

Report to the Standing Committee on Public
Accounts and Administration and Standing
Committee on the Integrity Commission and
Statutory Office Holders

**Performance Audit Recommendations
Observations (2025) - 2024 Performance
Audits**

November 2025
(revised 6 November 2025)

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Auditor-General Report No.1 of 2024

Urban Tree Management¹

(23 February 2024)

Auditee

The auditee for this audit was the Transport Canberra and City Services Directorate.

Audit Objective

The objective of the audit was to assess the effectiveness of TCCS' management of urban trees to support the ACT Government's goal of achieving 30 percent tree canopy cover by 2045.

Summary

Urban trees provide a range of benefits to the community including increased comfort through shading and amenity, habitat for birds and other wildlife, improved health and wellbeing and increased property values.

The *Urban Forest Strategy 2021-2045* (the Strategy) sets out the ACT Government's vision for a resilient and sustainable urban forest. A key feature of the Strategy is an intention to increase canopy cover to 30 percent by 2045. A key activity of the Strategy to achieve this is an intention to plant over 459,000 trees on urban public land.

The audit assessed the effectiveness of TCCS' management of urban trees to support the ACT Government's goal of achieving 30 percent tree canopy cover by 2045.

Government response

Ms Tara Cheyne MLA, Minister for City Services, tabled the ACT Government's response to the Performance Audit Report on 4 June 2024.²

¹ [Report No.1 of 2024 – Urban Tree Management](#)

² [PAC – AG Report 1 of 2024 – Government Response Tabled 6 June 2024](#)

Recommendation 1 – Reviewing the Preferred Tree Species List

TCCS should:

- a) finalise the 'Living Labs' trial, which seeks to assess the performance of new 'climate-ready' tree species in Canberra; and
- b) update Municipal Infrastructure Standard 25: Plant species for urban landscapes based on the results of the trial.

Government Response

Reported Status

Agreed

The focus in the past four years of a rapid increase of tree planting numbers on public land has been to prioritise planting of species known to perform well in the Canberra environment.

The most recent update to MIS25 occurred in January 2022 to update the structure of the standard and revise the species list to remove newly declared pest species and add additional information such as flowering times, foraging information and Ngannawal Cultural notes.

In 2023, the Environment, Planning and Sustainable Development Directorate (EPSDD) completed the Cooler Greener Municipal Infrastructure Standards Review, a focused review of the Municipal Infrastructure Standards (MIS) and Municipal Infrastructure Technical Standards (MITS) which made evidence-based recommendations for changes to support living infrastructure objectives including the 30% tree canopy and permeability targets, and a reduction in urban heat.

This Review, the ANU Fenner School of Environment and Society research report, the [ACT Ecological Network Dashboard \(arcgis.com\)](https://arcgis.com) and the Urban Forest Ecological Advice Planting Map, the Living Labs Trial and other trials, evidence and research will inform amendments and improvements to the MIS25 and the Urban Open Space Management Plan in the short- and medium-terms.

a) The Living Labs Trial

The ACT Which Plant Where Living Lab plantings were established in 2020 and are due to be assessed by the end of 2025.

The Which Plant Where Living Lab, is a nationwide network of urban planting sites and forms part of the Which Plant Where research program, funded by Hort Innovation Australia and managed by Macquarie University and Western Sydney University. The program looks to establish a standardised set of tree and shrub plantings suitable for significant urban areas throughout Australia.

The program is designed to:

- 1) *test the performance of species with different morphologies and growth forms under a wide range of environmental conditions; and*
- 2) *evaluate the co-benefits of urban greening (e.g. heat mitigation, enhanced biodiversity) by examining the role of vegetation diversity and structure.*

By establishing a network of "Living Labs" in cities across Australia, the program will enable comparison of the performance of, and benefits associated with, standardised tree and shrub plantings in a variety of different climates, soils and landscape contexts.

Each trial is designed over a five year monitoring period and the ACT plantings were established in spring 2020. Species were selected from a standard national list, with those selected considered the most robust to withstand the growing conditions in the ACT, and were then sourced, planted and maintained by the Urban Treescapes team in TCCS.

While the Living Labs trial remains ongoing and has not been finalised, the results of the trial planting continue to be regularly monitored and audited. A seasonal audit of the Living Labs trial in the ACT has been completed and replanting of failed specimens is planned for spring 2024, with monitoring to continue for another 18 months. These long-term Living Lab trials are designed to determine species performance, focussing on heat and water availability in the medium term over several seasons and climatic conditions. Given the extended wet conditions and mild winter temperatures over the length of the trial period to date, an extension of the trial may be considered necessary to continue monitoring performance through hotter, colder and drier conditions to determine true suitability. This trial and other ongoing trials, including species suggested in the ANU Fenner School of Environment & Society research report, will continue as new potential species are identified.

While Canberra's climate is forecast by the Fenner School to move closer to that experienced further west and similar to that of Wagga Wagga or Dubbo through 2050 to 2090, current cold winter conditions will influence the success of many of the suggested species for some time due to frost sensitivities of those species.

b) Update of Municipal Infrastructure Standard 25

The Municipal Infrastructure Standard 25: Plant species for urban landscapes (MIS25) will be updated in the first quarter of 2024-25 ahead of a more comprehensive update in 2025-26.

To maximise opportunities to increase canopy cover and permeable surfaces on public urban land in the ACT, an interim update of MIS25 will occur in the first quarter of 2024-25 to reflect the most up to date evidence available. This will include:

- incorporating Cooler Greener Municipal Infrastructure Standards Review recommendations;
- including any species deemed suitable through the interim results of the Living Labs trial;
- reviewing species information available in the Fenner research report and incorporating updates where the suitability is relevant to the current climatic conditions; and
- removing species if they are no longer suitable.

Management and siting notes in the MIS25 species tables will provide details of any concerns or special considerations.

The results of the Living Labs trial, together with the maturation of the [ACT Ecological Network Dashboard \(arcqis.com\)](https://arcqis.com) and the Urban Forest Ecological Advice Planting Map, and the Urban Forest Condition Report will inform a more detailed and refined update to MIS25 in 2025-26. This will be incorporated into the Urban Open Space Management Plan implementation and work that progresses with the district strategies. As reflected in the Government response to Recommendation 2, in drawing on all of this information in a holistic way, the refined MIS25 will include:

- greater site-specific information on existing and possible habitat, biodiversity, sub-climate and other ecological values;
- clear information on what is intended to be achieved with planting at specific sites, in addition to greater canopy cover, and why;
- detailed information on the most appropriate canopy, understory, shrub and ground layer species to be planted at specific sites that will achieve the intended aims.

Annual Report (TCCS)	Last Reported Status	In progress
<p><u>2023-24 Annual Report:</u></p> <p>The Living Labs Trial is in the fourth year of the five-year trial. A preliminary audit of the trees and shrubs has been undertaken and the results to date have been provided to the Which Plant Where Living Labs team at University of Western Sydney. Plans are in place to replant the failed species in spring 2024.</p> <p>The final results for the Living Labs trial will not be available until end of 2025 calendar year when the trial ends.</p> <p>Planning is also underway to expand on the Living Labs project with additional long-term trials to test the performance of tree species from warmer climates that have potential to work in Canberra's future climate.</p> <p>A preliminary update of Municipal Infrastructure Standard 25: Plant species for urban landscapes is underway and a revised timeframe of second quarter 2024–2025 is anticipated for release.</p> <p><u>2024-25 Annual Report:</u></p> <p>a) The 5-year Living Labs trial will be completed in late 2025. Trees and shrubs that failed in the trial, were replanted across 4 sites in November 2024.</p> <p>b) A comprehensive update of MIS 25 will begin in 2025–26 and will focus on maximising opportunities to increase canopy cover and permeable surface on public urban land, as well as the thorough review of the plant species list in consultation with key stakeholders.</p>		

Auditor-General's Observation
<p>The ACT Government response indicated TCCS would finalise the 'Living Labs' trial and update Municipal Infrastructure Standard 25 in line with the recommendation.</p> <p>TCCS' <i>Annual Report 2023-24</i> provided examples of activities underway to implement the two parts of the recommendation.</p> <p>TCCS' <i>Annual Report 2024-25</i> identified that the recommendation remained in progress but that the 'Living Labs' trial would be completed in 2025 and the update to Standard 25 would begin in 2025-26.</p>

Recommendation 2 – Cross-Directorate Collaboration on Biodiversity and Canopy Cover Goals

TCCS and EPSDD should work collaboratively to review the Territory's biodiversity goals and canopy cover goals with a view to identifying opportunities to manage competing priorities and reduce limitations on locations for urban tree plantings.

Government Response	Reported Status	Agreed

TCCS will continue to liaise with EPSDD on biodiversity issues, including collaboration on the recent ACT Urban Habitat and Connectivity Project which resulted in the [ACT Ecological Network Dashboard \(arcgis.com\)](#) and the Urban Forest Ecological Advice Planting Map. This project is looking for opportunities to align strategic objectives from the Urban Forest Strategy and the Nature Conservation Strategy, specifically in relation to areas of the urban landscape prioritised for ecological restoration through planting or other means (as shown in the ACT Ecological Network).

The project is undertaken as part of the Connecting Nature, Connecting People initiative, and involves three main components:

- Identify areas of the landscape in which additional planting of trees and large shrubs would contribute to habitat condition or ecological connectivity. Areas falling within the spatial extent relevant to the Urban Forest Strategy were prioritised in this step.
- Identify areas of the landscape in which additional planting of trees and large shrubs would detract from habitat condition or ecological connectivity (based on existing ecological values, including those associated with grasslands).
- Identify areas of the landscape which are important ecologically, but for which specific planting advice has not yet been developed.

The first stage for finding priority areas for the addition of trees and shrubs to enhance habitat for native animals looked at areas identified as being isolated on the map of ecological connectivity modelling for small to medium terrestrial mammals in the urban ACT (developed as part of the ACT Urban Habitat and Connectivity Project).

The second stage followed the priority 'initiatives' proposed for inclusion in the District Strategies, under the Blue-Green Network Driver. This analysis looked within mapped potential habitats and corridors within the Urban ACT Ecological Network to identify areas where the addition of native trees and shrubs would improve habitat value. For each priority 'initiative' within the District Strategies:

- Identify ecosystem type (woodland, riparian or woodland/riparian).
- Provide an overview of which large habitat patches (usually nature reserves) will be better connected as a result of planting in this area.
- Identify any threatened ecosystems which occur in the corridor (natural temperate grassland, potential threatened woodland).
- Identify constraints within the corridor (mowing, fire, development, or grassland/open woodland where further plantings are inappropriate).

Additional input has also been sought from the three ACT Catchment Groups, stakeholders within Environment, Heritage and Water, including staff from the Parks and Conservation Service and from Resilient Landscapes, and community organisations such as Friends of Grasslands.

This work has now progressed to operational planning, with planting principles developed for planting near grasslands.

TCCS and EPSDD will also continue to engage on canopy cover related initiatives which can help to reduce limitations on locations for urban tree plantings and work collaboratively to ensure planting opportunities are capitalised to remain on track to achieve the 30% tree canopy cover goal. Current initiatives include:

- the measurement of the ACT's performance against the tree canopy cover target using Light Detection and Ranging imagery, with the next survey taking place in summer 2024/2025;
- recent reforms as part of the new ACT planning system which have created new tree canopy cover requirements for commercial and community facility zones and new estate subdivisions; and
- the evaluation of options to improve heat resilience in areas where it may be harder to increase tree canopy cover, including by utilising tree canopy-equivalent infrastructure such as shrub beds or wetlands.

Annual Report (TCCS and EPSDD)	Last Reported Status	Complete
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2023-24 Annual Report:

City Services continues to liaise with the Environment, Planning and Sustainable Development Directorate (EPSDD) to identify and build on opportunities to support biodiversity and canopy cover goals. These projects include:

- Supporting the development of the Loss of Mature Native Trees Key Threatening Action Plan and to facilitate the Implementation Plan to achieve the Action Plan objectives.
- Continued engagement with EPSDD to implement recommendations made in the Municipal Infrastructure Standards (MIS) 'Cooler, greener infrastructure' review by updating standards to support living infrastructure and maximise tree planting opportunities.
- Engaging in the 'Measuring the cooling benefits of living infrastructure' project to identify, compare and differentiate between different forms of living infrastructure and analyse their respective cooling benefits within the urban environment.
- Collaborating on the Connecting Nature, Connecting People initiative to support biodiversity and community wellbeing outcomes, including on the Sullivans Creek Renaturalisation project.
- Continued engagement with EPSDD on biodiversity and conservation mapping, including incorporation of the Plant Community Zone mapping in urban open space into City Services' tree planting program.
- Collaborating on planning to support actions listed in the Draft Native Species Conservation Plan for the Grey-headed Flying-fox (GHFF) by protecting and enhancing GHFF foraging and roosting areas on public urban land.

- Ongoing development of the Tree Health and Biodiversity Restoration project guidelines (in draft) to identify and prioritise sites and direct management activities to support tree health and canopy growth and restore local native understorey.
- Collaborating on the upcoming LiDAR capture planned for 2024–2025 which will inform on progress made towards the target of 30 per cent canopy coverage by 2045 within ACT’s urban footprint.
- Sharing spatial datasets to measure and analyse the urban forest, including TCCS tree asset data, and EPSDD mature tree crown, Gang-gang cockatoo nest tree, and mature tree loss (2015–2020) datasets.

Place Management will continue to work collaboratively with TCCS Urban Treescapes and EPSDD to review biodiversity and canopy goals in the next ten years of the Urban Open Space Land Management Plan Implementation.

2024-25 Annual Report:

Urban Treescapes have continued to collaborate across EPSDD to support conservation objectives and promote urban biodiversity, including collaborating on the updated EHP Planting and Mowing Advice Map. A Restoration Prioritisation map is being developed; it will capture a greater number of ecological restoration actions and broader land use zones, consider increasingly nuanced environmental data, and assign a priority score to different areas of the landscape to identify locations where intervention will be of most value.

Urban Treescapes are working with a number of areas within EPSDD to revegetate areas around the Mugga Lane Resource Management Centre aimed at mitigating negative impacts of sight and sound.

Urban Treescapes continues ongoing relationships with Parks and Conservation to revegetate riparian corridors and remnant open space within the urban footprint, and the Department of Education with the Shade or Play initiative, to provide shade trees in school grounds.

Auditor-General’s Observation

The ACT Government indicated agreement with the recommendation and provided specific examples of collaboration between TCCS and EPSDD on projects related to the Territory’s biodiversity, in line with the recommendation.

TCCS’ *Annual Report 2023-24* provided further information about TCCS and EPSDD collaboration on projects related to the Territory’s biodiversity.

Though the annual reports provided no clear indication that TCCS and EPSDD explicitly reviewed biodiversity and canopy cover goals, TCCS’ *Annual Report 2024-25* provided further information on collaborative projects to advance biodiversity and canopy cover projects and identified that the implementation of the recommendation was complete.

Recommendation 3 – MOU with Yarralumla Nursery

TCCS should finalise the Memorandum of Understanding (MOU) between the Urban Treescapes unit and the Yarralumla Nursery for the production and delivery of tree seedlings for the planting programs. The MOU should clearly document expectations for the production and supply of seedlings for future planting programs.

Government Response

Reported Status

Agreed

Urban Treescapes (TCCS) has commenced development of an MOU with Yarralumla Nursery. The MOU will formalise the current arrangement of sourcing all plant stock from Yarralumla Nursery, either through propagation or supply from external stock and provides an understanding between the parties in relation to the supply of a range of trees required for tree planting and urban forest renewal related projects as part of delivering against the Urban Forest Strategy. The MOU is expected to be finalised by 30 June 2024.

Annual Report (TCCS)

Last Reported Status

In progress

2023-24 Annual Report:

The MOU is in the final stages of drafting with proposed consultation to occur with Yarralumla Nursery in early August 2024. The MOU is now expected to be finalised by 30 September 2024.

2024-25 Annual Report:

The Draft MOU is currently being finalised.

Auditor-General’s Observation

The ACT Government response advised TCCS would finalise the MOU between the Urban Treescapes unit and the Yarralumla Nursery as recommended and this would be completed by 30 June 2024.

TCCS' *Annual Report 2023-24*, which was published in December 2024, reported the recommendation's implementation was in progress. The report provided a new completion date of 30 September 2024.

TCCS' *Annual Report 2024-25* advised TCCS is in the process of finalising the MOU. The annual report did not provide an estimated completion date.

Recommendation 4 – Tree Management and Planting Policies

TCCS should:

- a) finalise the *Tree Management Policy* and *Tree Planting Policy*; and in doing so
- b) articulate how its urban tree management activities (including its urban tree planting activities) will contribute to the achievement of the 30 percent canopy cover goal.

Government Response

Reported Status

Agreed

Development of the Tree Management Policy and Tree Planting Policy is underway and additional resources will be allocated to prioritise both documents' completion. These policies will provide more detail on the methods outlined in the Urban Forest Strategy. The Strategy has six key objectives to support a healthy, resilient and sustainable urban forest and achieve the 30% tree canopy cover (or equivalent benefit) target by 2045. Each objective is broken down into actions that provide a road map to guide government activities. These actions have been allocated a rating to reflect their potential contribution towards achieving the tree canopy target.

A reduction in the number of plantings in the next two years will allow additional resources to be invested in strategic planning of planting locations and a focus on replacement of ageing trees planning in areas most influenced by urban heat, such as carparks. This takes more time and planning but ultimately has a much higher impact on addressing urban heat and will allow time to assess the new data in the Urban Forest Condition Report and carefully plan the staged renewal of trees reaching end of life. This investment in strategic planning, and the more sophisticated MIS25 which will follow in 2025-26 is intended to result in an enhanced capability to deliver higher planting targets and optimal ecological outcomes in the years to come. The required per year planting estimates will need to be reviewed several times up to 2045.

The Urban Forest Condition report discussed in Recommendation 9 will provide an update on the urban forest and revision of the estimated tree replacements necessary, enabling new modelling to be undertaken to update calculations. This report is anticipated to be delivered in August 2024.

Annual Report (TCCS)

Last Reported Status

In progress

2023-24 Annual Report:

Planning is underway to develop the Tree Management Policy and Tree Planting Policy. The development of policies and procedures to support the management of urban trees are being prioritised according to their importance to essential business activities.

2024-25 Annual Report:

The Tree Management and Planting policies are still in development. After the successful planting of the 54,000 trees in 3½ years to assist in meeting the 30% canopy cover target by 2045, Urban Treescapes is conducting an ongoing review, seeking to understand the successes and failures of the program. Many aspects including species selection, seasonal variations, stock quality, staff training, data capture through to community responses including rejections over time are being reviewed and analysed.

Once completed, these documents will form a foundation from which the tree maintenance and planting programs can progress.

Auditor-General's Observation

The ACT Government response indicated agreement with the recommendation and that 'development of the Tree Management Policy and Tree Planting Policy is underway'.

