

**2026**

**THE LEGISLATIVE ASSEMBLY FOR THE  
AUSTRALIAN CAPITAL TERRITORY**

**ELEVENTH ASSEMBLY**

**OFFICE OF THE INSPECTOR OF CUSTODIAL SERVICES - HEALTHY PRISON REVIEW  
OF THE ALEXANDER MACONOCHIE CENTRE 2025 - GOVERNMENT RESPONSE**

**Presented by  
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## INTRODUCTION

The ACT Government welcomes the report from the Inspector of Custodial Services (the Inspector) titled Report of a Review of a Correctional Centre: Healthy Prison Review 2025 (the Report), tabled in the ACT Legislative Assembly on 27 November 2025.

The establishment of an Inspector of Custodial Services in 2017 recognised that effective independent oversight is vitally important in maintaining public confidence in our correctional system. The *Custodial Inspector Act 2017* (the Act) established an independent statutory authority to promote the continuous improvement of correctional centres and services in the ACT using a systematic review framework and independent and transparent reporting. Under section 18 of the Act, the Inspector must examine and review a correctional centre at least once every three years. This ensures a systemic and preventative approach to the oversight of these centres.

The 2025 Healthy Prison Review is the third review of the Alexander Maconochie Centre (AMC), following the 2022 review and the initial review in 2019. The Report presents a whole-of-centre review of the AMC and, to a lesser extent, the Court Transport Unit (CTU), assessed across the four pillars established by the World Health Organisation. The pillars are:

- Safety
- Respect and dignity
- Purposeful activity and
- Rehabilitation and preparation for release.

## HEALTHY PRISON REVIEW 2022 RECOMMENDATIONS

At Appendix 1 of the Healthy Prison Review 2025 report, the Inspector reviews the status of HPR2022 and related coronial recommendations. Of the HPR2022 recommendations, the Inspector:

- agrees six recommendations closed by ACT Corrective Services (ACTCS) are complete (5, 6, 7, 15, 22, 27).
- states nine recommendations are partially met (2, 3, 9, 10, 18, 19, 20, 25, 29). Of these, 3, 9, 25 were Noted and 29 was Not Agreed by the ACT Government. Work addressing recommendation 19 is still underway.
- does not agree that the actions taken to respond to 11 recommendations addressed the recommendation (1, 11, 12 (Noted), 13, 14, 17, 21, 23 (Noted), 24 (Noted), 26, 28 (Noted)).
- notes three recommendations (4 (Not Agreed), 8 (Noted), 16 (Noted)) cover activities or actions that are no longer relevant.

## HEALTHY PRISON REVIEW 2025

The 2025 Healthy Prison Review Report presents 60 findings and makes 30 recommendations:

- a) ten recommendations relate to the Safety pillar (1-10)
- b) twelve recommendations relate to the Respect and Dignity pillar (11-22)
- c) two recommendations relate to the Purposeful Activity pillar (23-24) and
- d) five recommendations relate to the Rehabilitation and Preparation for Release pillar (25-29)
- e) one recommendation relates to the overall conclusion (30).

ACTCS and Canberra Health Services (CHS) have carefully considered all the findings and recommendations made in the Report. The Government Response provides the position on each of the 30 recommendations and indicates actions and timeframes for completion, where appropriate.

The ACT Government:

- Agrees to seven recommendations, five of which are complete.
- Agrees in Principle to eleven recommendations.
- Lists three recommendations as Existing Government Policy
- Notes eight recommendations.
- Does not agree to one recommendation.

It should be noted that several recommendations have been Agreed in Principle (rather than Agreed) where the timing is unlikely to be met but the recommendation is otherwise actionable. This is reflected in the expected completion date.

The Healthy Prison Review report provides a point in time view of the AMC. Most of the supporting material provided to the OICS by ACTCS was provided by April 2025. The surveys and interviews with staff and detained people were conducted during the first half of 2025.

