



Actions Speak Insights:

Did they do what they said they would?



Insights from monitoring the implementation of the Commonwealth
and ACT Ombudsman's recommendations from 1 November 2024 to
31 December 2025

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Executive summary

The Commonwealth and ACT Ombudsman promote systemic improvement in public administration by investigating, reporting and making recommendations to the government agencies and private sector entities we oversee to ensure they act fairly and with integrity.

This latest Actions Speak report in the *Did They Do What They Said They Would?* series (**Report**) outlines agencies' progress in implementing our recommendations and assessing whether they have followed through on their commitments.

In other words, are agencies **doing what they said they would?**¹

For the period commencing 1 November 2024 to 31 December 2025 (**reporting period**), we monitored 119 recommendations from 22 investigations finalised on or before 31 October 2024.²

Of those recommendations, we assessed 54 (from 12 investigations) and found that 78% of the recommendations were implemented or partially implemented.³

We published detailed recommendation implementation results for several of those investigations in Actions Speak reports during the reporting period.

We also finalised and published reports from 6 own motion investigations and 3 complaints investigations.

These investigations looked at the administrative actions of numerous agencies such as the Department of Home Affairs, Comcare, Department of Employment and Workplace Relations, ACT Policing and the ACT Integrity Commission.

¹ This Report follows our previously published [Actions Speak – Did they do what they said they would? \(Volume 3\)](#).

² Unless otherwise stated, a reference in this Report to 'recommendations' also includes where appropriate a reference to 'suggestions'.

³ Implementation outcomes from the remaining monitored recommendations will be published in the next *Actions Speak Insights – Did They Do What They Said They Would?* volume series.



The Ombudsman made 62 recommendations across a broad range of issues and 92% of the recommendations were either accepted or partially accepted.

During the reporting period, agencies acknowledged the value of our recommendations and generally implemented them, contributing to improvements in administrative processes and outcomes for people affected by agency decisions.

We will continue to monitor implementation of recommendations and report on outcomes annually.

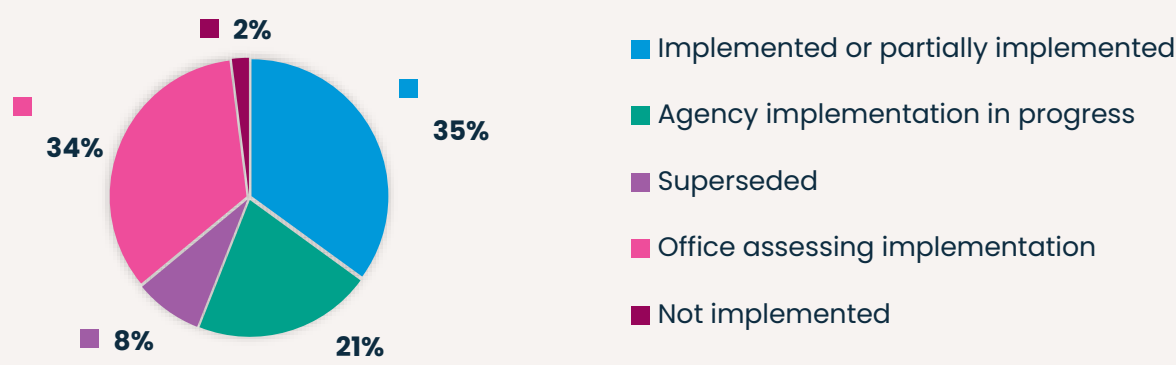


Did they do what they said they would?

During the reporting period,⁴ we monitored and/or assessed the implementation of 119 recommendations from 22 investigations finalised and published on or before 31 October 2024.⁵

	110 recommendations and 9 suggestions
	22 investigations
	13 agencies monitored

The chart below illustrates the status of all 119 recommendations at 31 December 2025.⁶



⁴ The reporting period was from 1 November 2024 to 31 December 2025.

⁵ This Report does not include recommendations and suggestions made from our oversight of law enforcement and integrity agencies' use of covert powers, and oversight of places of detention as the Commonwealth and ACT National Preventative Mechanism. It includes recommendations and suggestions from own motion and individual complaint investigations published on or before 31 October 2024 that were undergoing implementation monitoring or assessment.

⁶ Refer to Appendix A of this Report for more detailed information of each investigation.

Assessing implementation during the reporting period



Agreeing to our recommendations is pleasing but implementation of our recommendations effects real change. Because of this, it is important we assess and report on whether agencies have done what they agreed to do.