TCCS' *Annual Report 2023-24* identified that 'planning is underway to develop the Tree Management Policy and Tree Planting Policy'.

TCCS' *Annual Report 2024-25* identified the implementation of the recommendation remained in progress. The report advised 'the Tree Management and Planting policies are still in development' but that Urban Treescapes is conducting a review of its tree planning program with a view to '[understanding] the successes and failures of the program' and that this will further inform tree planning programs.

Recommendation 5 – Policy and Procedural Guidance

TCCS should review and finalise its policy and procedural guidance for urban tree management.		
Government Response	Reported Status	Agreed
<p><i>Development of the policy and procedural guidance for urban tree management is underway. Additional resources will be allocated to the development and completion of a service handbook to include an overview of the team including structure, roles and responsibilities, document team processes and include reference to all other supporting material including policy, registers and forms. This service handbook, incorporating existing policy and procedures, will be compiled by 30 June 2024. A detailed list of required policies and procedures has been developed, with the priority documents to be developed during 2024-25. To support cross-referencing, individual policy and procedural documents will be entered into the comprehensive Tree Management Policy as they are completed.</i></p>		
Annual Report (TCCS)	Last Reported Status	In progress
<p><u>2023-24 Annual Report:</u></p> <p><i>A 'Service Handbook' is in the initial stages of drafting and consultation has occurred within Urban Treescaples on requirements for structure and content. The handbook will continue to be updated as additional procedural policy becomes available.</i></p> <p><u>2024-25 Annual Report:</u></p> <p><i>Development of policy and procedural guidance is underway. A detailed list of required policies and procedures has been developed, with the priority documents identified.</i></p>		
Auditor-General's Observation		
<p>The ACT Government response advised that the development of urban tree management policy and procedural guidance was underway and that this was expected to be completed by 30 June 2024.</p> <p>TCCS' <i>Annual Report 2023-24</i> advised TCCS was drafting a 'Service Handbook' as a means of implementing the recommendation.</p> <p>TCCS' <i>Annual Report 2024-25</i> did not provide an update on the development of a 'Service Handbook' but noted that TCCS continued to develop policy and procedural guidance.</p>		

Recommendation 6 – Allocation of Tree Planting Responsibilities

As part of the implementation of Recommendations 3 and 4, TCCS should develop guidance for the allocation of tree planting responsibilities between the in-house planting team, contractors and volunteers. The guidance should document the factors to be considered when allocating tree planting sites.		
Government Response	Reported Status	Agreed
<p><i>The rapid increase to tree planting targets over the past four years has required careful planning to allocate planting sites to the most appropriate resource. The inclusion and subsequent expansion of an in-house team in 2023 increased the complexity of delivery of the planting program. Development of a strategic plan for future planting programs is underway to ensure smooth allocation of planting sites and responsibilities. This will be completed prior to the commencement of the spring planting season in September 2024.</i></p>		
Annual Report (TCCS)	Last Reported Status	Complete
<p><u>2023-24 Annual Report:</u></p> <p><i>A planting planning working group was established in early 2024 to work through program complexities. Urban Treescaples is currently undertaking training and refresher training on core processes for the Programs team to ensure clarity on roles and responsibilities, reporting lines, and tree selection and marking up procedures. Duty statements are being prepared and will be incorporated into the Service Handbook also under development. Existing guidelines for assessing planting sites, planting checklists, and contractor inductions are in the process of being updated.</i></p> <p><u>2024-25 Annual Report:</u></p>		

Work has been completed to update guidelines for assessing planting sites, planting checklists, and contractor inductions with ongoing training and refresher training on core processes for the program's planting and office teams continuing to ensure all necessary requirements are met.

Guidance for tree planting responsibilities was assessed after the completion of the analysis of the last 3 years of watering and planting.

Auditor-General's Observation

The ACT Government response advised that TCCS was developing 'a strategic plan for future planting programs' and that this would be completed before September 2024.

TCCS' *Annual Report 2023-24* advised TCCS was undertaking activities to clarify roles and responsibilities, including duty statement development and updating existing guidelines.

TCCS' *Annual Report 2024-25* identified that the implementation of the recommendation was complete and that guidelines had been updated as necessary. The report identified that implementation of the recommendation was complete, notwithstanding that Recommendations 3 and 4 have not been finalised.

Recommendation 7 – Contract Management Plans

TCCS should develop and finalise contract management plans for its Tree Watering Trucks and Other Related Services Panel and Urban Seasonal Tree Planting Services Panel.

Government Response

Reported Status

Agreed

TCCS will develop and finalise contract management plans for its Tree Watering Trucks and Other Related Services Panel and Urban Seasonal Tree Planting Services Panel by 30 June 2024. Procurement and contract management reporting is already maintained on a monthly basis.

Annual Report (TCCS)

Last Reported Status

Complete

2023-24 Annual Report:

Contract management plans are being developed and finalised. All new contracts, e.g. the upcoming new Tree Watering Trucks Panel, will have a current contract management plan included at the time of execution of contracts going forward.

2024-25 Annual Report:

A contract management plan for the Urban Seasonal Tree Planting Services panel has been completed.

The 2025–28 Tree Watering Services Panel is currently being progressed and a contract management plan will be developed as part of procurement.

Auditor-General's Observation

The ACT Government response advised that TCCS would complete contract management plans by 30 June 2024.

TCCS' *Annual Report 2023-24* advised TCCS was finalising the contract management plans.

TCCS' *Annual Report 2024-25* advised that implementation of the recommendation was complete. In doing so it noted that TCCS had completed one contract management plan and that a second was progressing and would be developed as part of procurement for the panel.

Recommendation 8 – Reporting of Tree Plantings in Low Canopy Suburbs

TCCS should improve its public reporting of achievements against the *Urban Forest Strategy 2021- 2045* by reporting on cumulative tree plantings in hot or vulnerable and low canopy coverage suburbs since the commencement of the expanded planting program in 2019-20.

Government Response

Reported Status

Agreed

TCCS will continue to improve the urban tree planting reporting capability to include trees planted in hot or vulnerable areas. This will include adjoining trees planted in close-proximity (e.g. 15m) to a hot and vulnerable area where the tree will positively impact that location. TCCS will

provide the number of trees planted on a suburb by suburb basis in the Urban Tree Canopy Coverage annual update. As the information and data matures, together with a more sophisticated MIS25, more detail will be provided about what has been planted where and why.

Annual Report (TCCS)	Last Reported Status	Complete
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2023-24 Annual Report:
Tree planting undertaken in hot and vulnerable areas and tree planting undertaken within ACT districts in 2023–2024 is reported in the 2024 Urban Tree Canopy Coverage progress report.

Auditor-General’s Observation

The ACT Government response indicated agreement with the recommendation and provided examples of how TCCS would improve public performance reporting as recommended.

TCCS’ *Annual Report 2023-24* advised implementation of the recommendation was complete through the publication of the *2024 Urban Tree Canopy Coverage progress report*. The report did not provide details on how the progress report improved performance reporting.

Recommendation 9 – Strategic Tree Replacement Program

TCCS should develop and implement a strategic tree replacement program that focuses on:

- a) identifying mature trees at risk; and
- b) planning for the end-of-life removal and replacement of those trees.

Government Response	Reported Status	Agreed
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A contract to deliver an Urban Forest Condition Report through Remote Imagery Capture and Analysis has been awarded and data was captured in early February 2024. Anticipated to be delivered in August 2024, this report will provide a quantitative analysis of the current state of the urban forest and enable the development of a Mature Tree Replacement Plan. A Senior Arborist (Tree Inspector) TO4 position has been recruited to develop and implement the Mature Tree Replacement Plan based on the Urban Forest Condition Report. However, this Plan will need to be re-assessed again in years to come, as environmental factors and maintenance interventions influence the health and condition of the urban forest. The development of the Mature Tree Replacement Plan will involve two stages. A project plan based on the findings in the Urban Forest Condition Report will be developed by the end of 2024-25. This plan will guide the prioritisation of engagement with the community in areas established to require renewal in the short term. District based renewal plans will then be developed in collaboration with the community, and informed by the more sophisticated MIS25.

Annual Report (TCCS)	Last Reported Status	In progress
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2023-24 Annual Report:
The Urban Forest Condition Report, and the accompanying spatial vegetation condition dataset, are under development and will be delivered in August 2024. This information will inform the Mature Tree Replacement Plan being developed by the new Urban Forest Renewal Co-ordinator.

2024-25 Annual Report:
The Urban Forest Condition Report was delivered in June 2025.
A Vegetation Condition Index (VCI) dataset based on thermal and multi-spectral imagery acquired for the ACT urban footprint in January 2024 has been captured to provide indicative information on the condition of Canberra’s urban forest. Ground-based tree assessments will be undertaken to check and improve the accuracy of the remotely obtained VCI dataset so further analysis of public trees and those suburbs, streets and open spaces at risk of losing canopy cover due to ageing or declining trees can be targeted for maintenance and renewal. The VCI measurements will also serve as a baseline upon which future comparisons of urban forest condition can be made to capture changes in canopy over time.
A Mature Tree Renewal Plan has been drafted as a guiding document to inform district project plans that detail planned tree maintenance and removal works. The Mature Tree Renewal Plan will be adapted and updated as environmental factors and remedial maintenance interventions influence the health of the urban forest.

Auditor-General’s Observation

The ACT Government response indicated agreement with the recommendation and that it would be completed by August 2024. The response advised TCCS awarded a contract to deliver an Urban Forest Condition Report and that this would inform a *Mature Tree Replacement Plan*, which was to be delivered in August 2024.

TCCS' *Annual Report 2023-24* advised TCCS continued to develop the *Mature Tree Replacement Plan*.

TCCS' *Annual Report 2024-25* advised that implementation of the recommendation remained in progress. The report identified that TCCS had drafted the *Mature Tree Replacement Plan*.

Recommendation 10 – Data Quality Controls

TCCS should strengthen data quality controls for the use of Salesforce for urban tree activities by:

- a) providing additional training to staff and contractors on its use; and
- b) developing quick guides on different system functions.

Government Response	Reported Status	Agreed
<p><i>TCCS provides training to staff and contractors on the use of Salesforce and has developed training material to support staff in its use. This material will be enhanced to strengthen data quality controls and quick guides on different system functions will be developed. A City Operations Triage team has also been created to triage and assign requests related to City Operations, efficiently prioritise and resolve requests and provide additional training and support to all City Operations teams. These efforts are leading to improvements in data quality, customer responsiveness and staff efficiency.</i></p> <p><i>While Salesforce is used as the TCCS customer relationship management platform, many operational programs are coordinated through the use of spatial data, and training material and programs are also being reviewed or developed for the use of ArcGIS and Fieldmaps.</i></p> <p><i>Operational programs to manage the urban forest include the tree planting program, juvenile tree watering program, contractor tree removal program and the tree assessment/auditing program. These programs are planned, developed, and delivered through the ACT Government's ArcGIS Online instance, with several hosted feature services, hosted view layers, maps and applications (including dashboards). Initial data capture is also undertaken through the ArGIS Field Maps mobile app.</i></p> <p><i>The ArcGIS Online operational program data has continually evolved since the Urban Treescape team started utilising ArcGIS Online to deliver their programs in 2014. An ArcGIS Online hosted data and workflow review (and update) is currently underway to align with current best practice, improve the field capture experience and improve authoritative reporting outputs.</i></p>		
Annual Report (TCCS)	Last Reported Status	In progress
<p><u>2023-24 Annual Report:</u></p> <p><i>a) A review of existing data, provided by all systems, is underway to assess current shortfalls in data collection. Following completion of the review, mitigation strategies and enhancements to the existing training will be provided to staff and contractors on expected system use. It is estimated this work will be completed in early 2025.</i></p> <p><i>b) Development of a training workbook is underway, with the City Operations Triage Team assisting in the process. Due to the nature of the required training and the requirement for adaptative materials for all learning styles, further consultation is expected to take place before the quick guides can be finalised. It is estimated this work will be completed in early 2025.</i></p> <p><u>2024-25 Annual Report:</u></p> <p><i>The review of existing data, provided by all systems, continues to be assessed.</i></p> <p><i>Development of a training workbook continues.</i></p>		
Auditor-General's Observation		
<p>The ACT Government response advised TCCS would enhance its training material and develop quick guides as recommended.</p> <p>TCCS' <i>Annual Report 2023-24</i> identified TCCS was reviewing existing data to assess shortfalls in data collection and this would inform training enhancements. The report also advised TCCS was developing a training workbook and intended to undertake consultations prior to finalising quick guides.</p>		

TCCS' *Annual Report 2024-25* identified that implementation of the recommendation remained in progress but provided no new updates. TCCS' data review and training workbook development remains in progress with no completion date nominated.

Recommendation 11 – Public Reporting of Achievements

TCCS should improve its public reporting on tree planting numbers and achievement against the canopy cover target by including data on tree survival rates and cumulative planting numbers in suburbs with low canopy coverage that are vulnerable to urban heat.

Government Response

Reported Status

Agreed

TCCS will continue to improve the urban tree planting public reporting capability to include planting survival rates for trees planted within the last three years. Survival rates are estimates only based on audits undertaken during the juvenile tree watering programs (typically on the first 3-5 years) and may not include trees that have failed outside of the juvenile tree care period. Survival rates will be reported on retrospectively to ensure completeness. For example, the survival rate reported for 2023-24 will include trees that have failed since 2021-22.

Please also refer to the response at Recommendation 8 on how this will be further achieved.

Annual Report (TCCS)

Last Reported Status

In progress

2023-24 Annual Report:

Urban Treescapes' data management system is currently being updated and a process to capture tree failures will be included as part of the new structure. Tree survival data will be captured as trees are watered through the tree watering program, and tree failures will also be captured through the formative pruning program currently under development.

2024-25 Annual Report:

Development of spatial data systems, including the restructure of data schema, is underway as communication issues with separate data systems are addressed.

Data collection and mapping processes continue to be updated to refine urban forest management practices, from planting site identification, asset handover and watering and young tree care. Currently, the Urban Trees database does not allow an easy analysis of overall survival rates of newly planted trees over time; however, development of the data system to better capture this information is underway.

A map that shows the locations of trees planted by TCCS since 2020, including areas identified as vulnerable to urban heat, is being prepared for public release.

Auditor-General's Observation

The ACT Government response advised TCCS would take action to improve planting survival rate reporting.

TCCS' *Annual Report 2023-24* advised TCCS was updating its Urban Treescapes data management system to better capture tree survival data.

TCCS' *Annual Report 2024-25* noted the Urban Tree database does not allow effective capture of survival rates, but that TCCS was developing a data system to better capture this information.

Auditor-General Report No.2 of 2024

Management of Key Contracts Under A Step Up for Our Kids³

(14 April 2024)

Auditee

The auditee for this audit was the Community Services Directorate.

Audit Objective

The objective of the audit was to assess the effectiveness of CSD's:

- management of key contracts for services delivered under A Step Up for Our Kids; and
- planning for service delivery in the design of Next Steps.

Summary

The Community Services Directorate is responsible for the delivery of out-of-home care services under the *Children and Young People Act 2008*. A Step Up for Our Kids, the Out of Home Care Strategy 2015-2020, set out the ACT Government's approach to out-of-home care in the ACT.

Service delivery to children, young people and families is achieved through various contracted services from a number of providers. Two significant agreements for out-of-home care services are with ACT Together (Barnardos) and Uniting Children and Families ACT (Uniting CFACT). These agreements cover services for the provision of out-of-home care and other support for vulnerable families.

The audit considered the effectiveness of Community Services Directorate's oversight and administration of the agreements with ACT Together (Barnardos) and Uniting Children and Families ACT (Uniting CFACT).

Government response

Ms Rachel Stephen-Smith MLA, Minister for Children, Youth and Family Services, tabled the ACT Government's response to the Performance Audit Report on 27 August 2024.⁴

³ [Report No. 2 of 2024 – Management of Key Contracts Under A Step Up For Our Kids](#)

⁴ [PAC – AG Report 2 of 2024 – Government Response Tabled 27 August 2024](#)

Recommendation 1 – Performance Management Framework

As part of implementing the Next Steps strategy, CSD should implement a robust performance management framework with its contracted service providers. The framework should include:

- a) performance measures that are measurable and support accountability for delivery of contracted services;
- b) processes to regularly assess performance and provide timely feedback to providers; and
- a) mandatory contractual provisions that clearly express these arrangements as well as processes for managing non-compliance or poor performance in delivering contracted services.

Government Response

Reported Status

Agreed

The Community Services Directorate (CSD) has built a strong evidence base of information, as demonstrated by the 2021 Post-Strategy Evaluation Stage 1 Report. This will continue to be matured and supplemented with additional measures to evaluate the impacts of Next Steps.

The Government has committed over \$400,000 over 4 years from 2024-25 and a further \$100,000 for data validation in 2030-31 for the design and validation of an integrated outcomes and evaluation framework. Utilising external expertise, these will be developed in partnership between government and community partners and include how children, young people and families can provide views and input on the success of Next Steps reforms. Evaluation will include a qualitative component on how reforms have directly impacted children, young people, families, carers, workforces and partner organisations.

To ensure consistency and maximise efficient use of ACT Government resources the project will include:

- *the co-design of a robust performance management framework (PMF) and accompanying service level agreement (SLA) to provide holistic performance management of the new child protection and out of home care service system with clear alignment to the Next Steps Evaluation Framework.*
- *alignment with the national Safe and Supported Outcomes Framework and other National reporting requirements.*
- *alignment with the ACT Wellbeing Framework along with existing internal and external reporting requirements including six-monthly reporting against Our Booris, Our Way recommendations and the ACT Aboriginal and Torres Strait Islander Agreement 2019-2028.*
- *the review and update of current reporting measures in the publicly available Out of Home Care Snapshot Report.*

As part of the Next Steps reform, a Children, Young People and Families Panel will be established to deliver earlier support and diversion, child protection and out of home care services. The Panel will be established through a phased approach commencing in the first half of the 2024-25 financial year. A Service Funding Panel Deed (Deed) has been agreed for this Panel which contains provisions for a co-developed system wide PMF with government and non-government service providers.

The Deed sets out the high-level assessment and reporting approach while the detailed measures, targets, key performance indicators and performance assessment will be detailed in the Panel Provider Services Orders. The system wide PMF will be finalised to coincide with the commencement of Service Orders from 1 January 2025. This will include associated system and service reporting requirements.

The scoping, conceptual and process mapping work has been completed for the system wide PMF and will guide the co-development work with government and non-government service providers. The PMF and accompanying SLA will ensure performance accountability across the government and non-government sectors. The PMF will clearly outline performance measures that are measurable and support accountability for delivery of contracted services. The PMF will monitor and track reform performance enabling adjustment and corrective action in real time.

In parallel, an interim PMF has been co-developed with the current service provider of therapeutic residential care services. A Try, Test and Learn methodology is being used to implement the interim PMF, so findings can inform the further development and implementation of the system wide PMF.

