Discrimination Act and the Human Rights Act
- promoting and protecting the human rights of victim survivors
- delivery of the intermediary function to allow vulnerable witnesses to give their best evidence in court proceedings
- advocating for people with disability, the vulnerable and children and young people through the work of the public advocate
- promoting the best interests of children and young people
- educating on making environments safe for children and young people through the child safe standards scheme
- providing an independent, fair and accessible process for the resolution of complaints, including human rights complaints
- intervening in court proceedings that raise human rights to promote the application and interpretation of the Human Rights Act consistent with international human rights law
- monitoring conditions of detention through the Commission's membership of the National Preventative Mechanism (despite this statutory function not being funded).

Per the *Annual Reports (Government Agencies) Directions 2026 (No 1)*, reportable criteria is as follows.

Education and training of staff on human rights principles

In the reporting period of 1 July 2025 to 30 June 2026, HRC staff had several opportunities to learn about human rights principles. Regular induction sessions for new staff were held throughout the reporting period, which includes a session on human rights. A lunch and learn session was provided to all staff, that covered an overview of the Human Rights Act, a summary of the obligations of Commission staff and how the Commission can use the Human Rights Act in advocacy.

Reviews undertaken of internal policies and procedures for compatibility with human rights

In the reporting period, some of the HRC's policies that were developed or reviewed and assessed for compatibility for human rights included:

- Privacy Policy
- Client Services Charter
- Security Plan
- a suite of internal policies for client engagement, safety and security.

Any guidelines or checklists developed to incorporate consideration of public authority obligations under section 40B of the Human Rights Act in decision making

As required by section 40B of the Human Rights Act, the HRC incorporates consideration of relevant human rights into decision-making and when undertaking reviews of policies and procedures.

In the Commission, to support staff to consider human rights in decision making, an overview of section 40B of the Human Rights Act is provided to new Commission staff as part of our induction processes. This is supplemented by lunch and learn sessions for all staff who may need a refresher on our obligations.

Public authority obligations are also covered in the Commission's training provided to new Bimberi and ACTCS recruits.

Any dissemination of information about agency obligations under the Human Rights Act to clients

The HRC webpage contains information on how human rights are protected under the Act, scrutiny of legislation and the role of public authorities and of courts.

In addition, our client services charter (reviewed during the reporting period) explains how the Commission treats our clients. It also explains to clients what they can do to help us treat them well. The charter explains what clients can do if they are unhappy with the quality of Commission services or about a Commission decision.

The Commission's privacy policy provides information to clients about how we respect their right to privacy. The Commission also has information on public authority obligations and Aboriginal and Torres Strait Islander cultural rights on its website. The Commission's privacy policy was reviewed during the reporting period.

The Commission's Complaints Team disseminates information about agency obligations to clients and others through communication regarding complaints.

Human Rights Act considerations included in the complaints handling framework

The Discrimination, Health Services, Disability and Community Services Commissioner handles all complaints that are made to the Commission. This includes being able to make a complaint to the Commission about an alleged breach of human rights by ACT Government agencies and organisations providing services on behalf of the ACT Government (including ACT directorates, public service employees and Ministers). Human rights obligations are considered in internal complaint processes and in information provided to all agencies which are involved in human rights complaints made to the Commission about alleged human rights breaches by ACT public authorities.

The Commission's client services charter is consistent with the Human Rights Act and incorporates considerations of respect, accessibility, and procedural fairness. The charter was reviewed during the reporting period, with an 8 week consultation undertaken with the ACT community to ensure the charter remained fit for purpose and met client needs.

Litigation

There were no relevant litigation matters for the HRC for the reporting period 1 July 2025 to 30 June 2026.

Independent Competition and Regulatory Commission (ICRC)

In the reporting period of 1 July 2025 to 30 June 2026, the ICRC continued to incorporate human rights considerations into its regulatory functions. As a small independent regulator, the Commission promotes compliance with the Human Rights Act through its governance arrangements, decision-making processes and complaint handling framework. Human rights considerations are incorporated into regulatory and organisational decision-making where relevant and Commission procedures support fair, transparent and accountable administrative practices.

Per the *Annual Reports (Government Agencies) Directions 2026 (No 1)*, reportable criteria is as follows.

Education and training of staff on human rights principles

No human rights specific training was undertaken by ICRC staff during the reporting period.

The Commission will continue to consider staff training requirements, including human rights training, as part of its ongoing workforce development plan.

Reviews undertaken of internal policies and procedures for compatibility with human rights

There were no specific reviews undertaken for ICRC for the reporting period 1 July 2025 to 30 June 2026, where human rights may be directly impacted.

Any guidelines or checklists developed to incorporate consideration of public authority obligations under section 40B of the Human Rights Act in decision making

As required by section 40B of the Human Rights Act, the ICRC incorporates consideration of relevant human rights into decision-making and when undertaking reviews of policies and procedures.

Any dissemination of information about agency obligations under the Human Rights Act to clients

The HRC webpage contains information on how human rights are protected under the Human Rights Act, scrutiny of legislation and the role of public authorities and of courts.

The ICRC has not had a need to promote or distribute information about agency obligations under the Human Rights Act to clients within the reporting period.

Human Rights Act considerations included in the complaints handling framework

The ICRC Complaints Management Policy is consistent with the Human Rights Act and incorporates consideration of respect, accessibility and procedural fairness.

Litigation

There were no relevant litigation matters for the ICRC for the reporting period 1 July 2025 to 30 June 2026.

Infrastructure Canberra (iCBR)

In the reporting period 1 July 2025 to 30 June 2026, iCBR undertook the following measures to respect, protect and promote human rights:

- Held the Inclusive Design Seminar Series: this seminar series built awareness and capability across iCBR by showing how we can design spaces that work for everyone.
- Providing iCBR staff access to Pride in Diversity training opportunities: These included Public Interest Disclosure (PID) LGBTQ+ Awareness Training, PID LGBTQ+ HR & Recruitment, and PID Trans & Gender Diverse Awareness.

Per the *Annual Reports (Government Agencies) Directions 2026 (No 1)*, reportable criteria is as follows.

Education and training of staff on human rights principles

In the reporting period 1 July 2025 to 30 June 2026, 180 staff from iCBR attended Human Rights for ACT Public Authorities training.

In addition, 27 staff participated in related education and training programs including:

Training	Number of Completions	Policy Cohorts (i.e. Legal staff, Policy staff etc)
Human rights for decision-makers	19	Multiple
Human Rights Act (el-2019) e-learning through CHS	1	Executive support
Human Rights Commission and Public Advocate Information	1	Executive, Justice Projects
Human Rights Act 2004 e-learning via CMTEDD	6	Multiple

Reviews undertaken of internal policies and procedures for compatibility with human rights

In the reporting period, iCBR policies that were developed or reviewed and assessed for compatibility for human rights included:

- Privacy Data Breach Management
- Managing Employees with an Eligible Work Visa.

Any guidelines or checklists developed to incorporate consideration of public authority obligations under section 40B of the Human Rights Act in decision making

iCBR is guided by the intent of the Human Rights Act in all aspects of its operations. To support this, the Directorate has guidelines and toolkits which are used to ensure the incorporation of human rights in decision making, policies, procedures and legislation. The Directorate also utilises HRC information and resources made available to all staff through the iCBR intranet. These include:

- HRC Policy Triggers Fact Sheet
- HRC Know your obligations: Human Rights for Decision Makers Training and Resource Handbook
- HRC Case Studies for Human Rights Training.

Any dissemination of information about agency obligations under the Human Rights Act to clients

iCBR has not had a need to promote or distribute information about agency obligations under the Human Rights Act to clients within the reporting period.

Human Rights Act considerations included in the complaints handling framework

Human rights considerations are embedded in the iCBR Misconduct and Complaints Handling Policy through requirements that complaints are managed in a fair, transparent, consistent and accessible manner.

Procedural fairness is a core principle of the process and includes:

- informing individuals of allegations or concerns that may affect their interests
- providing a reasonable opportunity for all parties to respond and present their views
- ensuring investigations and decisions are conducted impartially, without bias or conflicts of interest
- basing decisions on relevant evidence, and
- providing reasons for decisions and avenues for review where appropriate.

The policy promotes respect for the dignity and rights of all participants by requiring complaints to be handled confidentially, professionally and sensitively, with support available to complainants, respondents and other affected parties.

Accessibility is supported through multiple complaint lodgement options, including email, telephone, mail and in-person channels. The process recognises that complainants may require additional assistance and allows for supports such as interpreters, translators, support persons and other reasonable adjustments to facilitate participation.

Litigation

There were no relevant litigation matters for iCBR for the reporting period 1 July 2025 to 30 June 2026.

Inspector of Custodial Services (ICS)

In the reporting period of 1 July 2025 to 30 June 2026, the ICS undertook the following measures to respect, protect and promote human rights:

- Further developed and refined internal policies and procedures that give proper consideration to human rights in decision making, including in relation to records management, information collection and retention.
- Made submissions to the Coroner on the application of the Human Rights Act to a death in custody inquest.
- Assessed the compatibility of acts and decisions made by ACTCS in the context of several reviews undertaken under the *Custodial Inspector Act 2017* including the 2025 Healthy Prison Review.
- Assessed the compatibility of acts and decisions made by the Bimberi Youth Detention Centre, particularly in relation to participation in the ACT National Preventive Mechanism (NPM) inspection of Bimberi (released August 2025, relating to a visit in May 2025).
- Worked with HCSD and other oversight bodies to develop a use of force committee to review uses of force against relevant rights and standards (a recommendation previously made by the Inspector).
- As part of the ACT NPM, made submissions to several reviews raising compatibility of ACT law and policy with human rights including in relation to strip searching in prison and bail reform.

Per the *Annual Reports (Government Agencies) Directions 2026 (No 1)*, reportable criteria is as follows.

Education and training of staff on human rights principles

In the reporting period 1 July 2025 to 30 June 2026, no staff from ICS attended Human Rights for ACT Public Authorities training.

However, one staff member participated in a related education and training program, being:

Training	Number of Completions	Policy Cohorts (i.e. Legal staff, Policy staff etc)
ACT Human Rights Commission – ": Litigating the Human Rights Act: Exploring Unchartered Territory,"	1	Executive

Reviews undertaken of internal policies and procedures for compatibility with human rights

In the reporting period, some of the ICS policies that were developed or reviewed and assessed for compatibility for human rights included:

- Collection and retention of information – further refining the office's procedures to only retain personal information for the minimum time required consistent with the purpose for which it was collected. This included a review of the office's 'release of information regarding persons at risk procedure'.
- Discretion to review a critical incident – to ensure the human rights of those affected by a review, including the right to humane treatment of people in detention, are properly balanced with other interests (e.g. resources of the office).