The Office contributes to systemic improvement in public administration through its oversight activities, including the investigation of individual complaints and own motion investigations.⁷

An investigation frequently results in recommendations and/or suggestions to an agency. Recommendations address agency actions or failures to act requiring corrective measures. They are used for serious or systemic matters, where agency conduct was unlawful, unreasonable, unjust, oppressive or improperly discriminatory. Suggestions are used when corrective action is warranted, but the matter is less serious.

For the purposes of this Report, references to 'recommendations' also include 'suggestions'. We use the term 'recommendations' throughout because they made up most of the matters we monitored during the reporting period: 92% were recommendations and 8% were suggestions.

Why we monitor and assess implementation

We monitor agencies' progress in implementing our recommendations and assess the actions they take to address them. This helps us ensure agencies follow through on

⁷ The Ombudsman has other specialist roles for private health insurance, the Defence Force, overseas students, VET student loans, the postal industry, immigration complaints, law enforcement oversight and as the Australian Capital Territory Ombudsman. On 1 February 2025, the National Student Ombudsman was officially launched adding a further specialist role for the Office. For more information about what we do please visit [Our role | Commonwealth Ombudsman](#).



their commitments. By implementing our recommendations, agencies can improve their practices and deliver meaningful, positive change.

How do we assess implementation?

Depending on the nature of the recommendation, we recognise it can take an agency some time to implement, depending on the action required. The implementation of recommendations may require consultation, operational changes, the development of new policies and procedures, and in some cases, legislative reform or seeking of additional funding.

We recognise sustainable change can be a gradual process. When assessing implementation, we examine what the agency has done and ask them to provide us supporting evidence. We analyse this evidence and assess whether each recommendation has been:

- implemented
- partially implemented
- not implemented
- superseded.

In some circumstances, we may assess that the agency has 'met the intention' of the recommendation.

This can happen for example when the agency does not specifically implement what we have recommended but still takes steps which achieve the intended result by addressing the root cause or risk of the problem. In such cases, we'll generally treat the recommendation as implemented.

We recognise that strictly following the exact wording of a recommendation is not always the most suitable approach. More importantly, our focus is on whether the intended purpose has been achieved and whether the changes lead to meaningful improvement and better outcomes for people.

Sometimes recommendations can be superseded by subsequent investigations we conduct and related recommendations, or from changes to legislation or programs. In these circumstances, we may assess these recommendations as superseded to acknowledge they may no longer be relevant to the issue we first identified. When

doing this, we recognise where agencies have developed new practices or procedures that address our findings.

What did we find?

Of the 119 recommendations we monitored, we assessed 54 and found:

- 46% (25) were implemented⁸
- 31% (17) were partially implemented
- 4% (2) were not implemented
- 19% (10) were superseded.

Of the remaining 65 recommendations, either the agencies were still implementing them, or we were still assessing implementation.

By 31 December 2025, we finalised our monitoring and assessment of the implementation of recommendations from 12 of the 22 investigations that were finalised on or before 31 October 2024.

Agencies may take longer to implement some recommendations than others

As noted above, some recommendations can take longer to implement than others. This can occur when the type of change we have recommended requires cooperation between different agencies or when the recommendation relates to proposed law reform. The Case Study below is an example of this.



Case study

A complex legal issue that required cross-agency collaboration for implementation

⁸ Of the 25 recommendations implemented, 2 were deemed to have 'met the intention'.



We [investigated](#) how Services Australia dealt with financial abuse through child support (also called “the weaponisation of child support”). We made 8 recommendations to Services Australia, which were accepted.

One recommendation related to legislative reform. Our investigation identified a number of problems with the existing legislative framework that enabled financial abuse through child support and constrained the ability of Services Australia to effectively combat this.

In response to this recommendation, the Department of Social Services, who has policy ownership of child support legislation, said:

“This is an ongoing responsibility for the Department of Social Services. Work in the next 6 months will use the findings of this report, reviews undertaken in response to the Family Law Inquiry and the audit of Commonwealth Systems, to work collaboratively with Services Australia and the Australian Tax Office to develop options to more effectively administer [child support]”.

Our *Actions Speak* reports



We publicly report on implementation outcomes to assure the public and the government that our recommendations are being acted on and are driving meaningful change to improve public administration.