Both the Panel Deed and Service Orders clearly outline expectations of service providers including processes for managing non-compliance and/or poor performance in delivering contracted services.

Relationship and contract managers will manage the ongoing Panel arrangements including the Panel Deeds to deliver best practice contract management and financial control / compliance. This will be achieved through a cultural change program, the implementation of ACT Audit Office recommendations and the training of staff including relationship and contract managers to ensure risks are closely monitored and continually addressed. The Government has committed funding to source external expertise in contract management to support establishment and operations of the new Panel from July 2024 onwards.

Annual Report (CSD)

Last Reported Status

In progress

2023-24 Annual Report:

Not reported.

2024-25 Annual Report:

The Audit identified the importance of strong evaluation practices – including the development and agreement of a shared Outcomes Framework and Performance Management Framework (PMF). The Territory will engage consultancy expertise to develop a system-level Monitoring and Evaluation Strategy (inclusive of a PMF, Outcomes Framework, Monitoring Evaluation and Learning Plan and Service Level Agreement). The new service system will be supported by a PMF designed to reinforce shared accountability for outcomes and results across government and non-government through the provision of a single set of qualitative and quantifiable measures. The development of the frameworks and plans will be complete in 2025–26, with further evaluation to be progressed in subsequent years. Workshops to inform development of the PMF were held with Panel Providers in December 2024 and January 2025. Service Funding Panel Deeds under the Children, Young People and Families Panel outline mandatory contract provisions and processes for managing non-compliance and non-conformance, resolution of issues and termination clauses where issues have not been remedied.

Auditor-General's Observation

The ACT Government response indicated agreement with the recommendation and provided examples of ongoing work to improve performance reporting. The response identified:

- a commitment of 'over \$400,000 over 4 years from 2024-25;
- a further \$100,000 for data validation in 2030-31 for the design and validation of an integrated outcomes and evaluation framework'; and
- agreement on 'a Service Funding Panel Deed (Deed)' for the forthcoming Children, Young People and Families Panel as part of the *Next Steps* reforms;
- Panel Provider Service Orders which detail measures, targets, key performance indicators and performance; and
- Work on a performance management framework (PMF)

CSD's *Annual Report 2024-25* advised CSD would engage a consultancy to develop a system-level *Monitoring and Evaluation Strategy* including an Outcomes Framework, Monitoring Evaluation and Learning Plan and Service Level Agreement. The new system, which is expected to 'reinforce shared accountability for outcomes through the provision of a single set of qualitative and quantifiable measures', is expected to be completed in 2025-26.

Recommendation 2 – Governance and Administrative Arrangements

For the purpose of the *Next Steps* strategy, CSD should develop and implement a revised approach for its governance arrangements and for managing service funding agreements with its service delivery partners. In doing so CSD should:

- a) undertake a lessons learnt exercise with regards to how its service funding agreements, and associated governance arrangements, with ACT Together (Barnardos) and Uniting CFACT have been administered under *A Step Up for Our Kids*;
- b) review better practice contract management and governance resources and critically examine how they could be implemented in *Next Steps*;
- c) articulate and document a contract management approach via a formal contract implementation plan at the outset of *Next Steps*;
- d) develop and implement risk, fraud and stakeholder communications plans for service delivery partners for *Next Steps*; and
- b) implement a process to continually review and refine contract management and governance arrangements over the life of *Next Steps* to ensure the approach is fit for purpose and achieving its desired goal.

Government Response

Reported Status

Agreed

Revised governance arrangements are being progressively established to ensure a robust and contemporary governance framework is in place to oversee delivery of Next Steps reform. This builds on established cross government and joint government and community sector governance structures to monitor the reforms and ensure engagement of key stakeholders to measure system effectiveness.

In 2021-22, a layered governance model was co-designed with a small and diverse group of sector partners and oversight agencies. The governance model identified a role for an advisory council to guide and champion continuous improvement for the children and family services sector. The council composition was intended to reflect the intent behind Next Steps with greater engagement with the community sector and lived experience informed.

Governance arrangements will ensure requirements for policy, system, service and practice outcomes are met while creating strong networks and improved communications across the service system. Progress to date includes:

- *Members to the new Child and Family Reform Ministerial Advisory Council were appointed in September 2023 to oversight the Next Steps reforms and ensure the implementation of Next Steps progresses and achieves its intended outcomes. The Council comprises a diverse membership including 30% Aboriginal and Torres Strait Islander membership and significant membership with lived or living experience of the out of home care system.*
- *Established in early 2023, a joint Government and provider Placement and Case Mix Committee meets weekly to manage therapeutic residential care referrals and ensure that appropriate services are provided for children and young people.*
- *Change to how Children Youth and Families Division and services within CSD is structured to align with Next Steps reform and legislative changes to the Children and Young People Act 2008.*
- *Refreshed internal governance arrangements including the CYF Business Improvement Executive Committee to oversee and advise on business assurance and reform delivery. An updated CYF strategic risk register with 6 monthly reporting to the CSD Strategic Board of Management will underpin operations of this Committee.*

A lessons learnt exercise has been undertaken on how service funding agreements and associated governance arrangements have been administered under A Step Up for Our Kids. This project, overseen by the Corporate Assurance Risk Management Branch, provided advice on strengthened governance and contract management arrangements. This included a focus on better practice contract management and governance resources and examined how they could be implemented in Next Steps.

The CSD Relationship and Contract Management Refresh Project (Project) was initiated in January 2023 to develop a consistent CSD approach to managing relationships and contracts with community partners. An Executive Steering Committee was established to guide the Project.

The proposed model establishes a consolidated and centralised relationship and contract management team in CSD as the coordination point for CSD funded community partners. The proposed model will provide a 'whole of organisation' view of community partners to join up information, build consistency of contract and relationship management practice and identify/manage cross-Directorate risks.

The consolidated model will provide for a variety of continuous improvement measures including:

- *increased rates of community sector satisfaction.*
- *improving trust and transparency in relationships.*
- *building a consistent service response through the development and implementation of an enterprise Quality Management System*
- *improvements in monitoring contractual requirements that strengthen service delivery expectations, performance and outcomes for clients.*

The new consolidated model will be underpinned by mutual accountability in contract and relationship management via a formal contract implementation plan. The new approach will pursue innovation in the development of the model, its practice framework, and client management system. Over time, it will include the creation of new digital systems and technologies to help track management data and performance outcomes.

Future contract management functions will ensure alignment with the Australian Government Contract Management Guide to ensure contracts deliver value for money.

The Directorate commits to developing and implementing a Next Steps risk and fraud plan. Working with the Corporate Assurance and Risk Management Branch, this plan will be overseen by the CYF Business Improvement Executive with regular reporting to the CSD Strategic Board of Management.

The Directorate maintains a zero-tolerance approach for risk related to integrity, fraud, and corrupt practice. As outlined in the Directorate Fraud and Corruption Prevention Framework, the Directorate works actively with service providers to make sure they are informed and equipped with contemporary business continuity plans and well placed to respond to business continuity issues.

Current Directorate Risk Management, Fraud Prevention and Business Continuity frameworks will be updated and augmented to ensure appropriate risk plans or registers are in place to address any emerging risks. In addition, integrity risk registers will be developed to ensure an appropriate fraud control strategy is in place and being implemented.

The Directorate's Communications and Engagement Branch is developing a comprehensive stakeholder communications plan to outline key messages for stakeholder groups, timelines and sequencing of messaging and communication/engagement approaches. To ensure clear and transparent communication among stakeholders and service providers, updated governance arrangements will be supported by appropriate Terms of Reference to govern operations of committees and fora.

Updated policies, procedures and guidelines will be developed to support operations of the new Children, Young People and Families Division. The focus will be:

- *effective monitoring of contractual requirements and service delivery expectations.*

- *building in processes to continually review and refine contract management and governance arrangements over the life of Next Steps to ensure the approach is fit for purpose and achieving its desired goal.*

Annual Report (CSD)

Last Reported Status

In progress

2023-24 Annual Report:

Not reported.

2024-25 Annual Report:

Work is continuing across the Children Youth and Families (CYF) division to strengthen effective governance practices. In establishing contracts under Next Steps, CYF has implemented clear guidance and governance procedures to manage contracts including a refreshed contract management approach. This included a contemporary deed management plan and associated templates to support contract and relationship management. The directorate is focusing on effective governance by looking at leadership, structure design, infrastructure, culture and communication. This will promote transparency and collaboration and assigns both decision making responsibilities and consultative mechanisms to ensure consistent and timely decision-making processes are implemented. The revised governance structure is building on existing risk management processes to ensure that stakeholders are fully informed, risks are effectively monitored, and transition arrangements are comprehensively supported.

The directorate is working closely with the Child and Family Reform Ministerial Advisory Council to review Terms of Reference and increase the membership of young people with lived and living experience.

Auditor-General's Observation

The ACT Government response indicated agreement with the recommendation and advised that CSD undertook actions aligned with the recommendation including:

- a lessons learned exercise;
- a revised governance arrangements;
- a contract management refresh project;
- updated fraud prevention and business continuity frameworks; and
- updated stakeholder communications plan, policies, procedures and guidelines.

CSD's *Annual Report 2024-25* identified that implementation of the recommendation remained in progress and provided information on CSD's work to update governance practices. The report does not provide an update on any other initiatives identified in the government response.

Recommendation 3 – Culturally Appropriate Care

CSD should, applying the Child Placement Principles:

- work with Aboriginal and Torres Strait Islander community stakeholders to define and agree on culturally appropriate care prior to contracting service delivery partners for the purpose of *Next Steps*; and
- include the definition of culturally appropriate care in its approach to market and subsequent agreements with service delivery partners under *Next Steps*.

Government Response

Reported Status

Agreed

In 2019 the CYF Division commissioned Curijo to develop the Working with Aboriginal and Torres Strait Islander Families: Providing Culturally Responsive Practice for CYPs staff. It encompasses key aspects of culturally appropriate care including: the Aboriginal and Torres Strait Islander Child Placement Principle; the concepts of 'active efforts' and 'culturally responsive practice'; essential considerations for effective engagement; practical examples of culturally responsive approaches across CYPs processes; and the integration of these principles with legislation and practice standards.

In consultation with the Our Booris, Our Way implementation Oversight Committee, CSD developed new contract clauses that outline expectations for services provided to Aboriginal and Torres Strait Islander children, young people and families. The contract clauses are standard and will be included in all contracts executed with providers as part of the new Children, Young People and Families Panel.

In August 2023, the Territory released a Request for Proposal (RFP) to establish a new Children, Young People and Families Panel of appropriately qualified and experienced non-government organisations including Aboriginal and Community Controlled Organisations (ACCOs) to deliver statutory and non-statutory services to children, young people, families, and carers. Cultural competency was a key evaluation criterion common to all Service Packages for the RFP.

The RFP included clear and upfront messaging about the Territory’s intention to engage ACCOs to deliver services for Aboriginal and Torres Strait Islander children, young people and families. ACCOs were encouraged to respond to the RFP to ensure delivery of culturally safe and appropriate services to children, young people, families, and carers. Support was available from the Aboriginal Services Development Branch to assist ACCOs with the tender process and requirements.

CSD is committed to transferring services to ACCOs, and the procurement process was designed to enable a flexible approach to expanding ACCO services over time.

Annual Report (CSD)	Last Reported Status	Complete
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2023-24 Annual Report:

Not reported.

2024-25 Annual Report:

- a) In preparation for the Children, Young People and Families (CYPF) Panel, CSD worked in partnership with the Our Booris Our Way Implementation Oversight Committee to develop mandatory cultural safety contractual clauses. These clauses have been embedded in each of the agreements under the CYPF Panel.
- b) Requirements concerning culturally appropriate care were included in the Request for Proposal documentation. The Evaluation Panel also included Aboriginal representation to ensure a strong lens of cultural safety and appropriate care was maintained throughout the procurement and evaluation process. The contracts for the providers under the CYPF Panel arrangements includes clauses that articulate the Territories expectation on how providers engage with Aboriginal and Torres Strait Islander peoples.

Auditor-General’s Observation

The ACT Government response indicated agreement with the recommendation and advised that CSD undertook a range of activities and initiatives to address the recommendation.

CSD’s *Annual Report 2024-25* identified that implementation of the recommendation was complete. The report advised CSD had developed mandatory cultural safety contractual clauses which were embedded in CYPF agreements and that CSD had included:

- culturally appropriate care requirements in RFP documentation;
- Aboriginal representation on the contract Evaluation Panel; and
- contract clauses requiring providers to engage with Aboriginal and Torres Strait Islander people.

Recommendation 4 – Monitoring and Review of Services to Aboriginal and Torres Strait Islander Children and Young People

Under the Next Steps Strategy, CSD should develop and implement a monitoring and review framework that effectively addresses outsourced out-of-home care services to Aboriginal and Torres Strait Islander children and young people. The framework should provide assurance that Aboriginal and Torres Strait Islander children and young people receive culturally appropriate services from service delivery partners.

Government Response	Reported Status	Agreed
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The Government has committed to transferring case management responsibility for Aboriginal and Torres Strait Islander children and young people to Aboriginal Community Controlled Organisations (ACCOs). This recognises that these organisations are best placed to provide culturally appropriate services.

In January 2023, the Aboriginal Service Development Branch was established within the Community Services Directorate to work with ACCOs, supporting their operational capability and capacity to meet community goals to deliver services across the entire human services system. The Directorate acknowledges that some Aboriginal and Torres Strait Islander families may choose to not engage with an ACCO and therefore requires that all services provide culturally appropriate services.

The ACT Government commits to a monitoring and review framework to provide assurance that Aboriginal and Torres Strait Islander Children and Young People are receiving culturally appropriate services. Recommendation 22a from the Our Booris, Our Way report focuses on improving the quality of case work for Aboriginal and Torres Strait Islander children on long term orders under ACT Together.

To address this, a Monitoring and Review Framework was jointly developed and implemented with endorsement from the Our Booris, Our Way Implementation Oversight Committee. Commenced in September 2021, the Framework provides tangible evidence of the quality of case work under

six domains aligned to core elements of the Child Placement Principles with reflective practice prompts from “Working with Aboriginal and Torres Strait Islander Families: Providing Culturally Responsive Practice”. The Framework has been embedded as part of a program of work for one provider and will be expanded as part of the Next Steps PMF.

Annual Report (CSD)

Last Reported Status

In progress

2023-24 Annual Report:

Not reported.

2024-25 Annual Report:

A monitoring and review framework was implemented in relation to the services provided to Aboriginal and Torres Strait Islander peoples engaged in out of home care services.

Under Next Steps, there has been a move to multiple out of home care providers, and a different approach is being taken to ensure all services provide Aboriginal and Torres Strait Islander children, young people and their families with culturally appropriate care.

The recently established ACT Aboriginal Children’s Forum will provide oversight and governance of the work of partner organisations, which will include the use of tools to review and ensure the cultural needs of children and young people in out of home care are met. This will ensure the work being done in the sector improves the experience of Aboriginal and Torres Strait Islander children, young people, families and carers, who are engaged in the child protection, out of home care and youth justice systems.

Auditor-General’s Observation

The ACT Government response indicated agreement with the recommendation and in doing so committed to transferring case management responsibility for Aboriginal and Torres Strait Islander children and young people to Aboriginal Community Controlled Organisations (ACCOs) and developing a monitoring framework to provide assurance that Aboriginal and Torres Strait Islander Children and Young People are receiving culturally appropriate services.

CSD’s *Annual Report 2024-25* identified that implementation of the recommendation remained in progress. The report advised CSD implemented a monitoring and review framework and governance forum. The report also noted ‘a different approach’ to ensure all services provide Aboriginal and Torres Strait Islander children, young people and their families with appropriate care, but didn’t elaborate beyond a ‘move to multiple out of home care providers’.

Auditor-General Report No.3 of 2024

Management of the Growing and Renewing Public Housing Program⁵

(8 May 2024)

Auditee

The auditee for this audit was Housing ACT within the Community Services Directorate.

Audit Objective

The objective of the audit was to assess the effectiveness of Housing ACT's management of the *Growing and Renewing Public Housing Program*.

Summary

The *Growing and Renewing Public Housing Program* (Program) is intended to replace 1,000 older, not fit-for-purpose public housing homes with new, fit-for-purpose homes and add 400 new, additional homes to the Territory's public housing portfolio.

The audit assessed the effectiveness of Housing ACT's strategic management of the Program. The audit considered:

- governance and administration arrangements established for the Program;
- the framework and approach taken for making decisions about the public housing portfolio; and
- the framework and approach taken for selling existing public housing homes and building and buying new public housing homes.

The Audit Office intends to conduct a subsequent audit on the implementation of the Program. This audit will primarily focus on Housing ACT's:

- processes for making decisions about the suitability of public housing homes for sale or redevelopment;
- procurement activities to build new public housing homes; and
- activities for selling and buying public housing homes.

Government response

Ms Yvette Berry MLA, Minister for Housing and Suburban Development, tabled the ACT Government's response to the Performance Audit Report on 5 September 2024.⁶

⁵ [Report No. 3 of 2024 – Management of the Growing and Renewing Public Housing Program](#)

⁶ [PAC – AG Report 6 of 2024 – Government Response Tabled 5 September 2024](#)

Recommendation 1 – Embedding a Collaborative, Cross-Sector Approach

<p>To embed a collaborative, cross-sector approach for public housing growth and renewal, Housing ACT should:</p> <ul style="list-style-type: none"> a) establish a formal reporting mechanism between the Growth and Renewal Inclusive Partnerships (GRIP) and the Program’s Operational and Steering Committees; and a) ensure that community services sector organisations that are providing support to public housing tenants are offered regular opportunities to attend meetings of the GRIP or other forums that support communication and collaboration between Housing ACT and the nongovernment community services sector. 		
Government Response	Reported Status	<p>1a) Agreed-in-principle</p> <p>1b) Agreed</p>
<p>a) <u>AGREED IN PRINCIPLE</u></p> <p><i>In October 2023, the required relocations policy ceased. GRIP is no longer operational due to tenants not being relocated under the Program. Notwithstanding this, the Community Services Directorate will continue to improve its processes and prioritise and integrate community sector feedback and tenant wellbeing considerations when making decisions on public housing assets.</i></p> <p>b) <u>AGREED</u></p> <p><i>The Government will implement mechanisms, where community services sector organisations are offered regular opportunities to attend forums, that support communication and collaboration between Housing ACT and the non-government community services sector.</i></p>		
Annual Report (CSD)	Last Reported Status	Not reported
Not reported.		
Auditor-General’s Observation		
<p>The ACT Government response advised that the Growth and Renewal Inclusive Partnerships (GRIP), which was the focus of the first part of the recommendation, was no longer operational but committed to implementing mechanisms to support communication and collaboration as recommended.</p> <p>CSD did not report on actions to implement the second part of this recommendation.</p>		

Recommendation 2 – Asset Assessment Panel – Criteria for Making Decisions about Public Housing Homes

<p>Housing ACT should consolidate all the criteria and information required to be used by the Asset Assessment Panel to make decisions about public housing homes into a single document. This document should:</p> <ul style="list-style-type: none"> a) reflect better practice whole-of-lifecycle asset management for social housing; and b) provide explicit instructions about how criteria are to be applied and how decisions are to be made, including definitions of terms and, where applicable, ratings and/or thresholds. 		
Government Response	Reported Status	Agreed
<p>a) <i>The Asset Assessment Panel documentation will be updated to reflect better practice whole-of-lifecycle asset management.</i></p> <p>b) <i>Asset Assessment Panel documentation will be reviewed to consolidate all criteria, information, instructions, definitions, ratings and thresholds.</i></p>		
Annual Report (CSD)	Last Reported Status	Not reported
Not reported.		