Any guidelines or checklists developed to incorporate consideration of public authority obligations under section 40B of the Human Rights Act in decision making

As required by section 40B of the Human Rights Act, the ICS incorporates consideration of relevant human rights into decision-making and when undertaking reviews of policies and procedures.

- Discretion to review a critical incident procedure
- Collection and release of information policy and related procedures

Any dissemination of information about agency obligations under the Human Rights Act to clients

The ICS regularly promotes the work of the HRC to detained people, including warm referrals to the HRC for complaints.

Human Rights Act considerations included in the complaints handling framework

As ICS is not a service provider and does not handle individual complaints, there is currently no advice on the ICS website in relation to complaints and feedback against the ICS. The website does however provide information on other avenues that can be pursued when raising a subject specific complaint.

When speaking with detained people during an examination or review, ICS may provide individuals with a consent form prior to engaging in discussions. The consent form includes details of various avenues to make a complaint about the ICS and/or a staff member.

Litigation

There were no relevant litigation matters for ICS for the reporting period 1 July 2025 to 30 June 2026.

Justice and Community Safety Directorate (JACS)

During 2025–26, in addition to the measures reported below, JACS undertook a range of activities to respect, protect and promote human rights:

- JACS engaged with stakeholders, partners and affected communities in developing and implementing policies, programs and initiatives. Extensive consultation with Aboriginal and Torres Strait Islander stakeholders has informed ongoing steps to establish the Board of Inquiry.
- ACTCS supports detainees from induction, into custody, through to release. During this time, detainees can access information, services, programs and practical assistance to address their needs, prepare for release and exercise their rights. ACTCS provides information about rights, responsibilities and available support through a range of resources and engagement activities.
- ACTCS enables people under its supervision to access support, raise concerns and make complaints. ACTCS provides information about independent oversight and advocacy bodies, including the HRC, the ACT Ombudsman and Official Visitors, and supports access to these services where appropriate.
- ACTCT continues to improve equitable access to justice through user focused and inclusive practices, strengthening fair and timely court and tribunal processes, enhancing stakeholder information and accessibility, and supporting safe, transparent and accountable operations.
- ESA removed the requirement for Ngunnawal peoples to seek permission for the cultural practice of smoking ceremonies. Following consultation with Ngunnawal Elders, a notifiable instrument was signed to support the declaration of exempt fires for ceremonial use. This reform removed a longstanding barrier to cultural practice and supported the continuation of Ngunnawal cultural traditions.

Education and training of staff on human rights principles

During 2025–26, 26 staff from JACS attended Human Rights for ACT Public Authorities training. Staff from across the Directorate also regularly attend the Human Rights Community of Practice.

In addition, staff participated in related education and training programs as outlined below:

Training	Number of Completions	Policy Cohorts (i.e. Legal staff, Policy staff etc)
Supporting cultural and other rights of Aboriginal and Torres Strait Islanders and other minorities		
JACS Cultural Awareness Training	225	All staff
JACS Mulanggari – Keeping Culture Alive	285	All staff
JACS Creating Culturally Safe Workplaces	48	All staff
JACS Engoori	43	All staff
Closing the Gap – Proportional Funding	10	SES
Closing the Gap Workshops	5	SES
Supporting the right to privacy		
General Awareness – Information Privacy	207	All staff

Reviews undertaken of internal policies and procedures for compatibility with human rights

The JACS Policy Management Framework requires Directorate policy documents to be considered against the Human Rights Act as part of their development and review.

During the reporting period, JACS developed or reviewed a range of policy documents and assessed their compatibility with human rights. These included:

- JACS Aboriginal and Torres Strait Islander Cultural Safety Self-Assessment and Action Plan
- JACS Privacy Policy
- ACTCS Incident Reporting and Notifications Policy
- ACTCS Death in Custody and Community Operating Procedure
- ACTCS CCTV Policy
- ACTCS Prohibited Things, Restricted, Excess, and Non-Standard Items Operating Procedure
- ACTCS Use of Force and Restraint Policy
- ACTCS Drug and Alcohol Testing in the Community Policy
- ACTCS Reception, Admission and Induction Policy

JACS developed the Aboriginal and Torres Strait Islander Cultural Safety Self-Assessment and Action Plan to improve the Directorate's understanding of and respect for Aboriginal and Torres Strait Islander cultures and strengthen culturally safe practice. The documents are accompanied by a suite of educational resources and training packages. Their development reflects relevant human rights and Closing the Gap principles.

In line with the JACS Directorate approach, the ACTCS Policy Unit ensures human rights are considered in operational policy development and review processes and consults with the HRC and other relevant stakeholders. As part of the policy development and review process, ACTCS provides policies under review to the HRC for comment. Where concerns are identified, the ACTCS policy team actively engages with HRC and ACTGS for guidance and advice.

For example, during development of the Death in Custody and Community Operating Procedure, consultation with HRC assisted ACTCS to consider the rights of ACTCS clients under the Human Rights Act, including the rights to life and privacy and cultural rights.

During the reporting period, JACS reviewed and updated the terms of reference for the Use of Force Review Committee, including consideration of the human rights of detained people subject to a use of force.

Any guidelines or checklists developed to incorporate consideration of public authority obligations under section 40B of the Human Rights Act in decision making

The JACS Policy Framework supports a clear and consistent approach to developing and reviewing directorate policies and procedures, including consideration of human rights. Staff use a checklist to document how each policy or procedure aligns, where applicable, with public authority obligations under section 40B of the Human Rights Act.

JACS maintained and distributed the Human Rights Fact Sheets to the broader ACT Government. The fact sheets are available on the ACT Government website (**Human rights fact sheets**). They help staff to identify and address potential human rights issues when developing laws, policies and programs, and provide real-world examples to explain how relevant human rights obligations apply.

JACS updated the Right to a Healthy Environment fact sheet and developed a new Right to Housing fact sheet to provide guidance to ACT directorates on public authority obligations within the scope of those rights.

Any dissemination of information about agency obligations under the Human Rights Act to clients

JACS maintains a **web page** that provides the public with a range of information about the Human Rights Act, including the scrutiny of legislation and the obligations of public authorities.

JACS provides other directorates and ACT public authorities with guidance to help them comply with human rights obligations when developing legislation and making decisions

JACS and its portfolio entities promote further awareness of the HRC and Human Rights Act through their websites as well as other communication channels. Examples include:

- At the AMC, detainees can contact the HRC by phone, letter or email. ACTCS supports detainees to exercise their rights by providing access to these communication channels and facilitating engagement with independent oversight and advocacy bodies.
- Peer mentors and prison delegates are available across the AMC to help detainees access information, understand available supports and navigate processes during their time in custody.
- The AMC Detainee Handbook, updated in April 2026, is available to all detainees through the Prison PC system. The Handbook provides information about detainees' rights and responsibilities, outlines available complaint mechanisms, and explains how to access independent oversight bodies, including the HRC, the ICS, the ACT Ombudsman and Official Visitors.
- ACTCT provides information for victims on its **website**, including information on victims' rights, how to make a complaint, victim support services, and how to contact Victim Support ACT and the HRC for further information.
- The ACAT provides information on its **website** on discrimination cases and complaints, including the process for discrimination cases to be considered by the HRC.

Human Rights Act considerations included in the complaints handling framework

The JACS Complaints Management Policy is consistent with the Human Rights Act and incorporates consideration of respect, accessibility and procedural fairness.

Some JACS portfolio entities maintain their own complaints policies due to the unique requirements of their functions. Links to entity-specific policies are available via the overarching JACS policy.

One example is the ACTCS *Corrections Management (Detainee Requests and Complaints) Policy 2019*. The policy aligns with the Human Rights Act and promotes respectful, fair and transparent complaint handling processes. The policy incorporates principles of procedural fairness and supports the right to equal treatment.

In implementing the policy, ACTCS encourages detainees to raise concerns and seek resolution through available internal processes where appropriate. At the same time, ACTCS provides information about independent oversight and complaint bodies and supports detainees to access these services at any stage.

Official Visitors regularly attend the AMC and the Court Transport Unit to hear concerns and complaints directly from detainees. They report quarterly to the Minister for Corrections and Justice Health on issues raised by detainees and may refer systemic or complex matters to ACTCS for early intervention, coordination and resolution.

By providing access to both internal complaint processes and independent oversight mechanisms, ACTCS helps ensure detainees can raise concerns, seek review of decisions and access support in a manner that best meets their needs.

Litigation

During the reporting period, one matter pertaining to the Discrimination Act was finalised and may result in policy or operational changes within ACTCS.

ACTCS is reviewing relevant policies to determine whether amendments are required. The review remains underway and no decisions on specific policy or procedural changes had been made at 30 June 2026. Any resulting changes will be reported in future annual reports.

Legal Aid Commission (LAC)

In the reporting period of 1 July 2025 to 30 June 2026, LAC undertook the following measures to respect, protect and promote human rights:

- Conducted training and community legal education for staff and community about Human Rights specifically and training for lawyers that incorporated related human rights issues.
- Provided “wrap-around” services and reasonable adjustments for clients to assist them with their non-legal issues including their human rights in relation to housing, personal safety and health and well-being.
- Determined applications for aid, prioritising National Priority Client Groups including Aboriginal and Torres Strait Islander persons, young people, the elderly, persons detained in custody, culturally diverse communities and persons at risk of or experiencing family violence, homelessness and persons with disability and persons experiencing mental health issues.
- Afforded due process in decision-making for persons refused aid to access a Reconsideration and Review process.

- Delivered legal services that promote and secure human rights including but not limited to; the right to feel safe and free from harm, the right to legal representation when charged with a serious criminal offence and the rights of children to be heard in legal proceedings.
- Safety planning for victims of violence participating in Family Dispute Resolution.
- Reviewed policies to protect staff in relation to psycho-social hazards, discrimination and safety at work.

Per the *Annual Reports (Government Agencies) Directions 2026 (No 1)*, reportable criteria is as follows.

Education and training of staff on human rights principles

In the reporting period of 1 July 2025 to 30 June 2026, no staff from LAC attended Human Rights for ACT Public Authorities training.