Following assessment of an agency's implementation of our recommendations, outcomes are generally reported publicly through an Actions Speak report or public statement. Decisions to publish are made by the Ombudsman on a case-by-case basis. During the reporting period, 6 Actions Speak reports were published assessing agencies' implementation of recommendations arising from own motion investigations. We list these Actions Speak reports below.⁹

Volume	Name	Date published
Volume 6	Actions Speak – Department of Defence implementation of recommendations from investigation into behaviour training of recruits	Nov-2024
Volume 7	Actions Speak – Implementation of recommendations from investigation into the administration of parole by ACT Corrective Services	Dec-2024
Volume 8	Actions Speak – Implementation of recommendations by Housing ACT of its mandatory relocation under the Growing and Renewing Public Housing Program	Dec-2024
Volume 9	Actions Speak – Implementation of recommendations by ACT Police of its administrative framework for engaging with the ACT Aboriginal and Torres Strait Islander community	Feb-2025

⁹ Summary of these assessments are provided at Appendix A of this Actions Speak Insights report.



Volume	Name	Date published
Volume 10	Actions Speak – Implementation of recommendations by Department of Home Affairs on delays in processing applications for Australian Citizenship by conferral ¹⁰	Aug-2025
Volume 11	Actions Speak – Implementation of recommendations by the NDIA about how it is putting in place the Participant Service Guarantee and communicating with people about access and planning timeframes	Oct-2025

Finalising our assessment without an Actions Speak report

Occasionally, following our assessment of an agency’s implementation of our recommendations, we may decide that the publication of an Actions Speak report is not required or appropriate. The Case Study below is an example of this.



Case study

Assessing the recommendations from our income apportionment investigations

In 2023, we completed 2 investigations into the then unlawful practice of income apportionment.

The investigation reports [Income Apportionment Lawfulness](#) and [Accountability in Action: Identifying, owning and fixing errors](#), made 12

¹⁰ The OMI commenced in 2016 with the report published in December 2017. The Department of Immigration and Border Protection was absorbed into the Department of Home Affairs in 2017. The Department of Home Affairs implemented the recommendations.



recommendations to Services Australia and the Department of Social Services aimed at strengthening their responses to historic unlawful decisions.

This included promoting a remediation strategy and obtaining robust data to inform decision-making. All our recommendations were accepted.

Since we made our recommendations, there has been significant change to income apportionment processes and the Australian Government's response to the issue. Change in this space is ongoing.

In August 2025, we undertook a preliminary assessment of the implementation of the recommendations and found Services Australia had implemented 5, partially implemented 6 and met the intention of the remaining recommendations. We informed Services Australia of our preliminary assessment.

Following this, the government introduced legislation retrospectively authorising the practice of income apportionment and establishing a redress scheme for affected individuals. As a result, we are currently reviewing our preliminary assessment to determine which of our recommendations no longer apply and we will let Services Australia know.

Given the changes that had occurred and the ongoing work that Services Australia need to do to operationalise the new legislation, we have decided not to publish an Actions Speak report.

Investigations completed during the reporting period

The information below relates to investigations finalised and published between 1 November 2024 and 31 December 2025.¹¹

	10 agencies investigated
	9 investigations finalised ¹²
	10 reports published
	62 recommendations made ¹³
	92% recommendations accepted ¹⁴

¹¹ This does not include recommendations made within our oversight of law enforcement and integrity agencies' use of covert and intrusive powers, and oversight of places of detention as the Commonwealth National Preventive Mechanism and the ACT National Preventive Mechanism. This includes recommendations and suggestions from published own motion and individual complaint investigations.

¹² Refer to Appendix B of this Report for more detailed information of each investigation.

¹³ Of this figure, there were 59 recommendations and 3 suggestions made by the Ombudsman.

¹⁴ 49 recommendations were accepted, 8 partially accepted and 5 not accepted.

Key lessons from recent investigations for all agencies



Our aim is to help people and improve government. To achieve this, our recommendations make agencies' administrative processes better.

This report provides an opportunity to emphasise some key principles of good public administration applicable to all agencies and entities we oversee. These reflect some of the same lessons identified in our [Actions Speak - Did they do what they said they would \(Volume 3\)](#) report series (**Volume 3 Report**) and are drawn from our work in making and monitoring our recommendations. Here are some 'must do's' for agencies:



When an error happens, take responsibility, apologise and act promptly to remediate.



Have clear policies and procedures to support fair and reasonable decision making.



Understand and plan for the likely impacts of new legislation and government policy.



Provide timely and clear communication to people about actions and decisions that affect them.



Evaluate action for continuous improvement including to ensure people are always treated fairly.