Auditor-General's Observation

The ACT Government response indicated agreement with the recommendation and committed to updating assessment panel documentation in line with the recommendation.

CSD did not report on actions to implement this recommendation.

Recommendation 3 – Asset Assessment Panel – Quality Assurance for Decision-Making

Housing ACT should implement a quality assurance framework for decisions by the Asset Assessment Panel. The framework should:

- a) clearly define decisions that must be escalated internally for review; and
- b) identify a process for regular, external review of decisions made by the Panel.

Government Response

Reported Status

Agreed

- a) *Asset Assessment Panel documentation will be updated to more clearly define decisions that must be escalated.*
- b) *A quality assurance framework for decisions by the Asset Assessment Panel will be developed and implemented.*

Annual Report (CSD)

Last Reported Status

Not reported

Not reported.

Auditor-General's Observation

The ACT Government response indicated agreement with the recommendation and committed to developing and implementing a quality assurance framework for Asset Assessment Panel decisions as per the recommendation.

CSD did not report on actions to implement this recommendation.

Auditor-General Report No.4 of 2024
Planning and Delivery of Services for Young People with Moderate to Severe
Mental Illness⁷
(31 May 2024)

Auditee

The auditee for this audit was Canberra Health Services.

Audit Objective

The objective of the audit was to assess the effectiveness of CHS planning and delivery of services to young people (12 to 18 years) with moderate to severe mental illness.

Summary

Canberra Health Services (CHS) provides specialist, psychosocial and acute services for young people aged 12 to 18 years old with moderate to severe mental illness. This audit considered nine of these services. These services are provided by Child and Adolescent Mental Health Services (CAMHS).

The audit assessed the effectiveness of CHS' planning of mental health services for young people with moderate to severe mental illness, the accessibility of the existing services and the extent to which the performance of these services is monitored and evaluated.

Government response

Ms Emma Davidson MLA, Minister for Mental Health, tabled the ACT Government's response to the Performance Audit Report on 5 September 2024.⁸

⁷ [Report No. 4 of 2024 – Planning and Delivery of Services for Young People with Moderate to Severe Mental Illness](#)

⁸ [PAC – AG Report 4 of 2024 – Government Response – Table 5 September 2024](#)

Recommendation 1 – Mental Health Services Plan

ACT Health Directorate should:		
<ul style="list-style-type: none"> a) prioritise the development of the Mental Health Services Plan for the ACT; and b) ensure that this Plan addresses services for young people with moderate to severe mental illness, including those currently provided by CHS. 		
Government Response	Reported Status	Agreed
<p>a) <i>The Mental Health Services Plan will set the priorities for service development and redesign of ACT government funded mental health services in the ACT. The Mental Health Services Plan will be developed following the finalisation of the Northside Clinical Services Plan and in alignment with the ACT Mental Health and Suicide Prevention Strategy. The northside of Canberra is facing growing demand for mental health services as its population increases. The work being undertaken to inform the Northside Clinical Services Plan includes scenario modelling and targeted consultation with stakeholders to identify opportunities to deliver services in a more integrated way. This will contribute to the development of the Mental Health Services Plan. The delivery of the Mental Health Services Plan will likely be mid-2025</i></p> <p>b) <i>The Mental Health Services Plan will include services for young people with moderate to severe mental illness, including those currently provided by Canberra Health Services. The Child and Adolescent Clinical Services Plan was released in September 2023 and focuses on ACT Government funded clinical services for children and adolescents.</i></p> <p><i>Implemented by: end of 2025</i></p>		
Annual Report (Health)	Last Reported Status	Not reported
Not reported.		
Auditor-General's Observation		
<p>The ACT Government response indicated agreement with the recommendation and that implementation would be by the end of 2025. The response committed to developing the Mental Health Services Plan including aspects outlined in the recommendation.</p> <p>ACTHD did not report on the implementation of this recommendation.</p>		

Recommendation 2 – Review Transition Arrangements

CHS should review its policies and processes for transitioning clients who turn 18 years old from CAMHS to adult mental health services and to services provided by other parties to ensure they facilitate positive outcomes for young people.		
Government Response	Reported Status	Agreed
<p><i>Current policies and processes for transitions to adult mental health or other services are embedded into CAMHS models of care. They include warm handovers to the new service, invitation to attend the Multi Discipline Team (MDT) of the referring service and meeting with the young person prior to their discharge from CAMHS.</i></p> <p><i>Co-design of services is best practice, CAMHS will be exploring focus groups with young people and their parents/carers about what they think transition pathways to look like prior to reviewing current policies.</i></p> <p><i>Implemented by: December 2024</i></p>		
Annual Report (CHS)	Last Reported Status	Not reported
Not reported.		
Auditor-General's Observation		

The ACT Government response indicated agreement with the recommendation and that implementation would be by December 2024. The response indicated an intention to review current policies, including the transitioning of clients who turn 18 to adult mental health services, following the conduct of a series of focus groups with young people.

CHS did not report on the implementation of this recommendation.

Recommendation 3 – CAMHS Community Team (North)

CHS should review the allocation of staffing resources across the CAMHS Community Teams to meet current and projected demand for services for young people with mental illness, particularly the increased demand in Canberra’s northern suburbs.

Government Response	Reported Status	Agreed
<p><i>Short term strategies have been put in place to support the CAMHS North community team.</i></p> <p><i>The allocation of staff across the CAMHS is currently under reviewed is due to be completed by October 2024.</i></p> <p><i>The team will also need to consider infrastructure challenges – the required for additional interview/consult rooms and desks for the additional staff.</i></p> <p><i>Implemented by: October 2024</i></p>		

Annual Report (CHS)	Last Reported Status	Not reported
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Not reported.

Auditor-General’s Observation

The ACT Government response indicated agreement with the recommendation and a commitment to review the allocation of staff across CAMHS by October 2024.

CHS did not report on the implementation of this recommendation

Recommendation 4 – Internal Audit Plan

CAMHS should collaborate with the CHS Quality Unit to develop and implement a forward plan of internal audits that focus on:

- a) areas where the implications for young people of any shortfalls are greatest; and
- b) compliance with the National Safety and Quality in Health Service Standards.

Government Response	Reported Status	Agreed
<p><i>The internal audit plan is currently being developed through cross collaboration with Canberra Health Services, Quality and Safety Unit, and CAMHS.</i></p> <p><i>Implemented by: January 2025</i></p>		

Annual Report (CHS)	Last Reported Status	Not reported
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Not reported.

Auditor-General’s Observation

The ACT Government response indicated agreement with the recommendation and a commitment to develop the internal audit plan by January 2025.

CHS did not report on the implementation of this recommendation.

Recommendation 5 – Performance Measures

<p>CHS should review the performance indicators for CAMHS and in doing so:</p> <ul style="list-style-type: none"> a) identify and confirm whether the indicators are required, current and useful for monitoring CAMHS performance; b) develop a resource that describes the performance indicators, their purpose and how they are to be collected and reported; and c) determine the internal and external audiences for the performance information and produce relevant performance reports accordingly. 		
Government Response	Reported Status	Agreed
<p><i>In June 2024, CAMHS established performance targets, which have been incorporated into CAMHS Business Plan.</i></p> <p><i>Internal performance indicators for CAMHS have identified and agreed.</i></p> <p><i>Implemented by: January 2025</i></p>		
Annual Report (CHS)	Last Reported Status	Not reported
<p>Not reported.</p>		
Auditor-General's Observation		
<p>The ACT Government response indicated agreement with this recommendation. The response noted that performance targets and internal performance indicators were already implemented but provided January 2025 as the implementation timeframe.</p> <p>CHS did not report on the implementation of this recommendation.</p>		

Recommendation 6 – YES and CES Surveys

<p>CHS should implement the Your Experience of Service (YES) and Carer Experience Survey (CES) in CAMHS.</p>		
Government Response	Reported Status	Agreed
<p><i>All materials, protocols and data management processes for expanded implementation of the YES Survey have been endorsed by the Mental Health, Justice Health and Alcohol & Drug Services Governance Committee.</i></p> <p><i>The YES survey will be implemented in CAMHS as soon as the printed materials are available.</i></p> <p><i>The CES survey will be implemented once the processes for the YES survey have been successfully embedded into all MHJHADS program areas including CAMHS. It is anticipated this will be early 2025.</i></p> <p><i>Implemented by: February 2025</i></p>		
Annual Report (CHS)	Last Reported Status	Not reported
<p>Not reported.</p>		
Auditor-General's Observation		
<p>The ACT Government response indicated agreement with the recommendation. The response advised that CHS had endorsed YES survey expansion and committed to subsequently implementing the CES survey per the recommendation and this would be completed by February 2025.</p> <p>CHS did not report on this recommendation, decreasing transparency.</p>		

Recommendation 7 – Evaluation Strategy for CAMHS

CHS should develop a multi-year evaluation strategy for CAMHS. The strategy should be:

- a) sufficiently resourced to enable CAMHS to engage independent evaluators with specialities in mental health or youth services; and
- b) targeted towards the evaluation of:
 - I. distinct services, such as the Cottage Program; and
 - II. processes and practices that underpin the effectiveness of CAMHS as a whole, such as referral processes for clients that turn 18 years of age.

Government Response

Reported Status

Agreed

CHS are currently developing an evaluation framework for this recommendation. The framework will give a structure to the purpose and types of evaluations, to inform the types and timing of evaluation needed in each program area. Some examples are:

- *Whole of service reviews, benchmarking and evaluation.*
- *Models of care – evaluation of process implementation, alignment to objectives and currentness.*
- *Program area specific processes. o Project and quality improvement evaluations.*

The focus of an evaluation in the first instance will be on CAMHS acute service streams (Hospital Liaison Team, Child and Adolescent Unit, Adolescent Intensive Home treatment and the adolescent day program) and distinct service streams to understand the community’s experience of delivery of the services and whether it is meeting expectations.

A review of referral processes, pathway mapping and transitions between services will be done as part of Recommendation 2. Evaluation of CAMHS will inform opportunities for improved processes, and decisions relating to Recommendations 3 and 4 if staffing, service gaps or inefficient processes are identified.

Implemented by: February 2025

Annual Report (CHS)

Last Reported Status

Not reported

Not reported.

Auditor-General’s Observation

The ACT Government response indicated agreement with this recommendation and that implementation would be by February 2025.

CHS did not report on the implementation of this recommendation.

Auditor-General Report No.5 of 2024

Management and Oversight of ACT Policing Services⁹

(21 June 2024)

Auditee

The auditee for this audit was the Justice and Community Safety Directorate.

Audit Objective

The objective of the audit was to assess the effectiveness of JACS' management of the Policing Arrangement and the current Purchase Agreement, for the provision of community police services to the ACT by the AFP.

Summary

ACT Policing, the community policing arm of the Australian Federal Police, provides policing services to the Territory through a Policing Arrangement between the Commonwealth and Australian Capital Territory (ACT) Governments. The Policing Arrangement is supported by periodic Purchase Agreements and Ministerial Directions from the ACT Minister for Police and Emergency Services.

The Justice and Community Safety Directorate administers funds for policing services on behalf of the ACT Government through ACT Budget appropriation. ACT Policing Budget appropriation for 2023-24 to 2026-27 is \$897.47 million.

The audit assessed the effectiveness of the Justice and Community Safety Directorate's management of the Policing Arrangement and the current Purchase Agreement, for the provision of community police services to the ACT by the Australian Federal Police.

Government response

Mr Mick Gentleman MLA, Minister for Police and Crime Prevention, tabled the ACT Government's response to the Performance Audit Report on 5 September 2024.¹⁰

⁹ [Report No. 5 of 2024 – Management and Oversight of ACT Policing Services](#)

¹⁰ [PAC – AG Report 5 of 2024 – Government Response – Tabled on 5 September 2024](#)

Recommendation 1 – Facilities Costs Assurance

The Justice and Community Safety Directorate, in cooperation with ACT Policing, should develop an assurance process for ACT Policing costs associated with facilities services.		
Government Response	Reported Status	Agreed
<p><i>ACT Policing and JACS will continue to work closely to manage the facilities occupied by ACT Policing and assist in the development of assurance processes for costs associated with those facilities.</i></p> <p><i>This will include, but not be limited to, an update of the Terms of Reference of the Strategic Accommodation Infrastructure Working Group and the Asset and Infrastructure Project Control Group to include the authority and responsibility for setting, approving, and monitoring targets for maintenance and agreeing on future capital works upgrades which will be subject to budget processes.</i></p> <p><i>JACS will also complete the Strategic Asset Management Plan to support (with appropriate costing) future business cases for capital upgrades and asset renewal funding.</i></p>		
Annual Report (JACS)	Last Reported Status	Complete
<p><u>2023-24 Annual Report:</u></p> <p>Not reported.</p> <p><u>2024-25 Annual Report:</u></p> <p><i>Regular monitoring of costs and budgets associated with facilities management of ACTP sites is achieved through the supply of the budget variance report to the Strategic Accommodation and Infrastructure (SAI) Working Group. This report is provided through the ACTP/JACS Asset and Infrastructure Project Control Group (PCG) and is a standing item on the agenda for SAI working group meetings. Minor changes to the Terms of Reference for both the SAI Working Group and Asset and Infrastructure PCG to reflect this assurance process will be drafted and endorsed at the next meetings of the respective groups. The ACTP Strategic Asset Management Plan (SAMP) has been completed and was used to inform a business case for asset upgrades at Winchester Police Centre and City Police Station in the 2025–26 budget.</i></p>		
Auditor-General's Observation		
<p>The ACT Government response advised ACT Policing and JACS would collaborate to develop assurance processes for costs associated with its facilities and this would include:</p> <ul style="list-style-type: none"> • updating Terms of Reference for the Strategic Accommodation Infrastructure Working Group and Infrastructure Project Control Group; and • completing a Strategic Asset Management Plan. <p>JACS' <i>Annual Report 2024-25</i> identified that the ACTP Strategic Asset Management Plan had been completed, as per the initial Government response, and a budget variance report has been developed to be provided to the <i>Strategic Accommodation and Infrastructure (SAI) Working Group</i> to assist with providing assurance. The report identified that implementation of the recommendation was complete, but that changes to the Terms of Reference of the relevant groups would be achieved when they next meet.</p>		

Recommendation 2 – Enabling Service Business Units Service and Financial Data

The Justice and Community Safety Directorate, in cooperation with ACT Policing, should:		
<ol style="list-style-type: none"> 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 develop an assurance process for ACT Policing costs associated with enabling services, which focuses on the robustness and reliability of service and financial data. 		
Government Response	Reported Status	Agreed
JACS will work with ACT Policing and AFP enabling commands to develop reporting systems to capture the available information.		

ACT Policing, JACS and external stakeholders undertook a comprehensive costing of enabling services exercise, which resulted in the ACT Government providing ongoing indexation on ACT Policing Supplies and Services expense (including enabling costs).

ACT Policing meets regularly with the AFP to discuss enabling costs. This is done through their internal Partnership Agreement Steering Committee meetings (PASC). The use of these meetings will also provide early insight to cost pressures or changing requirements. Any potential cost escalations would be brought up by ACT Policing at the regular Budget Resourcing Working Group meetings (with JACS) and would be the subject of a business case in a future budget process.

Annual Report (JACS)	Last Reported Status	In progress
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2023-24 Annual Report:

Not reported.

2024-25 Annual Report:

A statement of requirements has been agreed between the AFP, ACTP and JACS for an audit of enabling services costs. This will assess the extent to which the requirements outlined by the Auditor General have been met – and will inform the next Purchase Agreement.

Auditor-General's Observation

The ACT Government response advised JACS would work with ACT Policing to improve reporting systems and discuss enabling costs. It also described undertaking a cost of enabling services exercise, in line with the recommendation.

JACS' *Annual Report 2024-25* advised that implementation of the recommendation remained in progress, but that JACS, ACTP and the AFP agreed to a statement of requirements for an audit of enabling service costs.

Recommendation 3 – Risk Management

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.

Government Response	Reported Status	Agreed
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JACS has developed a draft Policing Arrangement and Purchase Agreement Risk Management Framework (Risk Management Framework) which outlines processes for the management of two categories of risk relating to the Policing Arrangement and Purchase Agreement:

- a. risks related to the delivery of services by ACT Policing, including quality, timeliness, cost, facilities, etc; and
- b. risks related to JACS' ability to effectively manage the Purchase Agreement and Policing Arrangement to deliver services.

JACS will review and update the draft Risk Management Framework with supporting mechanisms including a Risk Mitigation Plan, Risk Register, with regular monitoring and reporting requirements by the working groups to the Steering Committee. The Risk Management Framework will be finalised with endorsement from the Steering Committee.

Annual Report (JACS)	Last Reported Status	In progress
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2023-24 Annual Report:

Not reported.

2024-25 Annual Report:

JACS is consulting working group chairs on the draft Policing Arrangement and Purchase Agreement Risk Management Framework which outlines processes for the management of two categories of risk relating to the Policing Arrangement and Purchase Agreement. Once complete, the draft will be provided to the Steering Committee for consideration.

Auditor-General's Observation

The ACT Government response indicated that JACS had already developed a draft Risk Management Framework and committed to developing supporting mechanisms for the framework.

JACS' *Annual Report 2024-25* advised that implementation of the recommendation remained in progress. The report identified that JACS undertook consultation on the draft Risk Management Framework with working group chairs but its finalisation remains outstanding.

Recommendation 4 – Performance Reporting

The Justice and Community Safety Directorate, in cooperation with ACT Policing, should work to improve the accuracy and usefulness of reporting against the Performance Measure Framework, including by ensuring:

- a) trend analysis over a 5-year period is shown for Performance Measures where appropriate; and
- b) contextual information is provided, as necessary, to indicate whether the reported result reflects the effectiveness of policing measures or another potential explanation.

Government Response

Status

Agreed

JACS and ACT Policing will continue to refine the reporting against the Performance Measure Framework established under the current Purchase Agreement, with potential areas for improvement, including:

- a. providing trend analysis over 5-years for those Performance Measures identified as '5-year average or less' or '5-year average or more'. This is likely to provide information on whether performance is improving or deteriorating; and*
- b. providing further contextual information for the Performance Measures to indicate whether the result reflects the effectiveness of policing measures or another potential explanation.*

Annual Report (JACS)

Last Reported Status

Complete

2023-24 Annual Report:

Not reported.