In addition, 1 staff member participated in related education and training programs including:

Training	Number of Completions	Policy Cohorts (i.e. Legal staff, Policy staff etc)
Human Rights of Older Persons	1	Legal Staff

Reviews undertaken of internal policies and procedures for compatibility with human rights

In the reporting period, some of the LAC policies that were developed or reviewed and assessed for compatibility for human rights included:

- Sexual Harassment Strategy Action Plan
- Complaints Management Policy
- Psychosocial Risk Management

The Sexual Harassment Prevention Plan, developed and endorsed in the reporting period, was assessed against the Human Rights Act with particular regard to the right to just and favourable conditions of work (s 27B (2)), equality and non-discrimination (s 8), and privacy (s 12), informed by staff consultation on the Risk Register and through the WHS Committee. This shaped key features, including confidential and alternative reporting pathways, trauma-informed training and safeguards for staff in isolated or client-facing settings. The intent is to shift from reactive complaint-handling toward genuine prevention of conduct that undermines dignity and equal standing at work.

Any guidelines or checklists developed to incorporate consideration of public authority obligations under section 40B of the Human Rights Act in decision making

As required by section 40B of the Human Rights Act, LAC incorporates consideration of relevant human rights into decision making and when undertaking reviews of policies and procedures.

Some examples include:

- Human rights considerations being incorporated into the Commission's Guidelines and policies and procedures when determining applications for aid; and
- The intake and assessment and safety planning processes for determining suitability for Family Law Dispute Resolution and the review of policies in relation to WHS.

Any dissemination of information about agency obligations under the Human Rights Act to clients

The HRC webpage contains information on how human rights are protected under the Human Rights Act, scrutiny of legislation and the role of public authorities and of courts.

LAC provides Community Legal Information to clients about the Human Rights Act, including brochures and social media posts.

Human Rights Act considerations included in the complaints handling framework

The LAC Complaints Management Policy is consistent with the Human Rights Act and incorporates considerations of respect, accessibility and procedural fairness.

Litigation

There were no relevant litigation matters for LAC for the reporting period 1 July 2025 to 30 June 2026 where outcomes have led to significant policy or operational change.

Public Trustee and Guardian (PTG)

In the reporting period of 1 July 2025 to 30 June 2026, the PTG undertook the following measures to respect, protect and promote human rights:

- Prepared a Client Charter which has a strong focus on client centric service delivery and human rights.
- Reviewed and updated existing internal policies, processes and business unit manuals to ensure alignment with the Human Rights Act.
- Reviewed and updated the PTG website to ensure content aligns with the Human Rights Act.

Per the *Annual Reports (Government Agencies) Directions 2026 (No 1)*, reportable criteria is as follows.

Education and training of staff on human rights principles

No human rights specific training was undertaken by PTG staff during the reporting period.

Reviews undertaken of internal policies and procedures for compatibility with human rights

In the reporting period, some of the PTG policies that were developed or reviewed and assessed for compatibility for human rights included:

- Privacy Policy
- Complaints Management Policy
- Client Charter
- Business unit manuals
- Standard Operating Procedures

The PTG undertook a comprehensive review of the Decision Making Support business unit manual to ensure all internal processes complied with the Human Rights Act. This included ensuring that all decisions made for clients were done so taking into account their views and wishes and that supported decision-making was promoted as far as possible in each instance. The PTG has also developed a decision recording workflow within its Electronic Document Records Management System which seeks to ensure the client's views and wishes, as far as they can be obtained, are recorded.

Any guidelines or checklists developed to incorporate consideration of public authority obligations under section 40B of the Human Rights Act in decision making

The PTG is guided by the intent of the Human Rights Act in all aspects of its operations. To support this, the PTG has guidelines and toolkits which are used to ensure the incorporation of human rights in decision making, policies, procedures and legislation. The PTG also utilises information and resources available from the HRC.

Checklists, templates, manuals and standard operating procedures that the PTG use to facilitate decision making on behalf of its clients have all been developed to ensure that all staff understand and acknowledge their obligations under section 40B of the Human Rights Act. As far as possible, the PTG prioritise a client's human rights in decision making and has an ongoing commitment to this practice.

Any dissemination of information about agency obligations under the Human Rights Act to clients

The HRC webpage contains information on how human rights are protected under the Human Rights Act, scrutiny of legislation and the role of public authorities and of courts.

This information is promoted to clients through the PTG website and brochures.

Human Rights Act considerations included in the complaints handling framework

The PTG Complaints Management Policy is consistent with the Human Rights Act and incorporates considerations of respect, accessibility and procedural fairness.

Litigation

There were no relevant litigation matters for the PTG for the reporting period 1 July 2025 to 30 June 2026.

Suburban Land Agency (SLA)

In the reporting period of 1 July 2025 to 30 June 2026, the SLA undertook the following measures to respect, protect and promote human rights:

- Education and training
- Promoting staff attendance at events
- Policy and framework review

Per the *Annual Reports (Government Agencies) Directions 2026 (No 1)*, reportable criteria is as follows.

Education and training of staff on human rights principles

In the reporting period of 1 July 2025 to 30 June 2026, SLA staff participated in related education and training programs including the following:

Training	Number of Completions	Policy Cohorts (i.e. Legal staff, Policy staff etc)
Cultural Awareness Training	25	All Staff
Respectful Behaviours Training	190	All Staff
Psychosocial Risk and Training Workshops	86	All Staff
Disability Inclusion Workshop	5	Staff with Lived Experience and living with disability
Mental Health First Aid Training	20	All Staff
Understanding Work Related Sexual Harassment	83	All Staff
Building Awareness of Domestic Family and Sexual Violence	123	All Staff

In addition to the above, SLA staff engaged with or attended the following events:

- Wear it Purple
- International Women's Day
- Harmony Week
- International Day Against Homophobia, Biphobia, Intersexism and Transphobia (IDAHOBIT)
- National Reconciliation Week
- NAIDOC Week
- Ngunnawal Language Workshops for all staff and executive
- International Day for Disability

Reviews undertaken of internal policies and procedures for compatibility with human rights

SLA ensures that human rights are considered throughout the development of new policy documents and in the review of existing policy documents.

In the reporting period, some of the SLA policies developed or reviewed and assessed for compatibility for human rights included the:

- Disability Inclusion Plan 2026-2029
- Diversity, Inclusion and Belonging Strategy 2025-2027
- Wellbeing Strategy 2025-2027
- REDCO Documents
- Gender Action Plan Reporting
- Indigenous Cultural and Intellectual Property Guideline
- Sexual Harassment Prevention Plan 2026-2028
- Preventing and Managing Sexual Misconduct Guideline

In the reporting period, some of the SLA policies developed or reviewed and assessed for compatibility for human rights included:

- Complaints Management Policy
- Procurement Framework

Any guidelines or checklists developed to incorporate consideration of public authority obligations under section 40B of the Human Rights Act in decision making

The SLA is guided by the intent of the Human Rights Act in all aspects of its operations. SLA also utilises information and resources available from the HRC.

As required by section 40B of the Human Rights Act, the SLA incorporates consideration of relevant human rights into decision-making and when undertaking reviews of policies and procedures.

The SLA did not refer to or develop guidelines or checklists to incorporate consideration of public authority obligations under section 40B of the Human Rights Act in decision-making within the reporting period.

Any dissemination of information about agency obligations under the Human Rights Act to clients

The HRC webpage contains information on how human rights are protected under the Human Rights Act, scrutiny of legislation and the role of public authorities and of courts.

SLA has not had a need to promote or distribute information about agency obligations under the Human Rights Act to clients within the reporting period.

Human Rights Act considerations included in the complaints handling framework

The SLA's Complaints Management Policy is consistent with the Human Rights Act and incorporates considerations of respect, accessibility and procedural fairness. The Policy is available via the SLA public internet and complaints can be received via smart form, email or phone.

The Complaints Handling Policy outlines complaint handling principles which include:

- the system will be user centred, simple to access, easy to use and without charge
- the system will support early resolution of complaints
- the system will be integrated within the overall corporate structure
- complaints must be recorded in an electronic system capable of producing complaints insights
- complaints handling will be supported by a clear process guidance including the management of unreasonable conduct by complainants;
- complainants will be kept informed about the progress of their complaint
- all staff will have the skills and support they need to deliver better practice; and
- the system must have robust quality assurance and review processes.

The policy also articulates when SLA is unable to investigate a complaint and the requirement to provide the explanation to the complainant in writing.

The policy provides alternative complaint resolution methods which are provided when SLA cannot resolve or investigate the complaint.

SLA is committed to upholding the human rights of its clients through its various plans and strategies, as well as its policies, programs, and practice.

Litigation

There were no relevant litigation matters for SLA for the reporting period 1 July 2025 to 30 June 2026.

WorkSafe ACT (WorkSafe)

In the reporting period from 1 July 2025 to 30 June 2026, WorkSafe undertook the following measures to respect, protect and promote human rights:

- WorkSafe continued to respect, protect and promote human rights through its workplace policies, complaints handling processes, and organisational planning activities. WorkSafe maintained complaints, misconduct and grievance processes that support principles of fairness, equity, accessibility, privacy and respectful treatment, ensuring that staff are afforded procedural fairness and appropriate avenues for raising concerns.
- WorkSafe continued the development of its inaugural Disability Inclusion Plan (DIP), which is designed to identify and address barriers experienced by workers with disability and promote inclusive workplace practices, reasonable adjustments, safe systems of work, and equitable access to opportunities and support. The plan will guide the agency's ongoing commitment to upholding and advocating for the rights, health and safety of workers with disability.
- Pending the outcome of the new enterprise agreements, the agency identified a review of its Complaints, Misconduct and Internal Grievance Guidelines may become a future priority following the implementation of new enterprise agreement provisions, to ensure that processes remain compatible with human rights obligations and procedural fairness requirements.
- While no human rights specific training was undertaken, decision-making checklists under section 40B of the Human Rights Act, or human rights related litigation matters arose during the reporting period, WorkSafe continued to incorporate human rights principles through its internal governance arrangements, people management practices, and commitment to fostering a safe, inclusive and respectful workplace culture.

Per the *Annual Reports (Government Agencies) Directions 2026 (No 1)*, reportable criteria is as follows.

Education and training of staff on human rights principles

No human rights specific training was undertaken by WorkSafe staff during the reporting period.

Reviews undertaken of internal policies and procedures for compatibility with human rights

There were no specific reviews undertaken by WorkSafe during the reporting period from 1 July 2025 to 30 June 2026, where human rights may have been directly impacted.

Pending the outcome of the new enterprise agreements, WorkSafe will continue its review of the Complaints, Misconduct and Internal Grievance Guidelines in line with the new provisions and to ensure that any new processes relating to procedural fairness are compatible with human rights obligations.