Follow the law at all times and where the law is unclear, have it clarified promptly.



Base decisions on evidence.



Ensure appropriate safeguards for automated decision making.



Recommendations made during the reporting period



We are pleased that agencies are committing to make improvements.

Our recommendations make positive changes for people affected by agency decisions

To facilitate change at an individual agency level and more systematically, our recommendations are framed to support real life improvements for affected people. Consider the Case Study below.



Case study

Supporting lawfulness and fairness in income support

In our investigation about [Automation](#) and [Fairness](#) in the Targeted Compliance Framework, we found job seekers' income support payments had been unlawfully cancelled and that the agency's approach to remediating this was not fair or reasonable.

We made 15 recommendations and one suggestion to the Department of Employment and Workplace Relations and Services Australia for improvement, all of which were accepted.

Following our investigation, the Australian Government [announced](#) new funding for safeguards in relation to decisions which may reduce or cancel a person's social security payment. This included funding for compensation for people who experienced detriment as a result of unlawful payment cancellation decisions.



Agencies recognise the value of our recommendations, welcoming them as a means to improve their administrative processes

Of the 62 recommendations we made during the reporting period, agencies:

- accepted 79%
- partially accepted 13%
- did not accept 8%.

Most agencies choose to accept our recommendations. This suggests they see value in our work and support the improvements we recommend.

Here are just a few examples of the agency responses we received during the reporting period:

Quote

'We value your diligent and comprehensive investigation of Services Australia's merits review process prior to the implementation of the Administrative Reviews [sic] Tribunal.' – David Hazlehurst, CEO of Services Australia.

- [Agency response letter dated 22 November 2024, accepting the recommendations in our report.]

Quote

'The recommendations are helpful and provide an opportunity for [the ACT Revenue Office] to reflect on its operations.' – Kim Salisbury, Commissioner for ACT Revenue.

- [Agency response letter dated 12 May 2025, accepting the recommendations in our report.]

Quote

'...thank you for your insights and the recommendations contained in your report... The department will promptly act on the recommendations and work with other partner agencies on improving the integrity, operation and transparency of the employment services systems.' – Natalie James, then Secretary of the Department of Employment and Workplace Relations.

- [Agency response letter dated 21 July 2025, accepting the recommendations in our report.]

When an agency does not accept our recommendations

There are times when agencies do not accept our recommendations or alternatively, agree with them in principle only. Agencies may do this because they:

- need to consider how our recommendations interact with recommendations from other sources
- disagree with our position or a finding in our report (see Case Study below)
- disagree that the proposed recommendation is an appropriate way to address a particular concern



- consider they require additional funds or need to seek policy or legislative change to agree to the recommendation.



Case study

Public trust through accountability

The Commonwealth Ombudsman also performs the role of ACT Ombudsman which includes the role of Inspector of the ACT Integrity Commission (Commission). The Commission plays a vital role in safeguarding the integrity of the governance in the ACT.

In June 2025 the ACT Ombudsman, as Inspector, published a special report: [Investigation into a procurement by the ACT Integrity Commission](#).

This investigation focused on a contract valued at \$150,000 awarded by the Commission to the then Chief Executive Officer (CEO) of the Commission while he was still CEO.

The Inspector found concerns with the Commission's procurement processes and made 3 recommendations for improvement. The Commission accepted 1 recommendation, and the Commissioner provided a response detailing why the Commission did not accept the remaining 2 recommendations.

The ACT Legislative Assembly Standing Committee on the Integrity Commission and Statutory Office Holders (Committee) inquired into the Inspector's report and in January 2026 published its report: [Inquiry into the June 2025 report of the Inspector of the ACT Integrity Commission](#). The Committee found the Commission *'did not in this case meet the Committee's expectations of meticulous record-keeping of procurement decision-making and compliance with legislation, regulation and policy.'*

The Committee recommended the 'Commission take steps to ensure meticulous record keeping of procurement decision making and compliance with legislation, regulation and policy.' The Commission accepted the Committee's recommendations.



We will continue to hold agencies to account



We will continue to monitor and assess whether agencies are doing what they said they would.

We will publish these reports annually to provide the latest insights about our recommendation implementation monitoring and assessment activities. We will continue monitoring and assessing the implementation of our recommendations to ensure agencies are improving.

We plan to release our next report, volume 5, in 2027 which will cover the 12-month period from 1 January 2026 to 31 December 2026.