2024-25 Annual Report:

The Performance Measure Framework was reviewed and updated in September 2024 to include 5-year trend information and links to ACTP's analysis of the trends in their annual report. ACTP and ACT Government websites were refreshed and the links in the schedule are in the process of being updated.

Auditor-General's Observation

The ACT Government advised JACS and ACT Policing would 'continue to refine the reporting against the Performance Measure Framework' in line with the recommendation.

JACS' *Annual Report 2024-25* advised that implementation of the recommendation was complete and that JACS had reviewed and updated the Performance Measure Framework in line with the recommendation and refreshed ACT Policing and ACT Government websites accordingly.

Auditor-General Report No. 6 of 2024
Business Transformation Program: ICT Renewal Activities¹¹
(2 August 2024)

Auditee

The auditee for this audit was the Public Trustee and Guardian.

Audit Objective

The objective of the audit was to assess the effectiveness of the Public Trustee and Guardian for the ACT's (PTG) management of its ICT activities.

Summary

Since 2016 Public Trustee and Guardian for the ACT (PTG) annual reports described the planning, implementation and use of a Customer Relationship Management system (CRM).

The CRM was borne out of the PTG's *Business Transformation Program 2017*. This Program followed the transfer of the guardianship functions of the Public Advocate to the Public Trustee for the ACT, and the formation of the Public Trustee and Guardian for the ACT on 1 April 2016. The focus of the *Business Transformation Program 2017* was to review 'a range of areas, including, organisational structure responsibilities, work values, classifications, ICT infrastructure, business process and accommodation'. The CRM was presented in annual reports and other publicly documented accounts as being progressively more central to the ICT renewal activities associated with the *Business Transformation Program 2017*.

The audit considered the PTG's planning and implementation of its ICT renewal activities following the formation of the Public Trustee and Guardian for the ACT on 1 April 2016. A key focus of the audit was the PTG's management of the design, development, implementation and use of its CRM.

Government response

Ms Tara Cheyne MLA, Attorney-General, tabled the ACT Government's response to the performance audit on 3 December 2024.¹²

¹¹ [Report No.6 of 2024 - Business Transformation Program ICT renewal activities](#)

¹² [PAC - AG Report 6 of 2024 - Government Response - Tabled on 3 December 2024](#)

Recommendation 1 – Project Management Methodology

As part of planning for future projects or programs, the PTG should determine and document an agreed project management methodology and associated governance arrangements. The project management methodology and associated governance arrangements should be fit-for-purpose and informed by robust cost estimates and risk assessments.		
Government Response	Status	Agreed
<i>Administratively, the PTG works closely with the Justice and Community Safety Directorate (JACS). For current and future projects, the PTG will use the JACS project management framework which addresses the issues referenced in this recommendation. Any required policy or procedure for the PTG to implement this recommendation will be completed by 30 June 2025.</i>		
Annual Report (PTG)	Last Reported Status	Complete
<p><u>2022-23 Annual Report:</u> Not reported.</p> <p><u>2024-25 Annual Report:</u> No detail provided.</p>		
Auditor-General's Observation		
<p>The ACT Government response advised the PTG would use the JACS project management framework to address the recommendation and noted that any updates to policies and procedures would be achieved by 30 June 2025.</p> <p>The PTG's <i>Annual Report 2024-25</i> identified that implementation of the recommendation was complete, but did not provide any further detail on its implementation.</p>		

Recommendation 2 – Future Business Cases

As part of planning for future projects or programs, the PTG should develop robust business cases and clearly identify:		
<ul style="list-style-type: none"> a) the full cost of implementation, including business solution whole-of-life costs; b) timeframes for implementation; c) current and future organisational capacity and capability to implement the project or program; and d) potential options' alignment with a future desired state or <i>target operating model</i>. 		
As the project proceeds, cost estimates, budgets and funding options should be reviewed and revised against initial estimates and assumptions as needed.		
Government Response	Status	Agreed
<i>Administratively, the PTG works closely with the Justice and Community Safety Directorate (JACS). For current and future projects, the PTG will use the JACS project management framework and align with the JACS Information and Communication Technology (ICT) Strategic Plan 2024-2034. The JACS ICT Strategic Plan specifically follows the ACT Government Technology Directions and Guiding Best Practice Design and Delivery guidance. The adoption of this framework and plan will address the issues referenced in this recommendation. Any required policy or procedure for the PTG to implement this recommendation will be completed by 30 June 2025.</i>		
Annual Report (PTG)	Last Reported Status	Complete
<p><u>2023-24 Annual Report:</u> Not reported.</p> <p><u>2024-25 Annual Report:</u> No detail provided.</p>		
Auditor-General's Observation		

The ACT Government response advised the PTG would use the JACS project management framework and JACS *Information and Communication Technology (ICT) Strategic Plan 2024-2034* to address the recommendation and noted that any updates to policies and procedures would be achieved by 30 June 2025.

The PTG's *Annual Report 2024-25* identified that implementation of the recommendation was complete, but did not provide any further detail on its implementation.

Recommendation 3 – Business Solution Architecture

For future projects or programs, the PTG should adequately document its Enterprise Architecture prior to, during and after the implementation of new or revised business solutions.

Government Response	Status	Agreed
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The PTG is documenting its Enterprise Architecture and has developed an ICT Roadmap during the course of this audit. The PTG will implement a review of the Enterprise Architecture and make any updates required as part of the implementation of new or revised business solutions. This will be completed at critical points of any project in line with the JACS Project Management Framework and JACS ICT Strategic Plan 2024-2034 (that is, prior to, during and after implementation of new or revised business solutions). This recommendation will be completed by 30 June 2025.

Annual Report (PTG)	Last Reported Status	Complete
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2023-24 Annual Report:

Not reported.

2024-25 Annual Report:

No detail provided.

Auditor-General's Observation

The ACT Government response advised that the PTG was 'documenting its Enterprise Architecture and has developed an ICT Roadmap during the course of this audit' and that the PTG would 'implement a review of the Enterprise Architecture and make any updates required as part of the implementation of new or revised business solutions'. The response identified that the recommendation would be implemented by 30 June 2025.

The PTG's *Annual Report 2024-25* identified that implementation of the recommendation was complete, but did not provide any further detail on its implementation.

Recommendation 4 – Use of Guarantee and Reserve Account

The PTG should ensure any future use and expenditure of the Guarantee and Reserve Account is adequately documented with reference to the potential uses provided for by the *Public Trustee and Guardian Act 1985*.

Government Response	Status	Agreed
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The PTG will review its templates and procedures relating to the Guarantee and Reserve Account to ensure the documentation required is in place, including with reference to the potential uses provided for by the PTG Act. Any required policy or procedure for the PTG to implement this recommendation will be completed by 31 December 2024.

Annual Report (PTG)	Last Reported Status	Completed
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2023-24 Annual Report:

Not reported.

2024-25 Annual Report:

No detail provided.

Auditor-General's Observation
<p>The ACT Government response committed the PTG to updating its templates and procedures related to the Guarantee and Reserve Account and noted that any updates to policies and procedures would be achieved by 31 December 2024.</p> <p>The PTG's <i>Annual Report 2024-25</i> identified that implementation of the recommendation was complete, but did not provide any further detail on its implementation.</p>

Recommendation 5 – Government Procurement Framework

<p>The PTG should finalise its policy position on procurement by:</p> <ul style="list-style-type: none"> a) documenting its policy on the Government Procurement Act 2001 and its application to PTG activities; and b) building organisational capacity and capability with respect to procurement, including through the establishment of relevant governance arrangements. 		
Government Response	Status	Agreed
<p><i>In 2023 the PTG directed all staff that the procurement law applies to PTG activities. Following the release of the audit report in August 2024, the direction to staff has been reiterated and staff have been issued with resources and instructions on how the PTG will comply with the law. The PTG has established a new position focused on procurement and is currently building capability across teams with respect to procurement. The Senior Leadership Group of the organisation is the key governance committee and will oversee procurement compliance for the agency. This recommendation is complete.</i></p>		
Annual Report (PTG)	Last Reported Status	Complete
<p><u>2023-24 Annual Report:</u> Not reported.</p> <p><u>2024-25 Annual Report:</u> No detail provided.</p>		
Auditor-General's Observation		
<p>The ACT Government response outlined the PTG's action to clarify and reiterate its position on procurement to staff and establish a 'new position focused on procurement' to build capacity across teams.</p> <p>The PTG's <i>Annual Report 2024-25</i> identified that implementation of the recommendation was complete, but did not provide any further detail on its implementation.</p>		

Recommendation 6 – Organisational Capability and Capacity and Stakeholder Engagement

<p>As part of planning for future projects or programs, the PTG should:</p> <ul style="list-style-type: none"> a) assess organisational capability and capacity when contemplating new or revised business solutions, particularly where a proposed business solution has a whole-of-enterprise footprint and is likely to impact standard operating practices; and b) adequately document and execute a stakeholder engagement plan. 		
Government Response	Status	Agreed
<p><i>Administratively, the PTG works closely with the Justice and Community Safety Directorate (JACS). For current and future projects, the PTG will use the JACS project management framework and align with the JACS Information and Communication Technology (ICT) Strategic Plan 2024-2034. The JACS ICT Strategic Plan specifically follows the ACT Government Technology Directions and Guiding Best Practice Design and Delivery guidance. The adoption of this framework and plan will address the issues referenced in this recommendation. Any required policy or procedure for the PTG to implement this recommendation will be completed by 30 June 2025.</i></p>		

Annual Report (PTG)	Last Reported Status	Complete
<p><u>2023-24 Annual Report:</u> Not reported.</p> <p><u>2024-25 Annual Report:</u> No detail provided.</p>		
Auditor-General's Observation		
<p>The ACT Government response advised the PTG would use the JACS project management framework and JACS <i>Information and Communication Technology (ICT) Strategic Plan 2024-2034</i> to address the recommendation and noted that any updates to policies and procedures would be achieved by 30 June 2025. However, the response provided no detail on how this would inform the PTG's assessment of organisational capability and capacity or allow the PTG to document and execute a stakeholder engagement plan.</p> <p>The PTG's <i>Annual Report 2024-25</i> identified that implementation of the recommendation was complete, but did not provide any further detail on its implementation.</p>		

Recommendation 7 – Business Practice Assessment

<p>As part of planning for future projects or programs, the PTG should:</p> <ul style="list-style-type: none"> a) assess the strengths and weaknesses of its current business practices; and b) determine whether these provide an effective foundation for the business solution being proposed. 		
Government Response	Status	Agreed
<p><i>Administratively, the PTG works closely with the Justice and Community Safety Directorate (JACS). For current and future projects, the PTG will use the JACS project management framework and align with the JACS Information and Communication Technology (ICT) Strategic Plan 2024-2034. The JACS ICT Strategic Plan specifically follows the ACT Government Technology Directions and Guiding Best Practice Design and Delivery guidance. The adoption of this framework and plan will address the issues referenced in this recommendation. The PTG will also access ACT Government solutions including the Digital, Data and Technology Solutions design service which focuses on business processes, user experience and outcomes. Any required policy or procedure for the PTG to implement this recommendation will be completed by 30 June 2025.</i></p>		
Annual Report (PTG)	Last Reported Status	Complete
<p><u>2023-24 Annual Report:</u> Not reported.</p> <p><u>2024-25 Annual Report:</u> No detail provided.</p>		
Auditor-General's Observation		
<p>The ACT Government response advised the PTG would use the JACS project management framework and JACS <i>Information and Communication Technology (ICT) Strategic Plan 2024-2034</i> to address the recommendation and noted that any updates to policies and procedures would be achieved by 30 June 2025. However, the response provided no detail on how this would allow the PTG to assess the strengths and weaknesses of its current business practices or determine whether they provide an effective foundation for future business solutions per the recommendation.</p> <p>The PTG's <i>Annual Report 2024-25</i> identified that implementation of the recommendation was complete, but did not provide any further detail on its implementation.</p>		

Recommendation 8 – Project Management Roles and Responsibilities

<p>As part of planning for future projects or programs, the PTG should determine and clearly document roles and responsibilities. In doing so, the PTG should:</p> <ul style="list-style-type: none"> a) take into account relevant Justice and Community Safety Directorate and whole-of-government guidance on project management roles and responsibilities; and b) ensure that adequate separation of roles and responsibilities is achieved particularly with respect to the role of the project sponsor, those responsible for implementation and those responsible for oversight and assurance. 		
Government Response	Status	Agreed
<p><i>Administratively, the PTG works closely with the Justice and Community Safety Directorate (JACS). For current and future projects, the PTG will use the JACS project management framework which addresses the issues referenced in this recommendation. Any required policy or procedure for the PTG to implement this recommendation will be completed by 30 June 2025.</i></p>		
Annual Report (PTG)	Last Reported Status	Complete
<p><u>2023-24 Annual Report:</u> Not reported.</p> <p><u>2024-25 Annual Report:</u> No detail provided.</p>		
Auditor-General's Observation		
<p>The ACT Government response advised the PTG would use the JACS project management framework to address the recommendation and noted that any updates to policies and procedures would be achieved by 30 June 2025. However, the response provided no detail on how this would help the PTG determine and clearly document roles and responsibilities, per the recommendation.</p> <p>The PTG's <i>Annual Report 2024-25</i> identified that implementation of the recommendation was complete, but did not provide any further detail on its implementation.</p>		

Recommendation 9 – PTG Project Assurance

<p>As part of planning for future projects or programs, the PTG should implement suitable assurance processes in accordance with DDTS and Justice and Community Safety Directorate guidance.</p>		
Government Response	Status	Agreed
<p><i>Administratively, the PTG works closely with the Justice and Community Safety Directorate (JACS). For current and future projects, the PTG will use the JACS project management framework and align with the JACS Information and Communication Technology (ICT) Strategic Plan 2024-2034. The JACS ICT Strategic Plan specifically follows the ACT Government Technology Directions and Guiding Best Practice Design and Delivery guidance. The adoption of this framework and plan will address the issues referenced in this recommendation. Any required policy or procedure for the PTG to implement this recommendation will be completed by 30 June 2025.</i></p>		
Annual Report (PTG)	Last Reported Status	Complete
<p><u>2023-24 Annual Report:</u> Not reported.</p> <p><u>2024-25 Annual Report:</u> No detail provided.</p>		
Auditor-General's Observation		

The ACT Government response advised the PTG would use the JACS project management framework and JACS *Information and Communication Technology (ICT) Strategic Plan 2024-2034* to address the recommendation and noted that any updates to policies and procedures would be achieved by 30 June 2025. However, the response provided no detail on how this would help the PTG to implement suitable assurance processes per the recommendation.

The PTG's *Annual Report 2024-25* identified that implementation of the recommendation was complete, but did not provide any further detail on its implementation.

Auditor-General Report No. 7 of 2024

Reusable Facility Services Procurement¹³

(3 October 2024)

Auditee

The auditee for this audit was the Transport Canberra and City Services Directorate (TCCS).

Audit Objective

The objective of the Audit was to assess the probity of the procurement of reusable facility services.

Summary

The Territory's reusable facilities provide an opportunity for ACT residents to dispose of and recycle a range of reusable household items. The reusable facilities operate from the Territory's two resource management centres at Mugga Lane and Mitchell. In 2023 ACT NoWaste, a business unit within the Transport Canberra and City Services Directorate (TCCS), commenced a procurement for the management of the reusable facilities. On 13 March 2024, TCCS announced Vinnies as the new provider to operate the reusable facilities, replacing The Green Shed as the incumbent provider. The audit considered the probity of the procurement of the reusable facility services.

Government response

Ms Tara Cheyne MLA, Attorney-General, tabled the ACT Government's response to the performance audit on 16 January 2025.¹⁴

¹³ [Report No. 7 of 2024 - Reusable Facility Services Procurement](#)

¹⁴ [PAAC – AG Report 7 of 2024 – Government Response – Tabled on 16 January 2024](#)

Recommendation 1 – Low or Zero-Dollar Value Procurements

When conducting low or zero-dollar procurements, ACT Government agencies should:

- a) ensure that the principles of value for money are effectively recognised and addressed in procurement documentation, including the Evaluation Plan; and
- b) ensure that the value for money evaluation process is clearly outlined in the procurement documentation provided to potential respondents, so that potential respondents understand how value for money will be considered for the particular procurement.

Government Response

Status

Agreed

Under the recent Procurement Reform Program, amendments to the Government Procurement Act 2001 (Act) and the Government Procurement Regulation 2007 (Regulation) took effect from 1 July 2024. These amendments included an expansion of the definition of VFM. In accordance with the Act, VFM means the best available outcome for the procurement that maximises the overall benefit to the Territory.

Further changes have included the introduction of the Government Procurement Rules 2024 made as a Disallowable Instrument under the Act. The Government Procurement Rules (the Rules) came into force on 4 September 2024 and will remain in force unless disallowed.

The Act, Regulation and Rules collectively establish requirements in relation to VFM considerations during the procurement lifecycle.

The Rules articulate the need to thoroughly consider VFM through a clear understanding of the goals and the purpose of a procurement and by ensuring the design of a process achieves the best VFM through the consideration of:

- stakeholder input;
- the scale and scope of the business requirements;
- the Territory entity's resourcing and budget;
- obligations and opportunities under other existing arrangements;
- relevant laws and policies; and
- the market's capacity to competitively respond to a procurement.

The Rules enforce the Territory's position that price is not the sole factor when assessing VFM and require Territory entities to consider the relevant financial and non-financial costs and benefits of each submission, including (but not limited to) the:

- quality of the goods or services;
- fitness for purpose of the potential supplier's response;
- potential supplier's relevant experience and performance history;
- flexibility of the potential supplier's response (including innovation and adaptability over the lifecycle of the procurement);
- ability to achieve outcomes against the Procurement Values; and
- whole-of-life costs, where whole-of-life costs could include:
 - maintenance and operating costs;
 - transition out costs;
 - licensing costs (when applicable);
 - the cost of additional features procured after the initial procurement;
 - consumable costs; and
 - decommissioning, remediation and disposal costs (including waste disposal).

The expanded definition of VFM and the additional guidance and requirements captured in the Rules took effect after the finalisation of the procurement process for the Reusable Facility Services. In addition to the amendments to the legislation, the ACT Government recognises that there is an opportunity to support Territory Officers in the conduct of procurements that are for low or zero-dollar values through the issuing of better practice guidance on the conduct of these procurements including the assessment of VFM. Procurement ACT is responsible for the delivery of templates, guidance and training on all aspects of the procurement lifecycle. A better practice guide will be developed in the first half of 2025 and will be promulgated across the ACT Government via the public-facing Procurement ACT website.

The information in the fact sheet will be communicated to TCCS staff and embedded in the directorate's governance framework. It is expected the Better Practice Guide will also serve as a useful resource for potential suppliers and the general community.