In addition, the agency's inaugural Disability Inclusion Plan (DIP) continues to be developed by WorkSafe. WorkSafe acknowledges the unique challenges and potential barriers faced by workers with disability in the workplace. Workers with disability may require additional support and reasonable adjustments to ensure their human rights are respected and accommodated, and that they feel safe and supported. Safe systems of work, appropriate facilities and training, and inclusive work practices are crucial in reducing physical and psychosocial harm. The DIP will detail how WorkSafe, as the Territory's Work Health and Safety (WHS) regulator, plans to support workers with disability through proactive measures and inclusive initiatives implemented throughout the life of the plan. The plan will outline specific actions and practical measures through which WorkSafe will uphold, regulate, and advocate for the health and safety of ACT workers with disability.

Any guidelines or checklists developed to incorporate consideration of public authority obligations under section 40B of the Human Rights Act in decision making

WorkSafe did not refer to or develop any guidelines or checklists to incorporate consideration of public authority obligations under section 40B of the Human Rights Act in decision making within the reporting period.

Any dissemination of information about agency obligations under the Human Rights Act to clients

The HRC webpage contains information on how human rights are protected under the Human Rights Act, scrutiny of legislation and the role of public authorities and of courts.

WorkSafe has not had a need to promote or distribute information about agency obligations under the Human Rights Act to clients during the reporting period.

Human Rights Act considerations included in the complaints handling framework

The WorkSafe's Complaints, Misconduct and Internal Grievance Guidelines serve as the agency's primary complaints handling framework. These guidelines are currently in place and are consistent with the principles of the Human Rights Act including respect, accessibility and procedural fairness.

The process outlined in the guidelines demonstrates fairness, equity, and accessibility by promoting transparency, respectful communication, and the appropriate handling of complaints. For example, respondents must be provided with sufficient information and timeframes to address any allegations made against them, while complainants are provided with options to protect their identities if they wish to remain anonymous (up until the matter is escalated to the Professional Standards Unit for formal investigation, where required). Staff are encouraged to resolve issues informally through open dialogue before escalating matters to formal complaints, which encourages maintaining a respectful workplace culture. Managers and delegates are supported with guidance on how to appropriately respond to complaints and how to maintain privacy throughout the process. Additionally, flexibility in resolving complaints both formally and informally ensures that all parties are subject to an equitable process that accommodates individual circumstances.

Litigation

There were no relevant litigation matters for WorkSafe for the reporting period from 1 July 2025 to 30 June 2026.

Legal Services Directions

Agency Compliance – Report Under Section 15 (2) of the *Law Officers Act*

Under section 15 of the *Law Officers Act 2011*, agencies must report the measures taken during the financial year to ensure compliance with legal services directions issued by the Attorney-General. The *Law Officers Legal Services Directions 2023* (the Directions), including the Model Litigant Guidelines, detail the compliance requirements of all reporting entities.

To comply with the Directions, agencies must:

- handle claims and litigation brought by or against the Territory or an agency honestly and fairly, consistent with the intent of the Model Litigant Guidelines
- settle matters based on legal principle and practice, where meaningful prospects of liability is established and based on advice of the ACTGS
- seek approval from the Chief Solicitor (functions exercised by the Solicitor-General) for the provision of legal services other than by the ACTGS
- consult with or obtain approval from the Chief Solicitor when deciding to provide legal assistance to a public employee, depending on circumstances
- obtain legal advice for contracts where the proposal is categorised as high risk, valued at $50 million or above, or involving non-routine contractual arrangements
- seek approval from the Attorney-General or Chief Solicitor before waiving legal professional privilege.

Directorates and agencies, commonly use the following measures to comply with the Directions:

- centralised co-ordination arrangements for seeking legal advice
- outposting of ACTGS lawyers in several directorates to assist with legal service requests and advice
- requiring staff to follow the relevant directorate's standard operating protocols for handling claims and seeking legal assistance,
- ensuring staff are aware of the Model Litigant Guidelines and the obligations to comply with these
- acting fairly in the conduct of civil claims and litigation, arbitration and alternative dispute resolution processes
- close liaison between in-house directorate legal units and ACTGS
- early engagement between directorates, the ACT Insurance Agency and ACTGS on civil claims.

Where the ACTGS acts for an agency, a Director-General may rely upon the ACTGS to identify matters that raise compliance questions. The ACTGS will address or raise the issue with the instructing agency when required. Within this framework, the ACTGS complies with the Directions and assists agencies by:

- monitoring to ensure that legal services sought other than from the ACTGS are approved by the Chief Solicitor and are consistent with relevant procurement arrangements
- liaising closely with agencies to ensure timely legal advice is sought
- supporting in-house directorate legal units and arrangements, including outplacement of ACTGS lawyers
- briefing external counsel in accordance with ACTGS internal processes, consistent with the Directions and within fee limits approved by the Attorney-General
- applying legal principle and practice to the settlement of claims
- ensuring Directors-General are aware of the scope of legal services sought by their agencies.

Breaches

The Solicitor-General wrote to Directors-General and Chief Executive Officers of relevant agencies requesting details of the management strategies and practices used to support compliance with the Directions in 2025–26.

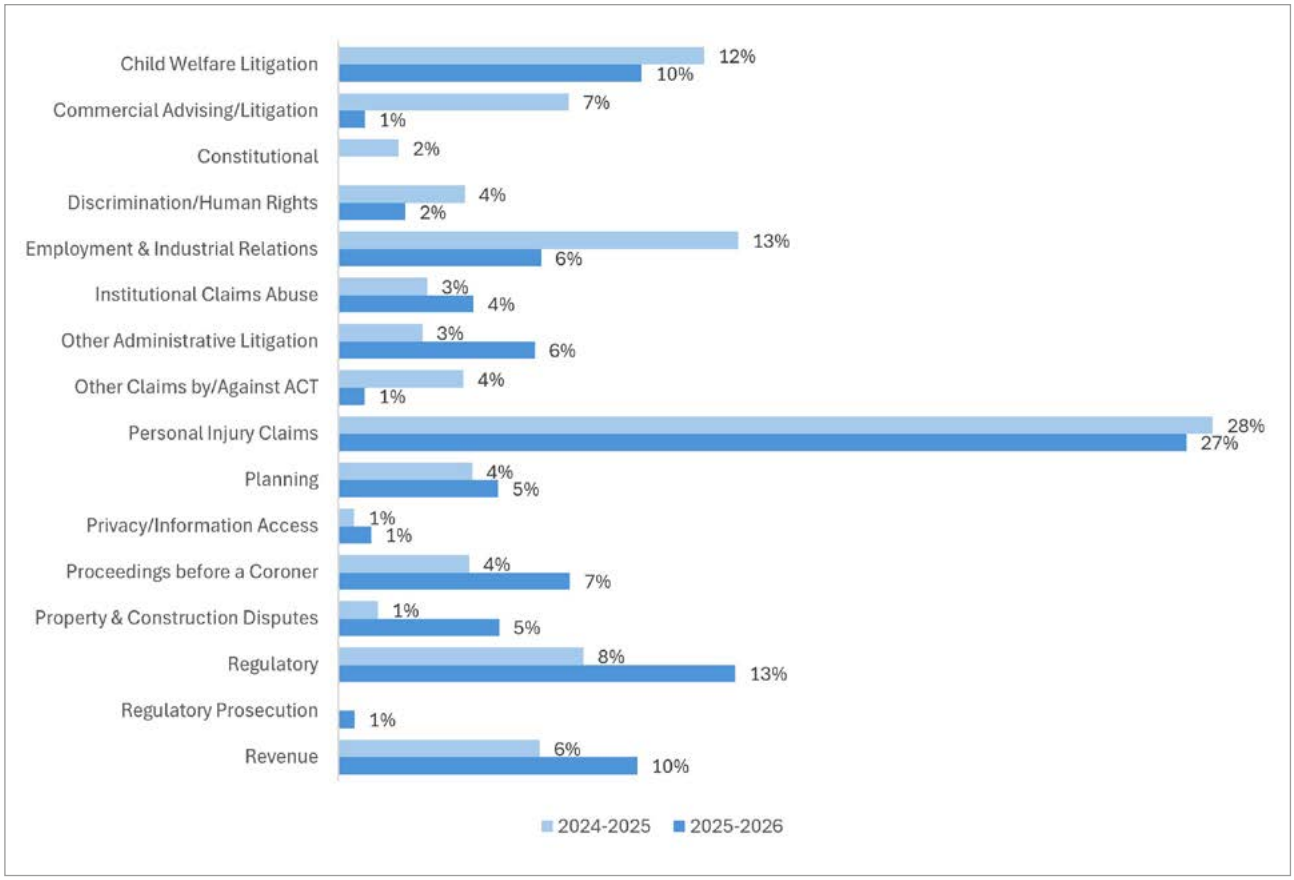
Four breaches were identified during the reporting period. These breaches involved:

- three instances of engaging an external legal service provider without the required approval
- one instance of failing to obtain approval from the Chief Solicitor before legal professional privilege was waived.

The ACTGS will continue to work with directorates and agencies to promote and support compliance with the Directions.

ACT Government Solicitor – Use of Counsel

Figure 39 shows the legal service areas in which counsel was engaged during 2025–26. Counsel engagements were concentrated in the personal injury and claims practice reflecting the volume of matters in this area. Compared with 2024–25, engagements in regulation, planning, revenue matters along with other administrative litigation increased and reflects increase in demand in these areas and the complexity of these matters. Engagements in child welfare protection, information privacy and human rights remained relatively stable.



The numbers in the graph have been rounded to the nearest whole number for example the Privacy/Information Access result for 2024-25 was 0.51% and in 2025-26 1.0%

Figure 39: 2025–26 ACTGS Counsel Expenditure by Legal Service Area of Law

Counsel Expenditure

During 2025–26, ACTGS expended a total of $4,988,698 on the use of Counsel. Table 80 details expenditure by individual Counsel rounded to the nearest dollar.