In this next period, we will be monitoring and assessing (when actioned by the agency), **122 recommendations from 19 investigations.**¹⁵

Our future work will increasingly focus on the quality and sustainability of implementation where agencies embed changes for long-term improvement.

¹⁵ Of these 19 investigations, 10 were finalised on or before 31 October 2024 and 9 were finalised during the reporting period.



Appendices

Appendix A – Status of recommendations from investigations finalised on or before 31 October 2024¹⁶

Report (period) and Ombudsman role	Agency / entity	No. of recommendations made by the Office	Status of agency recommendation implementation at 1 Nov-2024	No. of recommendations monitored and/or assessed by the Office during the reporting period	Status of agency recommendation implementation at 31 Dec-2025	Reporting summary at 31 Dec-2025
Delays in processing of applications for Australian Citizenship by conferral (Dec-2017) Commonwealth Ombudsman	Department of Home Affairs	4	3 implemented 1 partially implemented	1	3 implemented 1 partially implemented	Actions Speak Vol 10 – Home Affairs' implementation of recommendations ¹⁷

¹⁶ Recommendations presented as 'Office assessing implementation' refers to the Office's process of assessing an agency's implementation of the recommendation to ensure the agency did what they said they would.



Report (period) and Ombudsman role	Agency / entity	No. of recommendations made by the Office	Status of agency recommendation implementation at 1 Nov-2024	No. of recommendations monitored and/or assessed by the Office during the reporting period	Status of agency recommendation implementation at 31 Dec-2025	Reporting summary at 31 Dec-2025
Administration of reviews under the National Disability Insurance Scheme Act 2013 (May-2018) Commonwealth Ombudsman	National Disability Insurance Agency	20	20 implemented ¹⁸	0	Refer to footnote 18.	The Office does not intend to publish an Actions Speak report.
Preventing the immigration detention of Australian citizens (Dec-2018) Commonwealth Ombudsman	Department of Home Affairs	15 ¹⁹	15 implemented ²⁰	0	Refer to footnote 20.	The Office does not intend to publish an Actions Speak report.

¹⁷ The OMI commenced in 2016 with the report published in December 2017. The Department of Immigration and Border Protection was absorbed into the Department of Home Affairs in 2017. The Department of Home Affairs implemented the recommendations.

¹⁸ Incorrectly recorded in Volume 3 Report. All recommendations were implemented at 31 October 2024.

¹⁹ The agency accepted 14 recommendations and partially accepted one (1).

²⁰ Incorrectly recorded in the Volume 3 Report. All recommendations were fully implemented at 31 October 2024.



Report (period) and Ombudsman role	Agency / entity	No. of recommendations made by the Office	Status of agency recommendation implementation at 1 Nov-2024	No. of recommendations monitored and/or assessed by the Office during the reporting period	Status of agency recommendation implementation at 31 Dec-2025	Reporting summary at 31 Dec-2025
Inquiry into behaviour training for Defence recruits (Jul-2020) Defence Force Ombudsman	Department of Defence	5	3 implemented 2 partially implemented	2	4 implemented 1 superseded ²¹	Actions Speak Vol 6 - Defence's implementation of recommendations
Investigation into the transparency of commercial land valuation decisions in the ACT (Aug-2020) ACT Ombudsman	ACT Revenue Office	9	8 implemented ²² 1 partially implemented	1	8 implemented 1 x agency implementation in progress	The Office may publish a public statement on the final outstanding recommendation.
Administration of the NDIS funded assistive technology (Aug-2020) Commonwealth Ombudsman	National Disability Insurance Agency	14 ²³	12 x Office assessing implementation	12	12 x Office assessing implementation	The Office intends to publish an Actions Speak report. ²⁴

²¹ Recommendation 4 from this report has been superseded by Recommendation 1 in the [Defending Fairness: Does Defence handle unacceptable behaviour complaints effectively](#) (Defending Fairness) report. If implemented appropriately, Recommendation 1 from the Defending Fairness report should address Recommendation 4 from this report.

²² Results from the Office's assessment of the ACT Revenue Office's implementation of these recommendations were published in the July 2024 [Actions Speak \(Volume 2\) - ACT Revenue Office land valuation recommendations](#).

²³ The agency accepted 12 recommendations and did not accept 2. Implementation of 12 recommendations was monitored and assessed.

²⁴ An [Actions Speak \(Volume 13\)](#) report was published on 28 April 2026. All 12 recommendations were assessed and found to be implemented.