Annual Report (CMTEDD and TCCS)

Last Reported Status

Not reported

Not reported.

Auditor-General's Observation

The ACT Government response advised amendments to the *Government Procurement Act 2001* and associated Regulations expanded the Value for Money (VFM) definition and outlined clear rules for agencies to consider VFM. The response committed Procurement ACT to produce templates, guidance and training materials on the procurement lifecycle, including a better practice guide to be shared with TCCS staff.

Neither CMTEDD nor TCCS reported on the implementation of this recommendation.

Recommendation 2 – Communication to Potential Respondents During the Procurement

For complex and long-running procurements, and when there are delays to the expected procurement timeline, ACT Government agencies should ensure there is more frequent and timely communication with potential respondents.

Government Response	Status	Agreed
<p><i>Procurement ACT has implemented an Accreditation model and Tiered Service Offering, which came into effect on 1 July 2024. This means that Territory entities have greater autonomy and identified support for conducting procurement based on their accredited levels and the scale, scope and risk of the procurement activity.</i></p> <p><i>Territory entities are responsible for communicating with potential respondents during a procurement process. However, advice and support is provided by Procurement ACT to ensure that Territory entities undertake any communication whilst maintaining probity in accordance with the requirements under Section 7 of the Act. The Probity in Procurement Guide (the Guide), the Probity in Procurement eLearning Module and the Communication Protocol provided under the Guide assist Territory entities to communicate where appropriate during a procurement process.</i></p> <p><i>To ensure that Territory entities understand the need for consistent and timely communication with all potential respondents, further guidance on communications during procurement processes will be released in Procurement ACT’s bi-monthly newsletter and through regular face-to-face sessions on probity. This targeted communications and awareness campaign will be delivered by the end of 2024.</i></p>		
Annual Report (CMTEDD)	Last Reported Status	Not reported
Not reported.		
Auditor-General’s Observation		
<p>The ACT Government response advised of action already undertaken by Procurement ACT and that procurement ACT would provide agencies with further guidance on communications during procurement processes through a bi-monthly newsletter and regular ‘face-to-face sessions on probity’.</p> <p>CMTEDD did not report on the implementation of this recommendation.</p>		

Auditor-General Report No. 10 of 2024

Safer Families Levy¹⁵

(22 November 2024)

Auditee

The auditee for this audit was the Community Services Directorate (CSD).

Audit Objective

The objective of this audit was to assess the effectiveness of the management of the Safer Families Levy in funding activities to address domestic and family violence.

Summary

The 2016–17 ACT Budget included \$21.42 million in funding for a four-year domestic and family violence package called the Safer Families package. The Safer Families package was partially funded by the Safer Families Levy. The levy is paid by ACT households through annual rates. The levy was originally \$30 per household but will increase to \$50 per household by 2024-25 (through annual \$5 increases from 2021-22). Over \$46 million has been raised from the levy since its inception through to 30 June 2024.

The Safer Families Levy was introduced to fund reforms known as Safer Families initiatives. Safer Families initiatives are intended to:

- address family violence issues in the ACT community; and
- provide support and awareness of domestic and family violence in the ACT community.

The audit considered the effectiveness of the management of the Safer Families Levy in funding activities to address domestic and family violence.

Government response

Ms Marisa Paterson MLA, Minister for the Prevention of Family and Domestic Violence, tabled the ACT Government's response to the performance audit on 19 March 2025.¹⁶

¹⁵ [Report No. 10 of 2024 - Safer Families Levy](#)

¹⁶ [PAC – AG Report 10 of 2024 – Government Response – Tabled on 19 March 2025](#)

Recommendation 1 – ACT Domestic, Family and Sexual Violence Strategy and Plan

In order to promote transparency and accountability in the funding of domestic and family violence initiatives through the Safer Families Levy, the Community Services Directorate should, as part of designing and implementing the ACT Domestic, Family and Sexual Violence Strategy and Plan work with other ACT Government agencies to:

- a) establish clear and easily accessible communication products that regularly update the community on initiatives funded through the levy, including their purpose and intended outcomes;
- b) develop principles for funding initiatives under the levy and clearly communicate to the community services sector and broader community how these principles are being implemented; and
- c) establish clearly documented feedback mechanisms for the community services sector and broader community to inform the planning and design of initiatives funded through the levy.

Government Response

Status

Agreed

The ACT Government agrees with recommendation 1, to promote transparency and accountability in Levy funded initiatives, as part of designing and implementing the ACT Domestic, Family and Sexual Violence Strategy (Strategy). The ACT Government is committed to developing a Strategy to provide a whole of government, whole of community approach to preventing and responding to domestic, family and sexual violence over the next 10 years.

In March and April 2024, a draft Strategy was released for public consultation. While stakeholders expressed strong support for the Strategy's development, there were also calls for more in-depth consultation with victim-survivors and the domestic, family and sexual violence specialist services sector. The ACT Government will progress the development of the Strategy in close collaboration with victim-survivors and community stakeholders throughout 2025.

In March 2025, the ACT Government, in consultation with sector stakeholders, developed 7 principles to provide guidance and governance on expenditure of funds raised through the Levy. The Safer Families Levy Principles are as follows:

1. The purpose of the Levy is to prevent, reduce, and respond to all forms of domestic, family and sexual violence.
2. The Levy provides only a partial offset to the funding required for domestic, family and sexual violence prevention, responses and reform.
3. The allocation of funding under the Levy aligns with the priorities and needs identified in the National Plan to End Violence Against Women and Children 2022-2032 including its underpinning action plans and outcomes framework, and any current or future ACT Strategies or plans addressing domestic, family and sexual violence.
4. The Levy supports frontline initiatives and staff capability across community and government sectors to address domestic, family and sexual violence.
5. The Levy allocates a meaningful proportion of funding to Aboriginal and Torres Strait Islander led programs, particularly Aboriginal Community Controlled Organisations, which support Aboriginal and Torres Strait Islander people experiencing, or at risk of experiencing, domestic, family and sexual violence.
6. The Levy needs to support new initiatives in response to existing system gaps and emerging need in the ACT community.
7. There will be clear and transparent reporting on the allocation of the Safer Families Levy through the ACT Budget and annual Ministerial Statement in the ACT Legislative Assembly.

The Safer Families Levy Principles support the intent of the Levy, to provide a source of funding to implement long-term system reforms and innovative frontline initiatives to address domestic, family and sexual violence in the ACT. The Safer Families Levy Principles will be used by Government to guide decision making during the Budget process. There will be clear communications to the community services sector on the final Safer Families Levy Principles, how they will be used by Government and how the community sector can use the Principles to inform their Submissions to Government during the Community Budget Consultation process.

In accordance with recommendation 1(a), the ACT Government will establish clear and easily accessible communication products to update the community on the new Levy Principles and on funded initiatives. As part of implementing this recommendation, the ACT Government will release a Safer Families Levy information sheet in the context of the ACT Budget, commencing from 2025-26. The information sheet will clearly articulate the ACT Government's investment in responding and preventing domestic, family and sexual violence, including how Levy funding is used and a description of each initiative's purpose and intended outcomes.

As the Report notes, the Minister for the Prevention of Family and Domestic Violence delivers the Safer Families Ministerial Statement and Sexual Assault Prevention and Response Ministerial Statement annually in the ACT Legislative Assembly to provide updates on domestic, family and sexual violence reform. These statements will be combined in future to deliver one comprehensive Domestic, Family and Sexual Violence Ministerial Statement annually in the ACT Legislative Assembly. This will allow for clearer, more detailed, coordinated and transparent reporting. The combined annual Statement will regularly update the community by including information on the implementation of domestic, family and sexual violence initiatives, including those funded through the Levy. To ensure the Statement is easily accessible to the community, alongside it being made publicly available on Hansard, the Community Services Directorate will circulate a copy directly to community stakeholders, through existing channels.

Annual Report (CSD)

Last Reported Status

In progress

2023-24 Annual Report:

Not reported.

2024-25 Annual Report:

The ACT Government published the *Addressing Domestic, Family and Sexual Violence Factsheet 2025–26 (the Factsheet)* on 24 June 2025. The Factsheet clearly articulates the ACT Government’s investment in preventing and responding to domestic, family and sexual violence by detailing newly funded initiatives in the 2025–26 budget as well as continuing initiatives funded in previous budgets. The Factsheet can be read alongside ‘Appendix H – Safer Families’ in the 2025–26 Budget Outlook, which provides detailed financial information on what is funded through each initiative. The ACT Government is committed to releasing a similar factsheet annually in the context of each ACT Budget.

The ACT Government has developed the *Safer Families Levy Principles (the Principles)* in consultation with key community sector organisations to govern Safer Families Levy expenditure. From the 2025–26 budget onwards, all new initiatives funded from the Safer Families Levy must align with the Principles. The factsheet provides a description of each initiative and explains how the Safer Families Levy is allocated in line with the new Safer Families Levy Principles.

The ACT Government is continuing to design and implement the ACT Domestic, Family and Sexual Violence Strategy (the Strategy). The ACT Government is committed to developing the Strategy to provide a Whole of Government, whole of community approach to preventing and responding to domestic, family and sexual violence over the next 10 years. The ACT Government is currently undertaking a phased approach to consultation and development of the Strategy. This approach aims to centre victim-survivors, strengthen relationships with sector partners, and engage directorates to build consensus on deliverable actions.

The ACT Government has combined the Safer Families Ministerial Statement and Sexual Assault Prevention and Response Ministerial Statement, delivered annually in the Legislative Assembly, into a single statement providing a comprehensive update on domestic, family and sexual violence systems reform. On 24 June 2024, then Minister for the Prevention of Domestic, Family, and Sexual Violence delivered the Statement for 2025. To ensure the Statement is easily accessible to the community, alongside it being made publicly available on Hansard, the directorate circulated a copy directly to community stakeholders.

Auditor-General’s Observation

The ACT Government response advised CSD had developed a draft ACT Domestic, Family and Sexual Violence Strategy (Strategy) as well as Safer Families Levy Principles to provide guidance and governance on expenditure of funds raised through the Levy. The response also identified that the Minister would in the future provide ‘one comprehensive Domestic, Family and Sexual Violence Ministerial Statement annually in the ACT Legislative Assembly’ and this would ‘allow for clearer, more detailed, coordinated and transparent reporting’.

The response provides specific and detailed information on actions to address the recommendation, but is not clear with respect to actions in relation to ‘clearly documented feedback mechanisms for the community services sector and broader community to inform the planning and design of initiatives funded through the levy’.

CSD’s *Annual Report 2024-25* identifies the implementation of the recommendation as being in progress. The report outlined specific actions CSD undertook to address the recommendation including publishing an *Addressing Domestic, Family and Sexual Violence Factsheet 2025-26*, developing the Safer Families Levy Principles, continued work on the ACT Domestic, Family and Sexual Violence Strategy and the Ministerial Statement. The report did not provide further information on the implementation of a feedback mechanism as recommended.

Recommendation 2 – Performance Monitoring

The Community Services Directorate should:

- a) establish a common evaluation framework for initiatives funded through the Safer Families Levy that takes account of the need to evaluate the impact of each initiative as well as its impact across the suite of Safer Families initiatives within the Safer Families package; and
- b) establish practices for regularly reporting on the performance of Safer Families initiatives to the Coordinator-General of Domestic, Family and Sexual Violence.

Government Response

Status

Agreed

The ACT Government agrees to this recommendation.

A monitoring and evaluation framework (the framework) will be developed alongside the ACT Domestic, Family and Sexual Violence Strategy and in consultation with stakeholders. The framework will establish a consistent approach to how the ACT Government monitors, reports and evaluates ACT Government reforms and initiatives to address domestic, family and sexual violence, including those funded by the Levy. The framework will include monitoring and evaluation at a systems level and at a program/initiative level to ensure progress and impact is measured. Meaningful data

and understanding of the effectiveness of programs/initiatives will form part of regular performance reporting to the Domestic, Family and Sexual Violence Coordinator-General to guide advice to government for future investment.

The framework will complement the National Outcomes Framework 2023-32 under the National Plan to End Violence Against Women and Children 2022-32.

Annual Report (CSD)	Last Reported Status	In progress
<p><u>2023-24 Annual Report:</u> Not reported.</p> <p><u>2024-25 Annual Report:</u> A monitoring and evaluation framework (the Framework) is being developed alongside the ACT Domestic, Family and Sexual Violence Strategy. The Framework will establish a consistent approach to monitoring, reporting and evaluating reforms and initiatives to address domestic, family and sexual violence, including those funded by the Safer Families Levy. The Framework will include monitoring and evaluation at a systems level and at a program/initiative level to ensure progress and impact is measured. Regular performance reporting to the Domestic, Family and Sexual Violence Coordinator-General will guide advice to government for future investment.</p>		

Auditor-General's Observation
<p>The ACT Government response advised CSD would develop a monitoring and evaluation framework and committed to establish reporting to report to the Domestic, Family and Sexual Violence Coordinator-General, in line with the recommendation.</p> <p>CSD's <i>Annual Report 2024-25</i> identified that the implementation of the recommendation remained in progress. The report identified CSD continued to develop the monitoring and evaluation framework but provided no timeline for its completion.</p>

Recommendation 3 – Biennial reporting by the Domestic and Family Violence Death Review

The Community Services Directorate should, as part of future biennial reports from the Domestic and Family Violence Death Review Coordinator, establish processes to monitor and report on the implementation of the recommendations of past reports.

Government Response	Status	Agreed
<p><i>The ACT Government agrees that processes to monitor and report on the implementation of recommendations of past biennial reports should be established to strengthen accountability.</i></p> <p><i>To implement recommendation 3, the ACT Government will respond to future biennial reports from the Domestic and Family Violence Death Review Coordinator by tabling a Ministerial Statement in the ACT Legislative Assembly. The Ministerial Statement will provide an update on the implementation of recommendations in past reports. The Community Services Directorate will also explore possible legislative reform to amend the Domestic Violence Agencies Act 1986 to include this as a requirement.</i></p> <p><i>In addition, future biennial reports will include a progress/status update on recommendations from past biennial reports.</i></p>		

Annual Report (CSD)	Last Reported Status	In progress
<p><u>2023-24 Annual Report:</u> Not reported.</p> <p><u>2024-25 Annual Report:</u> The ACT Government will table an additional Ministerial Statement responding to future biennial reports from the Domestic and Family Violence Death Review Coordinator. The Ministerial Statement will also provide an update on the implementation of recommendations in past reports. The next Domestic and Family Violence Review biennial report is being prepared and is due to the Minister for the Prevention of Domestic, Family, and Sexual Violence on 31 October 2025. It will include a status update on recommendations made in the previous 2023 biennial report. The biennial report is anticipated to be tabled in the Legislative Assembly in early 2026.</p>		

Auditor-General's Observation
<p>The ACT Government response advised the ACT Government would respond to biennial reports from the Domestic and Family Violence Death Review Coordinator via a Ministerial Statement to the Legislative Assembly in addition to including updates in the reports themselves.</p>

CSD's *Annual Report 2024-25* identified that implementation of the recommendation remained in progress and reiterated the actions outlined in the ACT Government response.

Recommendation 4 – Safer Families Levy Public Reporting

The Community Services Directorate should, in cooperation with the Chief Minister, Treasury and Economic Development Directorate and in consultation with the community services sector:

- a) review the current approach to financial reporting of initiatives funded through the Safer Families Levy to ensure there is comparable and informative reporting of how funds raised from the levy are used; and
- b) in conjunction with Recommendation 2(b), establish public performance reporting processes that show the planned and actual performance of initiatives along with analysis and explanation of any significant variations.

Government Response

Status

Agreed

The ACT Government agrees with this recommendation and will review the reporting of how Levy funds are used is comparable and informative.

As mentioned in response to recommendation 1, the ACT Government will release an information sheet in the context of the ACT Budget, commencing from 2025-26, which clearly articulates the ACT Government's investment in domestic, family and sexual violence initiatives, including how Levy funding is used. The Government will also explore providing additional information about initiatives funded from the Levy as part of regular ACT Rates notices sent to the community.

Alongside annual reporting, ACT Budget papers, the Domestic, Family and Sexual Violence Ministerial Statement and Annual Reports, the monitoring and evaluation framework which will be developed as part of the ACT Domestic, Family and Sexual Violence Strategy will address planned and actual performance reporting of initiatives against the Strategy.

Annual Report (CSD)

Last Reported Status

In progress

2023-24 Annual Report:

Not reported.

2024-25 Annual Report:

The ACT Government has reviewed the approach to financial and performance reporting processes for Safer Families Levy funded initiatives. From the 2025–26 budget onwards, the ACT Government has committed to releasing an Addressing Domestic, Family and Sexual Violence Factsheet which will clearly articulates the ACT Government's investment in domestic, family and sexual violence initiatives, including how Safer Families Levy funding is used.

The monitoring and evaluation framework being developed as part of the ACT Domestic, Family and Sexual Violence Strategy will report on the planned and actual performance reporting of initiatives against the Strategy. Alongside Annual Reports and the Domestic, Family and Sexual Violence Ministerial Statement, this will provide clear reporting on the effectiveness of initiatives funded from Safer Families Levy.

Auditor-General's Observation

The ACT Government response advised the ACT Government would address the recommendation through provision of an information sheet on how levy funding is being used and through the development of an evaluation framework alongside other reporting mechanisms.

CSD's *Annual Report 2024-25* identified that implementation of the recommendation remained in progress. The report identified actions being undertaken to address the recommendation including through the factsheet that explains how levy funding is being used as well as ongoing work to develop the evaluation framework.

Auditor-General Report No. 11 of 2024

Governing Boards of Selected ACT Government Entities¹⁷

(29 November 2024)

Auditees

The auditees for this audit were the Chief Minister, Treasury and Economic Development Directorate (CMTEDD) Cultural Facilities Corporation, the Cemeteries and Crematoria Authority and the ACT Long Service Leave Authority (ACT Leave).

Audit Objective

The objective of the audit was to assess whether selected ACT Government boards are performing effectively and contributing to effective organisational governance.

Summary

Governing boards are a feature of the governance and oversight of some public sector organisations. They set the overall strategic direction for an organisation and monitor and manage the performance of senior management. This audit considers the activities of the governing boards of three ACT Government statutory authorities:

- Cultural Facilities Corporation;
- Cemeteries and Crematoria Authority; and
- ACT Long Service Leave Authority (ACT Leave).

The audit considered whether the boards are performing effectively and contributing to effective organisational governance.