Table 80: Counsel Fees 2025–26

Counsel	Total Counsel Fees
AGER, DEAN	$22,200
BAKER-GOLDSMITH, SARAH*	$28,107
BERGER, ANDREW KC	$244,809
BINDON, PRUE*	$46,473
BIRD, JOHN	$45,897
BUCKLAND, BRODIE	$60,352
BULUT, VANJA*	$2,340
CHENEY, RICHARD SC	$54,860
CHESHIRE, ANTHONY SC	$145,583
CHIU, HILBERT SC	$18,858
CHRISTOFIS, DESPINA*	$4,987
COSTIN, ANCA*	$65,075
CROWE, DAN	$57,186
CUNLIFFE, JANCIS*	$101,063
DAVIS, MERRILYN*	$43,295
DEMPSTER, JOSIE*	$79,708
DOWNING, JASON SC	$44,452
EASTMAN, KATE SC*	$17,100
EDWARDS, KELLIE*	$64,252
ELBOURNE, EVA*	$4,348
ERNST, CHRISTINE*	$3,688
FITZGERALD, SARALA*	$11,312
FORBES, JEREMY	$4,038
FORDHAM, MICHAEL SC	$412,945
FOX, KYLE	$27,255
FULLER, DANIEL	$7,865
GALLIFUOCO, BIANCA*	$63,902
GAME, BENJAMIN	$2,831
GEMMELL, GEOFFREY	$82,160
GERACE, MARIA*	$83,197
GERAGHTY, VICKI*	$12,690

Counsel	Total Counsel Fees
GOTTING, ANDREW	$79,288
HASSALL, MARCUS	$71,686
HOGAN-DORAN, DOMINIQUE SC*	$54,207
JEROME, SKYE*	$7,800
JONES, BRADLEY	$50,890
JONES, BRENDAN	$9,000
JULIENNE, BENJAMIN	$69,680
KUMAR, KAREN*	$74,738
LARKINGS, JOHN	$114,430
LEE, KEEGAN	$9,077
LENEHAN, CRAIG SC	$43,124
LESLIE, DR SAGE*	$18,099
LEWIS, MATTHEW JOHN SC	$6,000
LLOYD, STEPHEN SC	$73,927
MAHER, JAMES	$935
MARKS, DAVID KC	$42,263
METZ, IAN	$2,990
MOHSENI, ARYAN	$3,907
MORGAN-COCKS, GRACE*	$24,010
MORRIS, JEREMY SC	$12,583
MORRISROE, BETH*	$25,380
MULLER, ANDREW SC	$17,517
MUSGROVE, KATRINA*	$184,945
MUTHURAJAH, CHRISTINA*	$60,335
NESBETH, MARCO	$77,090
O'NEILL, CALLAN	$8,470
ORAM, NIGEL	$392,471
QUINLIVAN, ANTONIA*	$284,914
ROBINSON, STEPHEN	$3,500
SAIKAL-SKEA, SORAYA*	$11,400
SANT, DR KATHRYN*	$106,184
SHARP, NAOMI SC*	$77,500
SHARWOOD, WAYNE	$16,646
SHILLINGTON, DANIEL	$39,360
SINNATHURAI, NATHAN	$183,706
SLUITER, CARLY*	$28,448

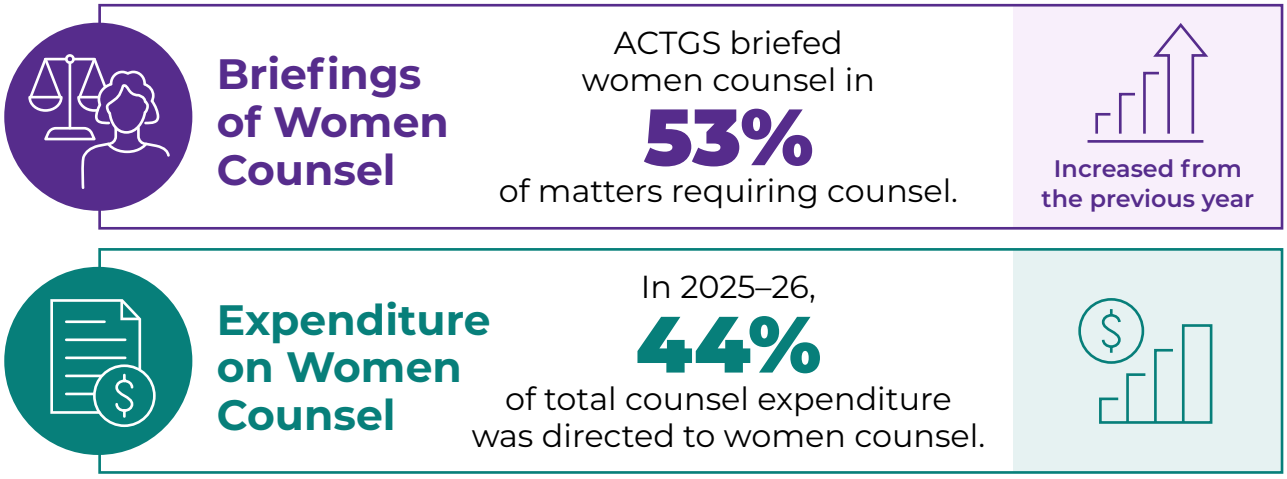
Counsel	Total Counsel Fees
SPEIRS, STEPHEN	$57,937
TAYLOR, CHARLIE	$8,265
THOMAS, VANESSA SC*	$262,663
TONKIN, AMANDA*	$214,064
WALL, MACLARENT	$18,213
WALLS, RACHEL*	$7,565
WATERHOUSE, DR TAMSIN*	$76,032
WEIR, KATHERINE*	$14,355
WELLS, MICHAEL	$81,988
WHITFIELD, STAFFORD	$49,960
WILLIAMSON, ANTHONY SC	$12,250
WILSON, BENJAMIN	$23,924
ZHOU, JULIE*	$12,158
Grand Total	**$4,988,698**

*Denotes female Counsel

Counsel by Gender

The ACTGS has been accepted as a reporting entity for the purposes of the Law Council of Australia's Equitable Briefing Policy, which aims to ensure women Counsel:

- are briefed in at least 30% of matters (where Counsel is required)
- paid 30% of the value of all brief fees.



In 2025–26 ACTGS continued to exceed the targets. Figure 40 shows ACTGS' performance against the Equitable Briefing Policy since 2021–22.

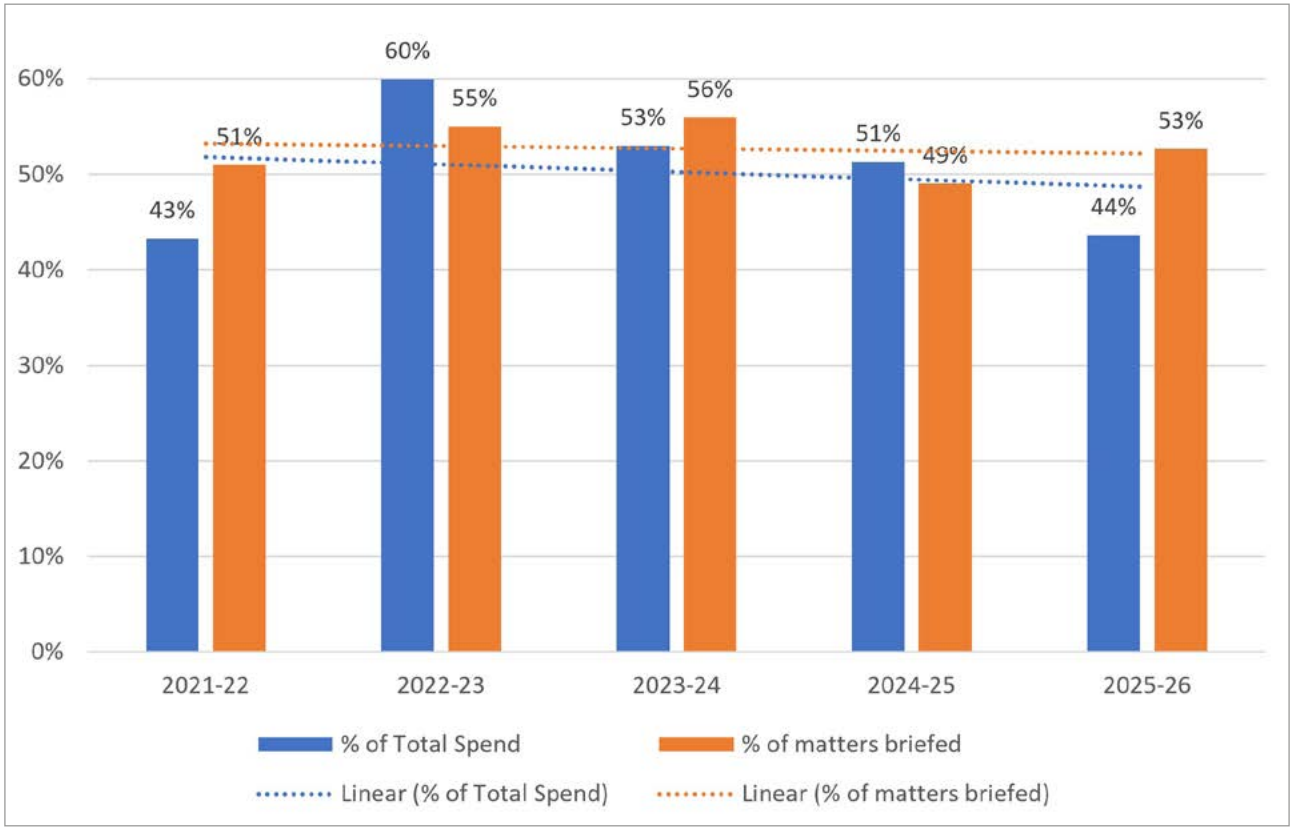


Figure 40: Percentage of Expenditure and Women Counsel Briefed

Table 81 summarises the total expenditure, by gender, for Counsel engaged during 2025–26.

Table 81: Total Counsel Expenditure by Gender (based on Oracle financial data)

Gender	Amount	%
Female	$2,176,331	44%
Male	$2,812,367	56%
Total	**$4,988,698**	**100%**

Annexure

Sentence Administration Board

ACT Government
Justice and Community Safety

Ms Tara Cheyne MLA
Attorney-General
Minister for City and Government Services
Minister for Transport
ACT Legislative Assembly
London Circuit CANBERRA ACT 2600

Dear Attorney

I am pleased to present the Annual Report for the Sentence Administration Board of the ACT (the Board) for the year ended 30 June 2026.

This report has been prepared in accordance with section 6(1) of the *Annual Reports (Government Agencies) Act 2004* and in accordance with the requirements under the Annual Report Directions.

It has been prepared in conformity with other legislation applicable to the preparation of the Annual Report by the Board.

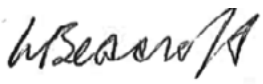
I certify that information in the attached annual report, and information provided for whole of government reporting, is an honest and accurate account and that all material information on the operations of the Board has been included for the period 1 July 2025 to 30 June 2026.