Report (period) and Ombudsman role	Agency / entity	No. of recommendations made by the Office	Status of agency recommendation implementation at 1 Nov-2024	No. of recommendations monitored and/or assessed by the Office during the reporting period	Status of agency recommendation implementation at 31 Dec-2025	Reporting summary at 31 Dec-2025
Parole processes at the Alexander Maconochie Centre (Nov-2020) ACT Ombudsman	ACT Corrective Services	15	8 implemented 7 x Office assessing implementation	7	14 implemented 1 partially implemented	Actions Speak Vol 7 - ACT Corrective Services implementation of recommendations
ACT Policing's administrative framework for engagement with the ACT Aboriginal and Torres Strait Islander community: volume 1 and volume 2 (Mar-2021) ACT Ombudsman	ACT Policing	9	9 x Office assessing implementation	9	4 implemented 5 partially implemented	Actions Speak Vol 9 - ACT Policing implementation of recommendations assessment
Services Australia's Income Compliance (Apr-2021) Commonwealth Ombudsman	Services Australia	9 ²⁵	6 implemented 1 partially implemented	1	6 implemented 1 partially implemented	The Office does not intend to publish an Actions Speak report.

²⁵ The agency accepted 7 recommendations and did not accept 2. Implementation of 7 recommendations was monitored and assessed.



Report (period) and Ombudsman role	Agency / entity	No. of recommendations made by the Office	Status of agency recommendation implementation at 1 Nov-2024	No. of recommendations monitored and/or assessed by the Office during the reporting period	Status of agency recommendation implementation at 31 Dec-2025	Reporting summary at 31 Dec-2025
Investigation into the NDIA's preparation to meet the Participant Service Guarantee (PSG) (Jun-2022) Commonwealth Ombudsman	National Disability Insurance Agency	5	5 x Office assessing implementation	5	4 partially implemented 1 not implemented	Actions Speak Vol II - NDIA's implementation of recommendations assessment
Comcare's management of medical examinations (Oct-2022) Commonwealth Ombudsman	Comcare	9	9 x Office assessing implementation	9	9 x Office assessing implementation	The Office intends to publish an Actions Speak report. ²⁶
The NDIA's communication with participants about PSG timeframes for access and planning (Feb-2023) Commonwealth Ombudsman	National Disability Insurance Agency	5 suggestions	5 x Office assessing implementation	5	2 implemented ²⁷ 3 partially implemented	Actions Speak Vol II - NDIA's implementation of recommendations assessment

²⁶ An [Actions Speak \(Volume 12\)](#) report was published on 12 April 2026. All 9 recommendations were assessed and found to be implemented.

²⁷ The agency has met the intention of these 2 suggestions.



Report (period) and Ombudsman role	Agency / entity	No. of recommendations made by the Office	Status of agency recommendation implementation at 1 Nov-2024	No. of recommendations monitored and/or assessed by the Office during the reporting period	Status of agency recommendation implementation at 31 Dec-2025	Reporting summary at 31 Dec-2025
Report on people Detained and later Released as Not Unlawful – 1 Jul-2021 to 30 Jun-2022 (May-2023) Commonwealth Ombudsman	Department of Home Affairs	7 ²⁸	6 x Office assessing implementation	6	6 superseded	Recommendations have been superseded by subsequent investigation reports and related recommendations.
How do you tell someone they have to move? Housing ACT's implementation of mandatory relocation under the Growing and Renewing Public Housing Program (Aug-2023) ACT Ombudsman	ACT Government Community Services Housing ACT	9	9 x Office assessing implementation	9	5 implemented 1 partially implemented 3 superseded ²⁹	Actions Speak Vol 8 – Housing ACT implementation of recommendations

²⁸ The agency accepted 6 recommendations and did not accept one (1). Implementation of 6 recommendations was monitored.

²⁹ 3 recommendations were superseded as a result of changes to Housing ACT's 'Growing and Renewing Housing' Program and the passage of time.



Report (period) and Ombudsman role	Agency / entity	No. of recommendations made by the Office	Status of agency recommendation implementation at 1 Nov-2024	No. of recommendations monitored and/or assessed by the Office during the reporting period	Status of agency recommendation implementation at 31 Dec-2025	Reporting summary at 31 Dec-2025
Making things right: Insights into Services Australia's Handling of the impact of a system error on certain historic child support assessments (Aug-2023) Commonwealth Ombudsman	Services Australia	4 suggestions	3 implemented ³⁰ 1 x Office assessing implementation	1	4 implemented	The Office does not intend to publish an Actions Speak report.
Lessons in lawfulness: Own motion investigation into Services Australia's and the Department of Social Services' response to the question of the lawfulness of income (Aug-2023) Commonwealth Ombudsman	Services Australia Department of Social Services	4 recommendations ³¹ 1 suggestion	5 x Office assessing implementation	5	5 x Office assessing implementation	The Office does not intend to publish an Actions Speak report.