Government response

Mr Andrew Barr MLA, Chief Minister, tabled the ACT Government's response to the performance audit on 18 March 2025.¹⁸

¹⁷ [Report No. 11 of 2024 - Governing boards of selected ACT Government entities](#)

¹⁸ [PAC - AG Report 11 of 2024 - Government Response - Tabled on 18 March 2025](#)

Recommendation 1 – Board Accountability to the Minister

<p>The Cemeteries and Crematoria Authority and ACT Leave should enhance their board charters by clarifying the board’s relationship with, and accountability to, the Minister including linking the statement of operational intent to the Ministerial statement of expectations.</p>		
Government Response	Status	Agreed in Principle
<p><i>The ACT Government supports this recommendation, noting that actions in response are for consideration by the Cemeteries and Crematoria Authority and the ACT Long Service Leave Authority (ACT Leave).</i></p> <p><i>The Government understands that ACT Leave has commenced a review of its Board Charter anticipated for approval by the Governing Board in March 2025. ACT Leave will consult with the Office of Industrial Relations and Workforce Strategy in considering updates to the Board Charter as part of the current review process.</i></p> <p><i>The Government understands that the Cemeteries and Crematoria Authority Governing Board Charter has been reviewed to clarify the board’s relationship with and accountability to the Minister linking to the Statement of operational intent. The charter is anticipated to be endorsed by the Board in April 2025.</i></p>		
Annual Report (CCA and LSLA)	Last Reported Status	<p>CCA – Not reported</p> <p>LSLA – Complete</p>
<p>2024-25 Annual Report:</p> <p>Cemeteries and Crematoria Authority</p> <p>Not reported.</p> <p>ACT Leave</p> <p>ACT Leave’s <i>Annual Report 2024-25</i> provided a general statement that the recommendations from the performance audit report had been implemented. No specific detail was provided in the report as to how it was implemented.</p>		
Auditor-General’s Observation		
<p>The ACT Government response identified that ACT Leave had commenced a review of its Board Charter, while the Cemeteries and Crematoria Authority had reviewed its Board Charter with an emphasis on clarifying the board’s relationship and accountability to the Minister. The response identified that implementation of the recommendation was not yet complete for either agency.</p> <p>Agency reporting on this recommendation did not follow conventional practice and lacked clarity. ACT leave’s <i>Annual Report 2024-25</i> identified that implementation of the recommendation was complete but did not provide further detail. The Cemeteries and Crematoria Authority did not report on the implementation of this recommendation.</p>		

Recommendation 2 – Cultural Facilities Corporation Advisory Committees

<p>The ACT Government and Cultural Facilities Corporation should:</p> <ol style="list-style-type: none"> a) determine the status of the Corporation’s advisory committees (in accordance with the recommendation of the Review of the Cultural Facilities Corporation Act 1997); and b) (should advisory committees be retained) review and revise the board charter and advisory committees’ terms of reference to clarify: <ol style="list-style-type: none"> I. the lines of accountability from the advisory committees to the board; and II. the decision-making authority of any advisory committees. 		
Government Response	Status	Agreed in principle
<p><i>A review of the Governance Principles: Appointments, Boards and Committees in the ACT (2021) document has commenced. This review will include consideration on the roles and relationships between boards, statutory authorities, directorates and Ministers as well as strengthening guidance on conflict-of-interest declarations.</i></p>		

Annual Report (CMTEDD, CFC)	Last Reported Status	CMTEDD – Not reported CFC - In progress
<p>2024-25 Annual Report:</p> <p>CFC's <i>Annual Report 2024-25</i> reiterated that the recommendation had been agreed to and supported clarification of the advisory committees pending finalisation of the review of the <i>Cultural Facilities Corporation Act 1997</i>. No further information is provided on timeframes for completion. The report implies that the recommendation remains in progress.</p>		
Auditor-General's Observation		
<p>The ACT Government response identified that a review of the <i>Governance Principles: Appointments, Boards and Committees in the ACT (2021)</i> document had commenced. The response did not provide any detail on how this would inform a determination of the status of the CFC's advisory committees.</p> <p>Agency reporting on this recommendation did not follow conventional practice and lacked clarity. The Cultural Facilities Corporation's <i>Annual Report 2024-25</i> implied that the implementation of the recommendation is in progress but did not provide information on timeframes for completion. CMTEDD did not report on the implementation of this recommendation.</p>		

Recommendation 3 – Strengthening Guidance to ACT Government Boards

<p>The Chief Minister, Treasury and Economic Development Directorate should review the <i>Governance Principles: Appointments, Boards and Committees in the ACT (2021)</i> document, and as part of this review:</p> <ul style="list-style-type: none"> a) strengthen guidance on the ACT public sector context in which governance boards operate, including further explanation on the applicable legislation and the roles and relationships between boards, statutory authorities, directorate and Ministers; and b) strengthen guidance on the management of conflicts of interest for governing boards, including with respect to material interests. 		
Government Response	Status	Agreed
<p><i>A review of the Governance Principles: Appointments, Boards and Committees in the ACT (2021) document has commenced. This review will include consideration on the roles and relationships between boards, statutory authorities, directorates and Ministers as well as strengthening guidance on conflict of interest declarations.</i></p>		
Annual Report (CMTEDD)	Last Reported Status	In progress
<p><u>2023-24 Annual Report:</u></p> <p>Not reported.</p> <p><u>2024-25 Annual Report:</u></p> <p><i>The review of the Governance Principles has considered both recommendations from the Auditor General's Report 11/2024. Following consultation, the updated Governance Principles are expected to be finalised by December 2025.</i></p>		
Auditor-General's Observation		
<p>The ACT Government response committed to a review of the <i>Governance Principles: Appointments, Boards and Committees in the ACT (2021)</i> per the recommendation.</p> <p>CMTEDD's <i>Annual Report 2024-25</i> advised implementation of the recommendation was in progress and CMTEDD would complete its update of the document by December 2025.</p>		

Recommendation 4 – Guidance for Managing Conflicts of Interest

<p>To ensure compliance with sections 86 to 89 of the <i>Financial Management Act 1997</i>, the Cultural Facilities Corporation, Cemeteries and Crematoria Authority and ACT Leave should update their boards' conflict of interest policies and/or board charters to:</p> <ul style="list-style-type: none"> a) clearly define the meaning of a material interest; and b) document procedures on how material interests will be reported to the Minister when they arise. 		
Government Response	Status	Agreed in principle
<p><i>The Government supports this recommendation, noting that actions in response are for consideration by the CFC, Cemeteries and Crematoria Authority and ACT Leave.</i></p> <p><i>The Government notes that the Financial Management Act 1996 (FMA Act) already defines material interest for the purposes of governing board members disclosing interests that might be considered material.</i></p> <p><i>The Government understands that the governing boards will give consideration to incorporating further clarity as appropriate in defining material interest by reference to the applicable definition under the FMA Act and the reporting of any material interests to the responsible Minister.</i></p>		
Annual Report (CFC, CCA and LSLA)	Last Reported Status	<p>CFC – In progress</p> <p>CCA – Not reported</p> <p>LSLA – Complete</p>
<p>2024-25 Annual Report:</p> <p>Cultural Facilities Corporation</p> <p>CFC's <i>Annual Report 2024-25</i> reiterated that the recommendation had been agreed to and supported clarification of the Board Charter to define the handling of matters of conflict of interest. No further information is provided on timeframes for completion. The report implies that the recommendation remains in progress.</p> <p>Cemeteries and Crematoria Authority</p> <p>Not reported.</p> <p>ACT Leave</p> <p>ACT Leave's <i>Annual Report 2024-25</i> provided a general statement that the recommendations from the performance audit report had been implemented. No specific detail was provided in the report as to how it was implemented.</p>		
Auditor-General's Observation		
<p>The ACT Government response identified agreement in principle with the recommendation but did not provide any specific information on actions to be undertaken by the agencies.</p> <p>Agency reporting on this recommendation did not follow conventional practice and lacked clarity. The Cultural Facilities Corporation's <i>Annual Report 2024-25</i> implied that the implementation of the recommendation is in progress but did not provide information on timeframes for completion. ACT Leave's <i>Annual Report 2024-25</i> identified that the implementation of the recommendation was complete but did not provide detail on how the recommendation was implemented. The Cemeteries and Crematoria Authority did not report on the implementation of this recommendation.</p>		

Recommendation 5 – Linkage Between Strategic Plan and Organisational Risk

<p>The Cultural Facilities Corporation and ACT Leave should strengthen the link between the entity's strategic objectives and organisational risks in future iterations of their strategic plans.</p>		
Government Response	Status	Agreed in Principle
<p><i>The Government supports this recommendation, noting that actions in response are for consideration by the CFC and ACT Leave.</i></p>		

The Government understands that CFC will give consideration to articulating the link between strategic objectives and organisational risks when the CFC Strategic Plan is next updated.

The Government understands that the Governing Board of ACT Leave has an existing Risk Appetite Statement which links directly to the Strategic Plan. ACT Leave has advised that a forthcoming review of its Strategic Plan 2023-26 will consider opportunities to further strengthen the link between the organisation's strategic objectives and organisational risks.

Annual Report (CFC and LSLA)	Last Reported Status	CFC – In progress LSLA – Complete
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2024-25 Annual Report:

Cultural Facilities Corporation

CFC's *Annual Report 2024-25* reiterated that the recommendation had been agreed to and supported strengthening connection between its strategic objectives and organisational risks. The report indicates that this will be achieved in the next update of the Strategic Plan, which is scheduled for 2027. Implementation of the recommendation remains in progress.

ACT Leave

ACT Leave's *Annual Report 2024-25* provided a general statement that the recommendations from the performance audit report had been implemented. No specific detail was provided in the report as to how it was implemented.

Auditor-General's Observation

The ACT Government response advised the Cultural Facilities Corporation and ACT Leave would review strategic links but did not commit to any specific actions to implement the recommendation.

Agency reporting on this recommendation did not follow conventional practice and lacked clarity. The Cultural Facilities Corporation's *Annual Report 2024-25* indicated the implementation of the recommendation is in progress but did not provide information on timeframes for completion. ACT Leave's *Annual Report 2024-25* identified that the implementation of the recommendation was complete but did not provide detail on how the recommendation was implemented.

Recommendation 6 – Review of Board Performance

The Cultural Facilities Corporation, Cemeteries and Crematoria Authority and ACT Leave should strengthen and formalise processes for reviewing board performance, including ensuring that:

- a) reviews occur on a regular basis;
- b) outcomes from the reviews are documented; and
- c) the implementation of the outcomes from the reviews are monitored by the board.

Government Response (CFC, CCA and LSLA)	Status	Agreed in Principle
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The Government supports this recommendation, noting that actions in response are for consideration by the CFC, Cemeteries and Crematoria Authority and ACT Leave.

The Government understands that the CFC will consider the recommended actions in reviewing processes for evaluating board performance.

The Government understands that a formal review of the Cemeteries and Crematoria Authority Governing Board's performance is intended to be conducted every two years (through the Australian Institute of Company Director's (AICD) survey tool), with a less formal assessment being conducted in alternate years. The Cemeteries and Crematoria Authority Governing Board advises that an AICD board effectiveness survey was conducted in February 2024.

The Government understands that a Board Performance Evaluation has been completed for ACT Leave's Governing Board within the last two years. Government is advised that ACT Leave's Governing Board discussed this recommendation at its meeting held on 23 January 2025 and agreed to consider a framework to regularly review and manage board performance.

Annual Report	Last Reported Status	CFC – In progress CCA – Not reported LSLA – Complete
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2024-25 Annual Report:

Cultural Facilities Corporation

CFC's *Annual Report 2024-25* reiterated that the recommendation had been agreed to and that it will formalise and strengthen its processes for reviewing board performance. No further information is provided on timeframes for completion. The report implies that the recommendation remains in progress.

Cemeteries and Crematoria Authority

Not reported.

ACT Leave

ACT Leave's *Annual Report 2024-25* provided a general statement that the recommendations from the performance audit report had been implemented. No specific detail was provided in the report as to how it was implemented.

Auditor-General's Observation

The ACT Government response outlined actions by the Cultural Facilities Corporation, Cemeteries and Crematoria Authority and ACT Leave to review Board performance but did not provide detail on how they would implement specific aspects of the recommendation.

Agency reporting on this recommendation did not follow conventional practice and lacked clarity. The Cultural Facilities Corporation's *Annual Report 2024-25* implies that the implementation of the recommendation is in progress but did not provide information on timeframes for completion. ACT Leave's *Annual Report 2024-25* identified that the implementation of the recommendation was complete but did not provide detail on how the recommendation was implemented. The Cemeteries and Crematoria Authority did not report on the implementation of this recommendation.

Auditor-General Report No. 13 of 2024

Invoicing and Payments for Digital Health Record Hosting Services¹⁹

(13 December 2024)

Auditee

The auditee for this audit was the ACT Health Directorate (ACTHD)

Audit Objective

The objective of the audit was to assess the effectiveness of the ACT Health Directorate's management of NTT Australia payments for services for the Digital Health Record.

Summary

The Digital Health Record was implemented in November 2022. On 23 December 2020 ACT Health entered into a Deed with NTT Australia Pty Ltd for the purpose of providing the necessary environments for the Digital Health Record to operate.

The term of the Deed is for an initial period of five years, expiring on 22 December 2025. The Deed includes five optional extensions of 12 months each. If all option periods were exercised by the Territory, the Deed would expire on 22 December 2030. The initial price for the services was set at \$66 million (GST inclusive). The Deed has since been varied twice; once for extending the term of the Deed by 12 months at a cost of \$13 million; and once for adding contracted services including systems migration, data centre services and software licenses to establish the Digital Health Record for \$31 million. These variations have increased the total value of the deed to \$110 million (GST inclusive).

The objective of the audit was to assess the effectiveness of ACT Health's management of payments to NTT Australia for hosting services for the Digital Health Record.

Government response

Ms Rachel Stephen-Smith MLA, Minister for Health, tabled the ACT Government's response to the performance audit on 10 April 2025.²⁰

¹⁹ [Report No. 13 of 2024 - Invoicing and Payments for Digital Health Record Hosting Services](#)

²⁰ [PAC – AG Report 13 of 2024 – Government Response – Tabled on 10 April 2025](#)

Recommendation 1 – Evidence to Support Payment Approval

ACT Health should ensure appropriate records are captured and retained to demonstrate the analysis of services received prior to payments are made to NTT Australia.		
Government Response	Status	Agreed
<p><i>The ACT Health Directorate (ACTHD) record keeping practices regarding invoice reconciliation and payment concerned with the NTT contract have been improved since August 2024. Comprehensive information that evidences invoice reconciliation and payment are stored in ACTHD's Electronic Document Records Management System (EDRMS) and retained in accordance with ACTHD's record keeping plan which is aligned with the Territory Records Act 2002.</i></p>		
Annual Report (ACTHD)	Last Reported Status	Complete
<p><u>2023-24 Annual Report:</u> Not reported.</p> <p><u>2024-25 Annual Report:</u> <i>Comprehensive information that evidences invoice reconciliation and payment are stored in the Directorate's EDRMS and retained in accordance with the Directorate's record keeping plan which is aligned with the Territory Records Act 2002.</i></p>		
Auditor-General's Observation		
<p>The ACT Government response advised ACTHD improved record keeping practices per the recommendation, including storing evidence in the ACTHD's EDRMS in accordance with the <i>Territory Records Act 2002</i>.</p> <p>ACTHD's <i>Annual Report 2024-25</i> reiterated the changes outlined in the government response.</p>		

Recommendation 2 – Purchase Orders

ACT Health should establish a formal policy specifying the timeframe for entering approved Work Orders into the PurchaseOrder-2-Payment system and monitor compliance with the policy.		
Government Response	Status	Agreed
<p><i>ACTHD has developed and implemented procurement workflows that include requirements for Purchase Orders to be created with 21 days of contract execution. This is in line with the requirements for contract notification on Tenders ACT. A Purchase Order-2-Payment (P2P) System Policy and procedural document is being developed to provide further policy advice in relation to timeframes for entering approved contracts, including work orders, into the P2P system. Compliance with these requirements will be monitored by the Health Procurement Team.</i></p>		
Annual Report (ACTHD)	Last Reported Status	Complete
<p><u>2023-24 Annual Report:</u> Not reported.</p> <p><u>2024-25 Annual Report:</u> <i>Procurement workflows have been developed and implemented that include requirements for Purchase Orders to be created with 21 days of contract execution. This is in line with the requirements for contract notification on Tenders ACT. A Purchase Order-2-Payment (P2P) system policy and procedural document has been developed to provide further policy advice in relation to timeframes for entering approved contracts, including work orders, into the P2P system. Compliance with these requirements will be monitored by the Health Procurement Team.</i></p>		
Auditor-General's Observation		
<p>The ACT Government response advised ACTHD developed procurement workflows that specify a timeframe for entering approved Work Orders into the payment system which the Health Procurement Team will Monitor, in line with the recommendation.</p>		

ACTHD's *Annual Report 2024-25* identified that implementation of the recommendation was complete and advised that ACTHD developed the procurement workflows outlined in the government response. The report reiterated that the Health Procurement Team would monitor timeframe compliance.

Recommendation 3 – Support for Reconciliation and Verification of Invoices

ACT Health should:

- a) require NTT Australia to ensure that the number of Purchase Orders associated with each invoice complies with the terms of the Deed; and
- b) include sufficiently detailed line items in Purchase Order and Work Orders with NTT Australia to ensure they correspond directly to the goods and services being procured.

Government Response	Status	Agreed
<p><i>ACTHD has reaffirmed with NTT the requirement to ensure that the number of Purchase Orders associated with each invoice complies with the terms of the Deed through formal contract management meetings held between July and November 2024 and through other contractual interactions with NTT. All Purchase Orders and Work Orders executed by ACTHD after August 2024 provide sufficiently detailed line items that correspond directly to goods and services procured and comprehensive information is stored in the EDRMS to evidence the receipt of these goods and services.</i></p>		
Annual Report (ACTHD)	Last Reported Status	Complete
<p><u>2023-24 Annual Report:</u> Not reported.</p> <p><u>2024-25 Annual Report:</u> <i>The Directorate has reaffirmed with NTT Australia the requirement to ensure that the number of Purchase Orders associated with each invoice complies with the terms of the Deed through formal contract management meetings held between July and November 2024 and through other contractual interactions with NTT Australia.</i></p>		
Auditor-General's Observation		
<p>The ACT Government response provided information about meetings ACTHD held with NTT to ensure the number of Purchase Orders associated with each invoice complies with the terms of the Deed, per the first part of the recommendation. The response further advised that ACTHD had improved practices with respect to the second part of the recommendation.</p> <p>ACTHD's <i>Annual Report 2024-25</i> identified that implementation of the recommendation was complete and reiterated the actions outlined in the government response.</p>		

Recommendation 4 – Compliance with Delegation Limits

ACT Health should:

- a) implement assurance processes to ensure invoices are validly paid in line with delegations; and
- b) work with Digital, Data and Technology Services to implement controls to ensure that invoices associated with a Purchase Order are approved for payment by an appropriate delegate.