I hereby certify that fraud prevention has been managed in accordance with the Public Sector Management Standards 2006 (repealed), Part 2.3 (see section 113, Public Sector Management Standards 2016).

Section 13 of the *Annual Reports (Government Agencies) Act 2004* requires that you present the Report to the Legislative Assembly within 15 weeks after the end of the reporting year.

Yours sincerely

Kind regards



Laura Beacroft
Chair,
Sentence Administration Board
of the ACT

11 September 2026

Sentence Administration Board Annual Report 2025–26

Introduction

The Sentence Administration Board (the Board) is established by and makes decisions under the *Crimes (Sentence Administration) Act 2005* (the Act), related regulations [*Crimes (Sentence Administration) Regulation 2006*] and other legislation where relevant depending on the case.

The Board's primary objective is to ensure, as far as practicable, that the sentences imposed by courts are given effect. Most of the Board's work is about exercising its supervisory powers under the Act in relation to parole and intensive correction orders (ICOs).

Parole is a form of conditional release available to sentenced offenders when the sentencing court has set a potential parole period as part of their sentence. The Board is responsible for deciding whether to release a person on parole and may make additional parole order conditions to the core conditions required by law. The Board is also responsible for dealing with alleged breaches of parole conditions – this involves determining if the breach occurred and if so, an appropriate sanction such as a formal warning or cancellation and return to custody.

Intensive correction orders are a sentencing option which enables the offender to serve a sentence of imprisonment in the community. The Court decides whether to sentence a person to an ICO and the Court may make additional conditions to those required by law. Similar to parole, the Board is responsible for dealing with alleged breaches of the order's conditions. If the breach is proved the Board has various options, including imposing 3 or 7-day suspension so that an offender serves this time in prison, or cancelling the ICO. The Board cannot change the conditions of an ICO, only the Court. If the Board decides to cancel the ICO, the person returns to custody to serve their sentence. However, they may apply to the Board to have their ICO reinstated to allow them to resume serving their ICO in the community.

The Board performs several additional functions including:

- making recommendations to the Executive in relation to applications for release on licence where an offender has received a life sentence and has served at least 10 years
- conducting management hearings into parolee progress and compliance in the community
- considering overseas travel requests
- receiving submissions from eligible victims, including in-person submissions (referred to here as victim hearings).

The Board is an administrative body and like a tribunal can only do what legislation authorises it to do. It is not a court and does not have the powers of a court. The Board makes decisions independently and is not under the direction of the ACT Government or any of its agencies.

The Board is subject to statutory and common law duties, including applying the principles of natural justice and operating in accordance with the *Human Rights Act 2004*. Considering the public interest and community safety within a human rights framework underpins the Board's work. The rules of evidence do not apply to Board hearings but offer a guide to how hearings are conducted. Information provided to the Board can be made in-confidence and thereby only available to the Board - this occurs for various reasons, including where sharing it may jeopardise the conduct of a lawful investigation or may endanger someone.

The Board's jurisdiction is limited to offenders subject to sentence for offences under ACT laws only. The Board does not have jurisdiction to make decisions about parole or ICOs for offenders subject to sentence for offences under Commonwealth/federal laws (federal offenders). The relevant Commonwealth authority or sentencing court deals with federal offenders.

The Board's agendas for hearing/sitting days are organised into 3 divisions that alternate on scheduled sitting days, usually Tuesdays and Thursdays. The Board's 3 divisions are each chaired by a judicial member, who chairs a Board of 3 members when exercising supervisory powers. Wherever possible, the Board adjourns cases to the same division to support efficiency, sound case management and continuity, allowing the same judicial member to remain on a case until a final decision is made.

Current Board membership

Board members are appointed by the Attorney-General. The Board's membership was refreshed during the year. The Board acknowledges and thanks 2 departing members, Mr Mulligan (Chair) and Professor Foley for their contributions to the Board's work. The Board also acknowledges and thanks Mr Ward for acting as the Chair during the year.

The Board's membership is:

- Ms L Beacroft, Chair
- Ms S Grady, Deputy Chair
- Mr C Ward, Deputy Chair
- Dr J Cianchi
- Ms A Huckstepp
- Ms S Milson-Mahy
- Mr S Pickles
- Ms T Prosser
- Ms M Rowe
- Detective Superintendent Sprague (appointed delegate of the Chief Police Officer)
- Ms M Wilson
- Mr P Wyles.

Further information about the Board and its operations is available at https://www.act.gov.au/directorates-and-agencies/justice-and-community-safety-directorate/act-sentence-administration-board.

Corporate and Secretariat Support

ACT Corrective Services provides corporate and budget support to the Board. This includes staffing the Board's Secretariat. The Secretariat acts as the Board's professional and administrative arm, assisting the Board to meet its responsibilities. It plays a key role keeping the Board's processes running smoothly and in a timely manner and supporting the Board's decision-making. The Secretariat also assists the Board in carrying out its governance responsibilities, including maintaining the Board's Conflict of Interests Register and the Board's complaints processes. The Board acknowledges the complex work undertaken by the Secretariat staff and thanks them for their professionalism and dedication throughout the year. The Board is grateful to ACT Corrective Services for continuously supporting the Secretariat at a level that maintains the Secretariat's capacity to support the Board's operations.

Governance, integrity, and fair decision-making

The Board contributes towards making sure that justice is fair and operates with integrity in the ACT. In particular, the Board's Ethics Manual (ACT-Sentence-Administration-Board-Ethical-Standards-Document.pdf) provides guidance to members about the values and rules they need to follow to make sound fair decisions and to act with integrity.

The Board is required to observe the principles of natural justice. This means that people subject to Board decisions have a fair opportunity to be heard and that matters are considered by fair-minded people without bias. The Board is guided by the Practice Manual for Tribunals, Council of Australasian Tribunals (found at https://coat.asn.au/about/practice-manual-for-tribunals/)

The Board's Conflict of Interest and Bias Policy set out how the Board manages conflicts of interest and avoids bias (SAB_Conflict_of_Interest_and_Bias_Policy.pdf).

People who have concerns about an administrative aspect of the Board's work may make a complaint to the Secretariat, which will forward the complaint to the Justice and Community Safety Directorate. The complaints process is managed by the Board's Complaints Management Policy (SAB-Complaints-Management-Policy.pdf). During the year, 2 such complaints were received. Both complaints were resolved without adverse findings or any required follow up actions. People may also complain to the ACT Ombudsman, Human Rights Commissioner, Victims of Crime Commissioner and ACT Integrity Commission according to the nature of the complaint. No such complaints were received during the year.

Offenders may apply to the ACT Supreme Court to have a decision reviewed if they think that the Board made a mistake in its decision. In 2025–26, there was one application for judicial review to the ACT Supreme Court about a Board decision to refuse a parole application. The Supreme Court found that the Board had made an error in its decision and ordered the Board to remake its decision according to law (Carberry v Sentence Administration Board - ACT Supreme Court). A fresh division of the Board has been established to consider the parole application in accordance with that decision.

Contribution to Closing the Gap for Aboriginal and Torres Strait Islander peoples

The ACT Government is a party to the Closing the Gap National Agreement. During the year the *Public Sector (Closing the Gap) Legislation Amendment Act 2025* amended the *Public Sector Management Act 1994*. This requires statutory office holders, including Board members, to perform their functions in accordance with the Closing the Gap principle set out in the latter legislation. The amendment means that a Board member achieves this if they implement the provisions of the National Agreement on Closing the Gap that relate to transformation or governance of government agencies, including by:

- Continually developing and demonstrating Aboriginal and Torres Strait Islander cultural capability.
- Continually developing the Aboriginal and Torres Strait Islander cultural capability of their administrative unit.
- Promoting cultural safety for Aboriginal and Torres Strait Islander peoples, and
- Working to eliminate institutional racism in relation to Aboriginal and Torres Strait Islander peoples.

During the year the Board, supported by the Secretariat, began the process of meaningfully meeting these requirements. Planning for all staff and Board members to undertake relevant training has occurred, with the Chair having completed it and others to follow. Cultural Safety tools have been developed within government and will be shared and utilised. While the Board has a very limited IT system, data has been manually sourced about matters involving Aboriginal and Torres Strait Islander peoples to better inform this report. The Board's therapeutic approach encourages Indigenous support personnel from within the criminal justice system, community-based services for Indigenous persons, and family members, to input into and attend Board hearings. Evaluations point to various approaches that will assist to better meet the needs of Indigenous persons interacting with the Board.[1] The Board is aware of these and endeavours to support or implement them, including case managing matters and conducting its work in a therapeutic manner.

The Board is committed to conducting its processes in ways that are culturally competent and that acknowledge the challenges faced by Aboriginal and Torres Strait colleagues, offenders, victims, and stakeholders. The Board recognises the complex needs of Aboriginal and Torres Strait Islander persons and the correctional system, not least their overrepresentation, and will continue to work to achieve better outcomes. The Board notes the *Review into Overrepresentation* and is committed to working with the ACT Government and community about the findings.

Year at a glance

Note on Interpretation of SAB Statistics

Matters received during one reporting period are not always finalised within that same reporting period, so outcomes for such matters are not known in that reporting year. This includes parole applications, alleged parole and ICO breaches, ICO reinstatement applications and parole management matters. As a result, the number of matters where outcomes are known in any reporting year will differ from the number of such matters received, with some matters carried forward and finalised in the subsequent financial year.

661 offender hearings

1156 parole matters considered

94 parole orders made

50 parole orders cancelled

311 parole and ICO breach notifications received

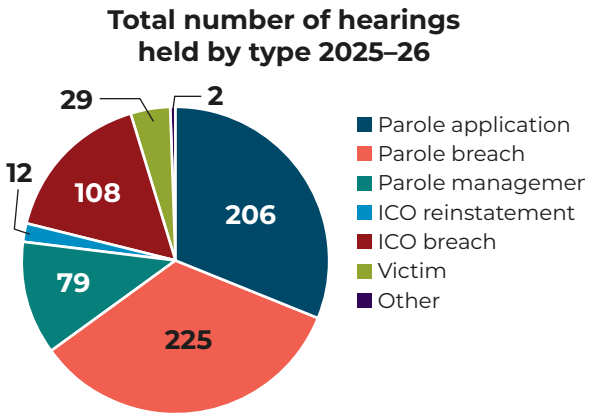
29 victim hearings

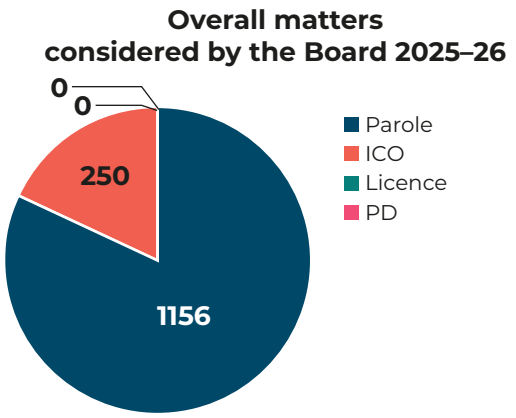
250 ICO matters considered

5 ICOs reinstated

19 ICOs cancelled

1 Australian Institute of Health and Welfare (AIHW), *Closing the Gap Targets: key findings and implications, Criminal justice*, released 6 March 2025, viewed 11 September 2026, <https://www.aihw.gov.au/reports/indigenous-australians/closing-the-gap-targets-key-findings-implications/contents/criminal-justice>.