³⁰ The Volume 3 Report incorrectly stated that all 4 suggestions were undergoing implementation assessment. As at 31 October 2024, the Office had assessed 3 suggestions as implemented. Assessment of the remaining suggestion was still underway.

³¹ The agency accepted 3 recommendations and partially accepted one (1).



Report (period) and Ombudsman role	Agency / entity	No. of recommendations made by the Office	Status of agency recommendation implementation at 1 Nov-2024	No. of recommendations monitored and/or assessed by the Office during the reporting period	Status of agency recommendation implementation at 31 Dec-2025	Reporting summary at 31 Dec-2025
Investigation into the dismissal of corruption reports by the ACT Integrity Commission (Nov-2023) ³² Inspector of the ACT Integrity Commission, ACT Ombudsman	ACT Integrity Commission	7 recommendations	7 x Office assessing implementation	7	6 implemented 1 partially implemented	Implementation reported in ACT Ombudsman and Inspector of the ACT Integrity Commission Annual Report 2024-25 (page 77)
Accountability in Action: identifying, owning and fixing errors - Addressing the impacts of unlawful income apportionment (Dec-2023) Commonwealth Ombudsman	Services Australia Department of Social Services	8	8 x Office assessing implementation	8	8 x Office assessing implementation	The Office does not intend to publish an Actions Speak report.
Defending Fairness: Does Defence handle unacceptable behaviour complaints effectively? (Dec-2023) Defence Force Ombudsman	Department of Defence Australian Defence Force	9	9 x agency implementation in progress	9	9 x agency implementation in progress ³³	The Office intends to publish an Actions Speak report.

³² This investigation was mistakenly omitted from the Volume 3 Report.

³³ The Office commenced assessing implementation of the recommendations prior to publication of this Report.



Report (period) and Ombudsman role	Agency / entity	No. of recommendations made by the Office	Status of agency recommendation implementation at 1 Nov-2024	No. of recommendations monitored and/or assessed by the Office during the reporting period	Status of agency recommendation implementation at 31 Dec-2025	Reporting summary at 31 Dec-2025
Taking Liberties – Investigation into the appropriateness of Department of Home Affairs and Australian Border Force’s policies and procedures for the timely removal of unlawful non-citizens (Feb-2024) Commonwealth Ombudsman	Department of Home Affairs Australian Border Force	3	3 x agency implementation in progress	3	3 x agency implementation in progress ³⁴	The Office intends to publish an Actions Speak report.
Report on people Detained and Later Released as Not Unlawful – Own Motion Investigation: 1 July 2022 to 30 June 2023 (May-2024) Commonwealth Ombudsman	Department of Home Affairs	1 ³⁵	1 x agency implementation in progress	1	1 not implemented	The Office assessed recommendation implementation and addressed systemic gaps in its report – Righting Wrongful Detention – 1 Jul-2023 to 30 Jun-2024

³⁴ The Office commenced assessing implementation of the recommendations prior to publication of this Report.

³⁵ The agency agreed to the recommendation in principle.



Report (period) and Ombudsman role	Agency / entity	No. of recommendations made by the Office	Status of agency recommendation implementation at 1 Nov-2024	No. of recommendations monitored and/or assessed by the Office during the reporting period	Status of agency recommendation implementation at 31 Dec-2025	Reporting summary at 31 Dec-2025
Righting Refunds: Investigation into appropriateness of policies and procedures for Visa Application Charge refunds for parent visas (Aug-2024) Commonwealth Ombudsman	Department of Home Affairs	6 recommendations 1 suggestion ³⁶	7 x agency implementation in progress	7	7 x agency implementation in progress ³⁷	The Office intends to publish an Actions Speak report.
Keeping myGov secure – An investigation into Services Australia's response to myGov fraud arising from unauthorised linking to member service accounts (Aug-2024) Commonwealth Ombudsman	Services Australia	4 recommendations 2 suggestions	6 x agency implementation in progress	6	6 x Office assessing implementation	The Office intends to publish an Actions Speak report.

³⁶ The agency acknowledged the one (1) suggestion.