Government Response	Status	Agreed
<p><i>ACTHD will establish a policy/procedure for the processing of invoices and will review existing processes including the Director-General Financial Authorisations – Expenditure and Payment Authorisations. This will provide guidance to staff and delegates on appropriate goods receipting and approval processes to ensure valid payment of invoices in accordance with delegations.</i></p> <p><i>ACTHD will work with the appropriate Directorates that own the payment and purchase order systems to determine if system controls can be implemented to strengthen the approval processes between payment and purchase order systems.</i></p>		

Annual Report (ACTHD)	Last Reported Status	In progress
<p><u>2023-24 Annual Report:</u> Not reported.</p> <p><u>2024-25 Annual Report</u> <i>The invoice processing procedure was presented to the Digital Policy Risk Assurance Committee on 20 May 2025 and was supported for the Digital Solutions Division.</i></p>		
Auditor-General's Observation		
<p>The ACT Government response committed ACTHD to establish policies and procedures for processing invoices and provide guidance to staff regarding delegations. The response also advised ACTHD would work with other directorates to determine if system controls can be implemented, per the recommendation.</p> <p>ACTHD's <i>Annual Report 2024-25</i> advised ACTHD completed the invoice processing procedure. The implementation of the recommendation remains in progress with respect to implementation of the second part of the recommendation relating to system controls.</p>		

Recommendation 5 – Acceptance Criteria for Work Orders

<p>ACT Health should ensure Work Orders agreed with NTT Australia include acceptance criteria, and that ACT Health certify these criteria have been satisfied before making payment.</p>		
Government Response	Status	Agreed
<p><i>ACTHD has included acceptance criteria in the Work Order Templates for all new work orders pertaining to new systems and technologies to be provided by NTT Australia. ACTHD will certify these criteria have been satisfied before making payment.</i></p>		
Annual Report (ACTHD)	Last Reported Status	Complete
<p><u>2023-24 Annual Report:</u> Not reported.</p> <p><u>2024-25 Annual Report:</u> <i>The Directorate has included acceptance criteria in the work order templates for all new work orders pertaining to new systems and technologies to be provided by NTT Australia.</i></p>		
Auditor-General's Observation		
<p>The ACT Government response advised ACTHD included acceptance criteria in Work Order templates and committed to certifying these criteria before making payment.</p> <p>ACTHD's <i>Annual Report 2024-25</i> identified that implementation of the recommendation was complete and reiterated that ACTHD included acceptance criteria for new Work Orders.</p>		

Recommendation 6 – Cost Benchmarking

<p>ACT Health should:</p> <ul style="list-style-type: none"> a) benchmark the cost of NTT Australia services in line with its contractual rights; or b) document its decision to not benchmark the cost of NTT Australia services and evidence to support this decision as part of its contract management activities. 		
Government Response	Status	Agreed

The decision not to use the benchmarking clause in the current contract with NTT has been documented via a meeting paper for the ACT Health Digital Policy, Risk and Assurance Committee.

ACTHD will instead conduct a cost benchmarking process of the NTT Australia services via an open tender process when the contract expires on 22 December 2026. This open tender process has commenced and been registered with Procurement ACT. NTT infrastructure and service costs will continue to be closely monitored for the life of the current contract.

Annual Report (ACTHD)

Last Reported Status

Complete

2023-24 Annual Report:

Not reported.

2024-25 Annual Report:

The Directorate decided not to use the benchmarking clause in the current contract with NTT Australia, as documented via a meeting paper for the Digital Policy, Risk and Assurance Committee. Instead, a cost benchmarking process of the NTT Australia services will be conducted via an open tender process when the contract expires on 22 December 2026.

The open tender process has commenced and been registered with Procurement ACT. NTT Australia infrastructure and service costs will continue to be closely monitored for the life of the current contract.

Auditor-General's Observation

The ACT Government response advised that ACTHD had elected not to benchmark the cost of NTT Australia services. Instead ACTHD would conduct an open tender process upon contract expiry.

ACTHD's *Annual Report 2026* identified that implementation of the recommendation was complete. In doing so it reiterated ACTHD's intention to conduct an open tender process and noted that the procurement has been registered with Procurement ACT.

Auditor-General Report No. 14 of 2024

Facilities Management and Support Services for ACT Courts²¹

(20 December 2024)

Auditee

The auditee for this audit was the Justice and Community Safety Directorate (JACS).

Audit Objective

The objective of this audit was to assess the effectiveness of the Justice and Community Safety Directorate's (JACS) management of the facilities management and support services component of the ACT Courts Public Private Partnership.

Summary

On 14 December 2015, the ACT Government entered into the ACT Law Courts Public Private Partnership (PPP) - Project Agreement (the Agreement) with Juris Partnership (Juris) for the:

- design, construction and financing of a major redevelopment to the Territory's courts precinct; and
- facilities management and support services over a 25 year period through to August 2043.

The Design and Construction Phase of the project was completed in January 2020. Following its completion the Services Phase commenced, which provides for the management and maintenance of the Courts Facility (but not the operation of the core public service of judicial administration).

Under the Agreement, Juris is responsible for the delivery of a range of facility management and support services in accordance with agreed services specifications. As facilities manager (Services Subcontractor), Programmed Facility Management (Programmed):

- supplies the actual services; or
- subcontracts the delivery of services to other parties.

The audit assessed the effectiveness of the Justice and Community Safety Directorate's (JACS) management of the facilities management and support services component of the ACT Courts Public Private Partnership Agreement

Government response

Ms Tara Cheyne MLA, Attorney-General, tabled the ACT Government's response to the performance audit on 10 April 2025.²²

²¹ [Report No. 14 of 2024 - Facilities management and support services for ACT Courts](#)

²² [PAC – AG Report 14 of 2024 - Government Response – Tabled on 10 April 2025](#)

Recommendation 1 – Senior Representatives Group Terms of Reference

<p>ACTCT, in conjunction with ACT Treasury and Juris, should:</p> <ol style="list-style-type: none"> review and confirm the role and responsibilities of the Senior Representatives Group; and update its Terms of Reference to establish a regular meeting frequency that enables it to fulfill its role and responsibilities. 		
Government Response	Status	Agreed
<p><i>A draft Terms of Reference addressing recommendations has been completed and will be tabled for approval at the Senior Representative Group meeting scheduled in April 2025.</i></p>		
Annual Report (JACS)	Last Reported Status	Complete
<p><u>2023-24 Annual Report:</u> Not reported.</p> <p><u>2024-25 Annual Report:</u> <i>The draft Terms of Reference for the Senior Representatives Group addressing the recommendations was completed and endorsed at the Senior Representative Group meeting held on 23 April 2025.</i></p>		
Auditor-General's Observation		
<p>The ACT Government response indicated agreement with the recommendation and advised a 'draft Terms of Reference addressing recommendations' was completed.</p> <p>JACS' <i>Annual Report 2024-25</i> identified that implementation of the recommendation was complete and that the draft Terms of Reference were endorsed at the meeting in April 2025. There is no further detail on how the updated Terms of Reference addressed the recommendation.</p>		

Recommendation 2 – Project Control Group Terms of Reference

<p>ACTCT should review and update the Terms of Reference of the Project Control Group to clarify its communication and reporting responsibilities, including with respect to the Senior Representatives Group</p>		
Government Response	Status	Agreed
<p><i>ACTCT has reviewed and updated the Terms of Reference for the Project Control Group to clarify its communication and reporting requirements. The draft Terms of Reference will be tabled at the Senior Representative Group meeting scheduled in April 2025.</i></p>		
Annual Report (JACS)	Last Reported Status	Complete
<p><u>2023-24 Annual Report:</u> Not reported.</p> <p><u>2024-25 Annual Report:</u> <i>ACTCT has reviewed and updated the Terms of Reference for the PCG to clarify its communication and reporting requirements. The draft Terms of Reference was tabled and endorsed at the Senior Representative Group meeting held on 23 April 2025.</i></p>		
Auditor-General's Observation		
<p>The ACT Government response indicated agreement with the recommendation and that ACTCT had reviewed and updated the Project Control Group Terms of Reference to clarify communication and reporting requirements, in line with the recommendation.</p> <p>JACS' <i>Annual Report 2024-25</i> identified that implementation of the recommendation was complete and that the draft Terms of Reference were endorsed at the meeting in April 2025. There is no further detail on how the updated Terms of Reference addressed the recommendation</p>		

Recommendation 3 – Risk Management Arrangements

ACTCT should improve its risk management framework by ensuring that all operational risks associated with the management of the Agreement have been appropriately identified, assessed, allocated and mitigated.		
Government Response	Status	Agreed
<i>ACTCT will review operational risks associated with the management of the Agreement to ensure they have been appropriately identified, assessed, allocated and mitigated. ACTCT will incorporate more detailed instructions into the Standard Operating Procedure and will then update the ACTCT Risk Register to reflect any operational risks by 30th April 2025.</i>		
Annual Report (JACS)	Last Reported Status	Complete
<p><u>2023-24 Annual Report:</u> Not reported.</p> <p><u>2024-25 Annual Report:</u> <i>ACTCT has reviewed the operational risks associated with the management of the Agreement and ensured they have been appropriately identified, assessed, allocated and mitigated. ACTCT has incorporated more detailed instructions into the Standard Operating Procedure and has updated the ACTCT Enterprise Risk Register to reflect the operational risks.</i></p>		
Auditor-General's Observation		
<p>The ACT Government response indicated agreement with the recommendation and committed ACTCT to review operational risk, in line with the recommendation. The response added the ACTCT will alter its Standard Operating Procedure and update its Risk Register to reflect any risks identified through the review.</p> <p>JACS' <i>Annual Report 2024-25</i> identified that implementation of the recommendation was complete and that ACTCT completed the commitments outlined in the ACT Government response.</p>		

Recommendation 4 – Services Phase Plans

ACTCT should develop a process for the formal review and acceptance of annual Services Phase Plans from Programmed. The process should clearly document, in the Plans themselves, ACTCT's review and acceptance.		
Government Response	Status	Agreed
<i>ACTCT is currently reviewing and updating Standard Operating Procedure to ensure it provides for documented review and acceptance by ACTCT of the plans by 30th April 2025.</i>		
Annual Report (JACS)	Last Reported Status	Complete
<p><u>2023-24 Annual Report:</u> Not reported.</p> <p><u>2024-25 Annual Report:</u> <i>ACTCT has reviewed and updated the Standard Operating Procedure to ensure it provides for documented review and acceptance of the plans by ACTCT.</i></p>		
Auditor-General's Observation		
<p>The ACT Government response indicated agreement with the recommendation and that ACTCT was reviewing and updating its Standard Operating Procedure to facilitate review and acceptance of ACTCT plans, in line with the recommendation.</p> <p>JACS' <i>Annual Report 2024-25</i> identified that implementation of the recommendation was complete and that ACTCT completed the commitment outlined in the ACT Government response.</p>		

Recommendation 5 – Management of Maintenance Service Requests

<p>ACTCT, in cooperation with Programmed, should develop processes that allows ACTCT to:</p> <ul style="list-style-type: none"> a) record and track all service requests that are submitted to Programmed; and b) record and track Extension Request Time submissions (including those that are rejected). 		
Government Response	Status	Agreed
<p><i>ACTCT is currently reviewing and updating Standard Operating Procedure for the recording and tracking of service requests and Extension Request Time submissions by 30th April 2025.</i></p>		
Annual Report (JACS)	Last Reported Status	Complete
<p><u>2023-24 Annual Report:</u> Not reported.</p> <p><u>2024-25 Annual Report:</u> <i>ACTCT has reviewed and updated the Standard Operating Procedure for the recording and tracking of service requests and Extension Request Time submissions.</i></p>		
Auditor-General's Observation		
<p>The ACT Government response indicated agreement with the recommendation and that ACTCT was reviewing and updating its Standard Operating Procedure to facilitate recording and tracking of service requires and Extension Request Time submissions, in line with the recommendation.</p> <p>JACS' <i>Annual Report 2024-25</i> identified that implementation of the recommendation was complete and that ACTCT had completed the commitment outlined in the ACT Government response.</p>		

Recommendation 6 – Review of Daily Reports

<p>ACTCT should:</p> <ul style="list-style-type: none"> a) review Daily Reports as required under its draft Standard Operating Procedures; and b) formally document the outcomes of the review. 		
Government Response	Status	Agreed
<p><i>ACTCT has implemented review of Daily Reports in line with revised Standard Operating Procedure. ACTCT has commenced the development of a template to formally document the outcomes of the review of the Daily Reports and will incorporate the requirement to complete the template into an updated revision of the Standard Operating Procedure by 30th April 2025.</i></p>		
Annual Report (JACS)	Last Reported Status	Complete
<p><u>2023-24 Annual Report:</u> Not reported.</p> <p><u>2024-25 Annual Report:</u> <i>ACTCT has implemented the review of Daily Reports in line with the revised Standard Operating Procedure. ACTCT has commenced the development of a template to formally document the outcomes of the review of the Daily Reports and has incorporated the requirement to complete the template into an updated revision of the Standard Operating Procedure.</i></p>		
Auditor-General's Observation		
<p>The ACT Government response indicated agreement with the recommendation and that ACTCT had implemented a review of Daily Reports and introduced a template to formally document review outcomes, in line with the recommendation.</p>		

JACS' *Annual Report 2024-25* identified that implementation of the recommendation was complete and that ACTCT had completed the commitments outlined in the ACT Government response.

Recommendation 7 – Annual Reports

ACTCT should ensure that Annual Performance Reports provided by Programmed meet the reporting requirements of the Agreement and include sufficient information on proposed changes to the Services and the manner in which the Services are to be delivered.

Government Response

Status

Agreed

ACTCT is currently reviewing and updating the Standard Operating Procedure to ensure reporting requirements in the agreement are met and there is sufficient information on any proposed changes to the Services or the way the Services are to be delivered by 30th April 2025.

Annual Report (JACS)

Last Reported Status

Complete

2023-24 Annual Report:

Not reported.

2024-25 Annual Report:

ACTCT has reviewed and updated the Standard Operating Procedure to ensure reporting requirements in the agreement are met and there is sufficient information on any proposed changes to the Services or the way the Services are to be delivered.

Auditor-General's Observation

The ACT Government response indicated agreement with the recommendation and that ACTCT was reviewing and updating the Standard Operating Procedure to address the recommendation.

JACS' *Annual Report 2024-25* identified that implementation of the recommendation was complete and that ACTCT had completed the commitment outlined in the ACT Government response. The report did not provide further detail on how updates to the Standard Operating Procedure had addressed the recommendation.

Recommendation 8 – Daily Quality Assurance Check Records and Documentation

ACTCT should develop and maintain:

- a) guidance for the conduct of the daily quality assurance checks of the Courts Facility; and
- b) a process for recording the daily quality assurance checks that are conducted.

Government Response

Status

Agreed

ACTCT will incorporate the requirement for the conduct of the daily quality assurance checks and a process for recording the daily quality assurance checks into the Standard Operating Procedure by 30th April 2025.

Annual Report (JACS)

Last Reported Status

Complete

2023-24 Annual Report:

Not reported.

2024-25 Annual Report:

ACTCT has incorporated the requirement for the conduct of the daily quality assurance checks and a process for recording the daily quality assurance checks into the Standard Operating Procedure.

Auditor-General's Observation

The ACT Government response indicated agreement with the recommendation and that ACTCT would incorporate requirements for daily quality assurance checks into its Standard Operating Procedure.

JACS' *Annual Report 2024-25* identified that implementation of the recommendation was complete and that ACTCT had completed the commitment outlined in the ACT Government response.

Recommendation 9 – Procedures for Monthly Cleanliness Checks

ACTCT should develop and maintain guidance for the conduct of monthly cleanliness checks, which clearly identify:

- a) the areas of the Courts Facility that are to be checked;
- b) the evidence that should be obtained to document an area's uncleanliness; and
- c) requirements for the recording of monthly cleanliness checks.

Government Response

Status

Agreed

ACTCT will update the guidance on cleanliness checks in the Standard Operating Procedure by 30th April 2025.

Annual Report (JACS)

Last Reported Status

Complete

2023-24 Annual Report:

Not reported.

2024-25 Annual Report:

ACTCT has updated the guidance on cleanliness checks in the Standard Operating Procedure.

Auditor-General's Observation

The ACT Government response indicated agreement with the recommendation and that ACTCT would update the relevant guidance in its Standard Operating Procedure.

JACS' *Annual Report 2024-25* identified that implementation of the recommendation was complete and that ACTCT had completed the commitment outlined in the ACT Government response.

Recommendation 10 – Monthly Quality Assurance Checks

ACTCT should review and revise the scope of monthly service request reviews to:

- a) incorporate an assessment of performance against the criteria outlined in Services Phase Plans; and
- b) include a review of selected pending and in progress service requests to verify the accuracy of the status that is reported.

Government Response

Status

Agreed

ACTCT will update the scope of monthly service request reviews in the Standard Operating Procedure by 30th April 2025.

Annual Report

Last Reported Status

Complete

2023-24 Annual Report:

Not reported.

2024-25 Annual Report:

ACTCT has updated the scope of monthly service request reviews in the Standard Operating Procedure.

Auditor-General's Observation

The ACT Government response indicated agreement with the recommendation and that ACTCT would update the scope of monthly service request reviews in the Standard Operating Procedure.

JACS' *Annual Report 2024-25* identified that implementation of the recommendation was complete and ACTCT had completed the commitment outlined in the ACT Government response.

Recommendation 11 – Annual Quality Assurance Checks

ACTCT should:

- a) ensure that it undertakes, and documents, all required annual quality assurance activities with respect to equipment using radiation; and
- b) review its quality assurance processes and procedures to allow for the documentation and recording of positive verification that there are no hazardous materials on site.

Government Response

Status

Agreed

ACTCT will reflect quality assurance recommendations in the Standard Operating Procedure by 30th April 2025.

Annual Report

Last Reported Status

Complete

2023-24 Annual Report:

Not reported.

2024-25 Annual Report:

ACTCT has reflected quality assurance recommendations in the Standard Operating Procedure.

Auditor-General's Observation

The ACT Government response indicated agreement with the recommendation and that ACTCT would reflect quality assurance recommendations in the Standard Operating Procedure.

JACS' *Annual Report 2024-25* identified that implementation of the recommendation was complete and ACTCT had completed the commitment outlined in the ACT Government response.

Recommendation 12 – Invoice Processing

ACTCT should strengthen its quality assurance procedures over the processing of invoice payments to ensure Variable Service Fees are accurately calculated and paid for.

Government Response

Status

Agreed

ACTCT will review and update the quality assurance process associated with invoice payments in the Standard Operating Procedure by 30th April 2025.

Annual Report

Last Reported Status

Complete

2023-24 Annual Report:

Not reported.

2024-25 Annual Report:

ACTCT has reviewed and updated the quality assurance process associated with invoice payments in the Standard Operating Procedure.

Auditor-General's Observation

The ACT Government response indicated agreement with the recommendation and that ACTCT would review and update the quality assurance process associated with invoice payments in the Standard Operating Procedure.

JACS' *Annual Report 2024-25* identified that implementation of the recommendation was complete and ACTCT had completed the commitment outlined in the ACT Government response.