Considerations for victims of crime

The Board's legislation includes acknowledging, protecting and promoting the interests of victims of crime. The *Victims of Crime Act 1994* contains principles and rights that govern the way that criminal justice agencies, including the Board, must engage with eligible victims. The Victims of Crime Act also has important legislative provisions that offer support and a voice for eligible victims in certain Board proceedings. Importantly, before the Board determines an offender's suitability for release from custody, it will take all reasonable steps to seek the views of eligible victims about an offender's possible release. The Board may also seek eligible victim's views in relation to alleged breach and/or parole management hearings.

The Board is committed to conducting trauma-informed processes and welcomes both written and in-person submissions (via victim hearings). The Board acknowledges the important work undertaken by the Victims of Crime Commissioner's Office and that office's Victim's Register in relation to the Board's responsibilities and thanks that office.

During the year there was a 625% increase compared to the prior year for in-person submissions by eligible victims (victim hearings) (Table 82) There was also a 124% increase in written submissions received from, or on behalf of, victims via the Victims Register to the Board. While this has impacted the Board workload, the perspectives and information provided to the Board by victims greatly assists the Board's decision making.

Informal feedback provided by the Victim's Register suggests that victims find the Board's therapeutic approach beneficial when providing submissions to the Board about relevant issues such as their safety concerns and how these might be addressed.

Table 82: Victim submissions 2023–24 to 2025–26 (% increase or decrease from prior year)

	2023–24	2024–25	2025–26
In-person submissions (victim hearings)	9	4	29 (625%↑)
Written submissions by or on behalf of a victim	73	67	150 (123.9%↑)

Contributing to community safety through reduced recidivism and successfully completed community-based orders

The Board's main role is to ensure, as far as practicable, that sentences imposed by a court are given effect. This involves prioritising community safety while promoting the offender's rehabilitation and reintegration into society. If community safety requires it, an offender would not be released from prison into the community. If they are released, there are many factors that influence the success or otherwise of an offender's compliance with their order and their successful rehabilitation and reintegration into society.

The Board relies on annual reporting by the Productivity Commission's Report on Government Services (ROGS) to monitor the Board's contribution to longer term outcomes. In the ROGS report, outcomes are reported for the year prior due to the ROGS reporting regime for e.g. the 2026 ROGS report reports on outcomes for 2024–2025. Of interest to the Board are 4 of the ROGS indicators, 3 relate to reoffending and a fourth is about the successful completion of community corrections orders.

Table 83 provides key reoffending data from ROGS 2026. It is desirable to have a low reoffending percent. Adult offenders serving parole and ICOs form part of the data for this indicator, but the proportion is not known. The data also includes people released from prison at the end of their sentence or under a different sentencing sanction such as release to a good behaviour order. While any reoffending is a concern, in 2024–2025 it is notable that reoffending in the ACT is considerably lower than the national average for all adult offenders, including Indigenous offenders. This suggests that while the ACT can improve, it has some strengths in reducing reoffending which should be built on.

Table 83: Re-offending in the ACT: Percent of ACT adult offenders who returned to prison or community corrections with a new correctional sanction within 2 years in 2023–24 to 2024–25[2], compared to comparative national averages

Percent of ACT adult offenders released from prison who returned to prison with a new sentence	2024–25	
	ACT	National Average
All offenders	37.1%	44.5%
Aboriginal and Torres Strait Islander	45.6%	57%
Non-Indigenous	34.4%	36%

Percent of ACT adult offenders released from prison who returned to corrective services with a new correctional sanction prison with a new sentence	2024–25	
	ACT	National Average
ACT offenders	44.3%	53.6%
ACT Aboriginal and Torres Strait Islander	50.9%	65.4%
ACT Non-Indigenous	42.2%	45.7%

a. In 2025, the ACT conducted a review of how recidivism results were derived. Data from 2024–25 results is not comparable to previous financial years due to the transition to a new offender management system and development of a revised method, so trend data is not provided here.

2 See Productivity Commission, *Report on Government Services 2026*, Table CA-4.

A third ROGS indicator relevant to reoffending is as follows: adult offenders discharged from a community corrections order (this includes parole and ICOs) who returned to corrective services with a new correctional sanction within 2 years.[3] It is desirable for this indicator to be low. For the ACT, of all adult offenders the percent is 8.2% which is lower than the national average of 15.4%, and Indigenous persons in the ACT having a significantly lower percent than nationally (5.5% compared to 21.6%). Importantly, reoffending after being discharged from a community corrections order such as an ICO or parole is much lower than if released from prison.

The fourth ROGS indicator of interest is successful completion of community orders (which includes parole and ICOs) – this indicator refers to the percentage of community corrections orders completed during the year that were not breached for failure to meet the order requirements or because further offences were committed. It is desirable to have a higher completion percent. Nationally the completion percent was highest for supervision orders (76.7%), the percent was higher for non-Indigenous people compared to Indigenous people, and the percent was higher for females compared to males. ACT completion percents show a similar demographic pattern to that nationally. However, completion percents are considerably higher than the national average including for Indigenous persons. For ACT supervised orders such as ICOs and parole, the completion percents are: 85.4% of all adult persons on an order, 83.9% for Indigenous persons and 85.7% for non-Indigenous persons.[4] This suggests that while the ACT can improve, it has some strengths in its community-based order system and services that should be built on.

The Board will continue to work to contribute to reducing reoffending and increase successful completion of community-based orders.

Engaging with offenders to promote order compliance and successful completion

The challenges faced by offenders to achieve long lasting rehabilitation are well documented. The offender population faces challenges that are not usually experienced by persons who are not involved in the criminal justice system. In addition to the pro-criminal and anti-social beliefs that contribute to criminal behaviour, the Australian Institute of Health and Welfare reports that:

"People in prison are among the most vulnerable groups in society. They are more likely to have been homeless and unemployed than people in the general community and often come from socioeconomically disadvantaged backgrounds. People in contact with the criminal justice system have higher levels of mental health conditions, at-risk alcohol consumption, tobacco smoking, illicit drug use, chronic disease and communicable disease than the general population This means that people in prison often have complex, long-term health needs".[5]

Aboriginal and Torres Strait Islander peoples experience additional challenges including intergenerational trauma, as noted by the *Review into Overrepresentation*. However demonstrating the importance of the Board's work and consistent with ROGS findings reported above, that report acknowledges that parole is beneficial: 'prisoners who receive parole have significantly lower rates of recidivism or commit less serious offences than those released unsupervised' and 'parole is most effective when it involves active supervision that is rehabilitation focused'. That report also observes that more work is required to understand the experience of Aboriginal and Torres Strait Islander persons on parole.

3 See Productivity Commission, *Report on Government Services 2026*, Table CA-5

4 See Productivity Commission, *Report on Government Services 2026*, Figure 8.12, Table 8.4, Table 8A.21

5 Health of people in Australia's prisons, AIHW at https://www.aihw.gov.au/reports/prisoners/the-health-of-people-in-australias-prisons-2022/contents/introduction

The Board conducts its work in a way that promotes offender responsibility, motivation to change and community safety. The Act stipulates that the Board may make a parole order only if it considers that parole is appropriate for the offender, having regard to the principle that the public interest is of primary importance. Similar considerations for the reinstatement of ICOs apply.

The Board's decision is essentially a risk management decision which involves weighing offender and community safety interests. It relies on information in the sentencing judgement, and that provided by the offender, ACT Corrective Services, numerous other agencies and support services, and if available the victim, and other relevant sources. The Board is more likely to release a person on parole or reinstate their ICO if the offender's application demonstrates that they have addressed their risk factors while in custody and will continue to do so if released to the required level depending on their level of risk and the nature of those risks. The offender should have a case plan supported by their community corrections officer and professional service providers and also demonstrate accountability and reflection about their offending behaviour.

Timeliness

The Board aims to respond to matters as quickly as possible, taking into account factors such as available sitting days, statutory notice periods, the time taken by ACT Corrective Services to prepare reports and the time taken to bring offenders issued with an arrest warrant before the Board. Prompt action in relation to alleged breaches of orders is especially important in order to maximise community safety and enhance case management.

In 2025–26, the Board improved the time taken to respond to parole applications and ICO reinstatement applications. It took the same amount of time to respond to parole breach notifications as the prior year. The Board's response to ICO breach reports was slower than the prior year (Table 84). The Board aims to improve timeliness within the limits of its resources.

Table 84: Timeliness: Average number of days for initial action to be taken by the Board 2023–24 to 2025–26 (% increase or decrease from prior year)

	2023–24	2024–25	2025–26
Parole application	86	90	86 (↓4.4%)
Parole breach notification[b]	17	15	15 (0.0%)
Intensive Correction Order reinstatement application	63	82	70 (↓14.6%)
Intensive Correction Order breach notification[b]	26	12	18 (↑50%)

b. Includes matters where a warrant was issued for potential or actual non-attendance at a hearing.

Number and Type of Matters considered by the Board

During the year the Board considered 1406 matters which are shown by type in Table 85. This year's workload represents an almost 30% increase on the previous year.

Table 85: Types of matters[c] considered by the Board 2023–24 to 2025–26 (% increase or decrease from prior year)

	2023–24	2024–25	2025–26
Parole[d]	1070	879	1156(↑31.5%)
Intensive Correction Orders[e]	240	201	250 (↑24.4%)
Periodic Detention[f]	1	2	0
Release on licence[g]	0	0	0
Total matters	**1311**	**1082**	**1406 (↑29.9%)**

c. Matters can be considered on the papers, or a combination of the papers and hearing, and any one offender may have several matters in a year.

d. Total parole matters include parole applications, breaches, management, notifications of further charges and parole transfers.

e. ICO matters include applications for reinstatement, breaches, requests for international travel and notifications of further charges.

f. Periodic Detention is a discontinued sentencing option. Any such matters relate to outstanding arrest warrants.

g. Release on licence is a release option similar to parole that is available to sentenced offenders who do not have a non-parole date, for example, someone with a life sentence.