³⁷ The Office commenced assessing implementation of the recommendations prior to publication of this Report.



Report (period) and Ombudsman role	Agency / entity	No. of recommendations made by the Office	Status of agency recommendation implementation at 1 Nov-2024	No. of recommendations monitored and/or assessed by the Office during the reporting period	Status of agency recommendation implementation at 31 Dec-2025	Reporting summary at 31 Dec-2025
s17K Barnardos reportable conduct investigation (Sept-2024) ³⁸ Reportable Conduct Scheme ACT Ombudsman	Barnardos Australia	6 ³⁹	5 x agency implementation in progress	5	5 x Office finalising assessment of implementation	The Office intends to publish a Public Statement. ⁴⁰

³⁸ This own motion investigation was mistakenly omitted from the Volume 3 Report.

³⁹ The entity accepted 5 recommendations and did not accept one (1). Implementation of 5 recommendations was monitored and assessed.

⁴⁰ A [Public Statement](#) was published on 8 January 2026. All 5 recommendations were assessed and found to be implemented.



Appendix B – Status of recommendations from investigations finalised between 1 November 2024 to 31 December 2025

Report (period) and Ombudsman role	Agency	No. of recommendations made by the Office	No. of recommendations accepted or partially accepted	Status of recommendation implementation at 31 Dec-2025
Learning from merits review: Best practice principles for agency engagement with merits review (Dec-2024) Commonwealth Ombudsman	Comcare Department of Home Affairs National Disability Insurance Agency Services Australia	3 recommendations 2 suggestions	3 recommendations 2 suggestions ⁴¹	Office is assessing agency implementation of recommendations. The Office intends to publish an Actions Speak report.
Without judgement - Improving the interface between child support and victim survivors (Mar-2025) Commonwealth Ombudsman	Services Australia	4	4	Agency implementation in progress.

⁴¹ The agencies accepted the recommendations and suggestions that were relevant to them.



Report (period) and Ombudsman role	Agency	No. of recommendations made by the Office	No. of recommendations accepted or partially accepted	Status of recommendation implementation at 31 Dec-2025
What's fair? Collecting historical debts (May-2025) ACT Ombudsman	ACT Revenue Office	4	4	Agency implementation in progress.
Weaponising Child Support: when the system fails families (Jun-2025) Commonwealth Ombudsman	Services Australia Department of Social Services	8	8	Agency implementation in progress.
Use of force by ACT Policing: more to do to lessen harm (Jun-2025) ACT Ombudsman	ACT Police Australian Federal Police	13	10 ⁴²	Agency implementation in progress.
Investigation into a procurement by the ACT Integrity Commission (Jun-2025) Inspector of the ACT Integrity Commission, ACT Ombudsman	ACT Integrity Commission	3	1 ⁴³	The Inspector will report on the ACT Integrity Commission's implementation of the accepted recommendation in the 2025-26 operational review report.

⁴² The agencies accepted 2 recommendations, partially accepted 8 and did not accept 3. Implementation of 10 recommendations will be monitored and assessed.

⁴³ The Commission accepted one (1) recommendation and did not accept 2. Implementation of one (1) recommendation will be monitored and assessed.



Report (period) and Ombudsman role	Agency	No. of recommendations made by the Office	No. of recommendations accepted or partially accepted	Status of recommendation implementation at 31 Dec-2025
Automation in the Targeted Compliance Framework (Aug-2025) Commonwealth Ombudsman	Department of Employment and Workplace Relations Services Australia	7	7 ⁴⁴	Agency implementation in progress.
Righting Wrongful Detention: Report on people wrongfully detained (1 July 2023 – 30 June 2024) (Aug-2025) Commonwealth Ombudsman	Department of Home Affairs	3	3	The Office will report on the implementation of the recommendations in its <i>Righting Wrongful Detention 1 July 2024 – 30 June 2025</i> report.
What if the computer is wrong? (Sep-2025) Commonwealth Ombudsman	Department of Home Affairs	6	6	Agency implementation in progress.
Fairness in the Targeted Compliance Framework: when decisions are made beyond your control (Dec-2025) Commonwealth Ombudsman	Department of Employment and Workplace Relations Services Australia	8 recommendations 1 suggestion	8 recommendations 1 suggestion ⁴⁵	Agency implementation in progress.

⁴⁴ The agencies accepted the recommendations and suggestions that were relevant to them.

⁴⁵ The agencies accepted the recommendations and suggestions that were relevant to them.



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