Number and Type of Board Hearings

The Board conducts most of its business by holding hearings that give offenders, their family members, agencies, and services an opportunity to directly raise or respond to issues with the Board. Like victim hearings, hearings with offenders offer the Board invaluable information to inform any decision and allow for a decision to be made in a more therapeutic manner. The Board experienced increases in hearings across all categories, except ICO reinstatements. It held 205 more hearings than the prior year (45% increase).

Table 86: Hearings[h] held by the Board 2023–24 to 2025–26 (% increase or decrease from prior year)

	2023–24	2024–25	2025–26
Parole	140	137	206 (↑50.4%)
Parole breach	251	167	225 (↑34.7%)
Parole management	94	47	79 (↑68.1%)
Intensive Correction Order reinstatement	8	19	12 (↓36.8%)
Intensive Correction Order breach	100	79	108 (↑36.7%)
Victim	9	4	29 (↑625%)
Other[i]	5	3	2(↓33.3%)
Total hearings	**607**	**456**	**661 (↑45%)**

h. Some offenders have matters that run concurrently (e.g., parole breach and management) so it is possible that more than one hearing can be held simultaneously.

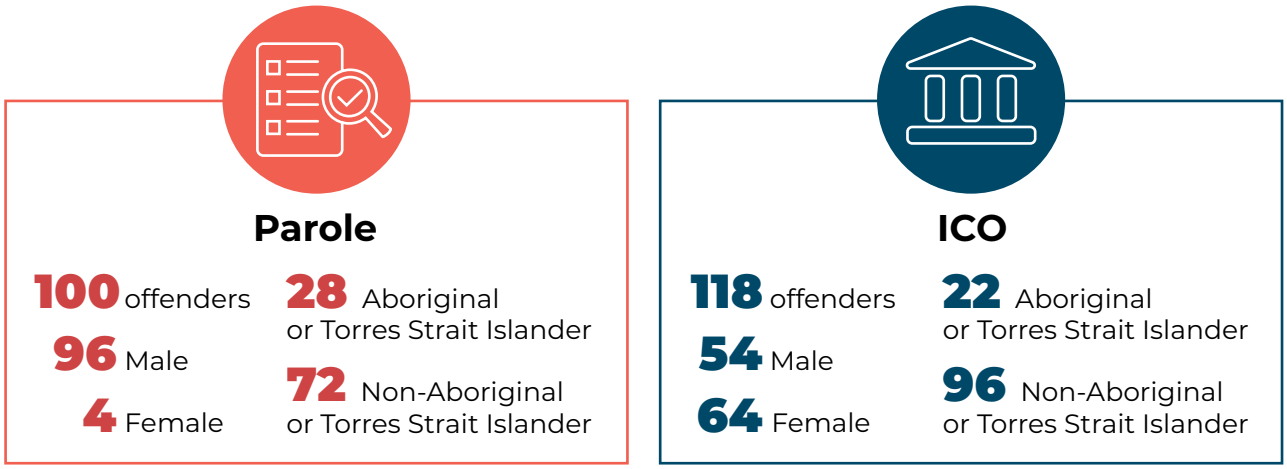
i. 'Other' is a category that includes referral from Court where no breach is identified, international travel requests for ICO offenders or hearings related to old provisions of the Act where the Board no longer has powers for (e.g., periodic detention).

Tables below show that the Board continues to be required to issue arrest warrants following cancellations of orders at phone hearings when no face-to-face safe hearing venue is available. In 2025–26, 8 of these warrants were issued and at the time of writing one remains unexecuted. Overall, there are 6 of these types of arrest warrants unexecuted i.e. issued when phone hearings are required, and the oldest unexecuted warrant of this type was issued on 22 September 2020. The Board aims to have no phone hearings due to community safety concerns with issuing such warrants.

Number potentially supervised by the Board

As of 1 July 2026, there were 100 offenders subject to parole and 118 offenders subject to ICOs. The data is a census taken on 1 July 2026 and does not count the total number of people supervised during the year (whose order, for example, may have ended or been cancelled before the end of the year). For parole orders and ICOs as a whole, 69% were male (150), 31% were female (68), 23% were Aboriginal or Torres Strait Islander (50), and 77% were non-Indigenous (168).

Snapshot of offenders subject to the Board's jurisdiction on 1 July 2026:



Parole

The majority of the Board's work was about exercising its parole functions. It experienced an almost 32% increase in parole matters. This was a consequence of a 23% increase in parole applications received, and a 38% increase in breach matters notified (see tables 87 and 88 below).

Of the 146 parole applications decided in the year, parole was granted for 64% (94), compared to 70.1% in the prior year. There were 50 parole orders cancelled from either a parole breach or management matter, which is a 61.3% increase in cancellations compared with the previous year.

Table 87: Parole applications considered by the Board 2023–24 to 2025–26 (% increase or decrease from prior year)

	2023–24	2024–25	2025–26
Received	120	145	178 (↑22.8%)
Rejected before commencing inquiry	7	11	6 (↓45.5%)
Refused at a parole hearing	18	22	46 (↑109.1%)
Parole hearings held[j]	140	137	206 (↑50.4%)
Orders made	90	80	94 (↑17.5%)
on the papers alone	0	0	0 (0%)
at a parole hearing	90	80	94 (↑17.5%)

j. Some applications require more than one hearing.

Table 88: Breach of parole matters by the Board 2023–24 to 2025–26

	2023–24	2024–25	2025–26
Breach notified	267	157	217 (↑38.2%)
Breach hearings[k]	251	167	225 (↑34.7%)
Outcome[l]: formal warning	112	71	117 (↑64.8%)
Outcome[l]: cancellation	43	27	40 (↑48.1%)
Outcome[l]: no further action	6	6	11 (↑83.3%)
Outcome[l]: parole order conditions amended	11	9	5 (↓44.4%)
Arrest warrant to compel attendance at hearing	35	19	22 (↑15.8%)
Arrest warrant cancellation at phone hearing[m]	3	6	5 (↓16.7%)

k. Some matters require more than one hearing.

l. An offender may receive more than one outcome.

m. Sometimes a parole order breach hearing is conducted by telephone when a face to face hearing is not possible. In such cases, if the Board decides to cancel the order it directs the person to report to a police station and issues an arrest warrant to return the person to custody.

Table 89: Management of parole matters considered by the Board 2023–24 to 2025–26 (% increase or decrease from prior year)

	2023–24	2024–25	2025–26
Management of parole matters[n]	124	97	115 (↑18.6%)
Outcome: variation of parole conditions	22	19	10 (↓47.4%)
Outcome: cancellation	11	4	10 (↑150%)
Outcome: no further action required	46	30	38 (↑26.7%)
Outcome: request refused	0	1	1 (0.0%)

n. The management of parole power (s153 of the Act) is used to review a person's progress on parole including their suitability to remain on parole, or to address other matters such as an application to vary parole conditions or obtain permission to travel internationally. They are completed on the papers alone or in combination with one or more hearings. Management of parole matters may be initiated by the Board or requested by the offender or their Community Corrections Officer.

Intensive Correction Orders

The number of ICO matters also increased during the year. The increase is less significant compared to parole. As ICOs continue to increase, this area of work for the Board will also continue to grow.

Of the number of ICO reinstatements decided in the year (10), 50% were reinstated compared to 100% in the prior year. The Board received 94 ICO breach notifications, which is a 27% increase from the prior year. The Board cancelled 19 orders, a 58.3% increase in cancellations compared to the prior year.

Table 90: Intensive Correction Order reinstatement applications considered by the Board 2023–24 to 2025–26 (% increase or decrease from prior year)

	2023–24	2024–25	2025–26
Applications received	9	11	15 (↑36.4%)
Reinstatement hearings[o]	8	19	12 (↓36.8%)
Outcome: order reinstated and person released	6	10	5 (↓50%)
Outcome: reinstatement refused	0	0	5

o. Some applications require more than one hearing.

Table 91: Intensive Correction Order breach notifications considered by the Board 2023–24 to 2025–26 (% increase or decrease from prior year)

	2023–24	2024–25	2025–26
Breach notifications	89	74	94 (↑27.0%)
Breach hearings[p]	100	79	108 (↑36.7%)
Outcome[q]: formal warning	41	37	54 (↑45.9%)
Outcome[q]: 3 day suspension in custody	6	6	8 (↑33.3%)
Outcome[q]: 7 day suspension in custody	0	0	1
Outcome[q]: cancellation	20	12	19 (↑58.3%)
Arrest warrant to compel attendance at hearing	13	7	18 (↑157.1%)
Arrest warrant cancellation at phone hearing[r]	2	2	3 (↑50%)

p. Some matters require more than one hearing.

q. An offender may receive more than one outcome.

r. Sometimes an ICO breach hearing is conducted by telephone when a face to face hearing is not possible. In such cases if the Board decides to suspend or cancel the order it directs the person to report to a police station and issues an arrest warrant to return the person to custody.

Stakeholder engagement

Many ACT Government and community agencies and services contribute to the Board's work by providing relevant information to the Board, and direct services to offenders and victims. The Board thanks them for this assistance. The Board has specific arrangements with key agencies and services including ACT Courts, ACT Corrective Services, Victims of Crime Commissioner, Director of Public Prosecutions, Justice and Community Safety Directorate, ACT Government Solicitor's office, ACT Legal Aid, and ACTP.

The Board usually conducts its hearings with offenders at the ACT Law Courts, and thanks ACT Courts for accommodating the Board's hearings.

During the year, the Board provided training to ACT Corrective Services staff, and participated in the ACT Law Society's Law Week, ACT Courts 2026 open day. Recently the Board introduced an informal and anonymous feedback process for persons on parole and ICOs about their experience of the Board's processes, which will be useful for continuous improvement. A similar process is in place about victim's experiences from the Victim's Register.

The year ahead

In 2026–2027 the Board will develop a three-year strategic plan to better support its statutory objectives while also contributing to better outcomes for the wider criminal justice system.

A key focus will be responding to the Board's increased workload and ensuring phone hearings are no longer required.

The Board will review and update its governance arrangements as necessary, and refresh its agreements and relationships with key agencies. The Board will continue to seek assistance to improve its IT systems including data collection processes to be able to provide better outcome focussed reporting.

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