Actions to address recommendations made to ACTCS are constrained by a variety of factors including the Alexander Maconochie Centre’s physical environment and resourcing. ACTCS also considers better practices as used in other jurisdictions and may implement a solution that is different to that recommended by the Inspector.

Agreed in Principle Recommendations

Recommendations that are Agreed in Principle fall into this category for several reasons. The government commits to the intent of the recommendation but not the specific action proposed, most usually so that a variety of options can be explored for the most successful outcome (recommendations 1, 29). Other recommendations require legislative change, additional funding or will take longer to achieve than is outlined in the report (recommendations 2, 3, 13, 15, 16, 20, 21, 25, 30).

Noted Recommendations

Recommendations that are Noted may have related work already underway that will at least partially cover the recommendation, or the environment is not suitable to address the recommendation in the foreseeable future. While actions may be taken towards a noted recommendation, this will most usually occur when future events enable action that was not planned at the time this government response was developed.

A summary of the Healthy Prison Review 2025 recommendations and the Government’s response is provided in the following table.

Recommendation	Proposed action
<p><b>Recommendation 1:</b> Within 6 months, ACT Corrective Services amend its segregation policy and procedures to automatically require a further review with a multidisciplinary team, chaired</p>	<p>Agreed in Principle</p> <p>Expected timeframe: December 2026</p> <p>Action: <b>ACTCS will review its Segregation and Separate Confinement Policy</b></p>

Recommendation	Proposed action
<p>by the Commissioner, if a detained person is segregated for more than 60 days.</p>	<p>ACTCS will review the <i>Management of Segregation and Separate Confinement Policy</i> in 2026 with a view to meeting the intent of the recommendation. The scope of the review will include consideration of improvements to review processes and governance arrangements.</p> <p>This will be undertaken within existing resources.</p>
<p><b>Recommendation 2:</b> Within 18 months, the ACT Government, in implementing its recently released AMC drug strategy, work with Winnunga Nimmityjah Aboriginal Health and Community Services and community stakeholders to respond to the findings of this review, particularly in relation to supply, demand and harm minimisation.</p>	<p>Agreed in principle</p> <p>Expected timeframe: December 2027</p> <p>Action: <b>ACTCS will develop an action plan to support the objectives of the <i>AMC Drug and Blood-borne Virus Strategy</i>.</b></p> <p>ACTCS is developing an action plan to support the objectives of the AMC Drug and Blood-borne Virus Strategy. The action plan will:</p> <ul style="list-style-type: none"> <li>• continue to enhance detection and prevention of drugs entering the CTU and AMC including expansion to more rigorous searching and integrity measures for the AMC (findings 6, 9, 10, 12, rec 3)</li> <li>• policy and guidelines to support improved integrity reporting (findings 19, 23, rec 10)</li> <li>• health literacy programs for young, detained people and other detained people (finding 37, rec 16)</li> <li>• access to harm minimisation by detained people (finding 46)</li> <li>• improvements to purposeful activity offerings and approaches to encouraging engagement (finding 5, rec 30)</li> <li>• NRT, withdrawal experiences, access to Naloxone/JHS response (findings 11, 44, 45).</li> </ul> <p>The action plan will focus on the five pillars identified in the Strategy and will be developed within existing resources. Any proposed initiatives not achievable within the current funding envelope will be subject to future budget considerations.</p>
<p><b>Recommendation 3:</b> Within 18 months, ACT Corrective Services introduce more rigorous searching and integrity measures for the Alexander Maconochie Centre such as requiring anyone who enters the Centre to undergo a more thorough electronic scan; and increased searching and alcohol and drug testing of Alexander Maconochie Centre staff. Relevant policies should</p>	<p>Agreed in principle</p> <p>Expected timeframe: December 2027</p> <p>Action: <b>Policies will be reviewed to consider the introduction of alcohol and drug testing for staff and clarify support and sanctions for any staff who test positive to alcohol or illicit drugs while on duty.</b></p> <p>Development of a specific testing and support strategy for staff would be subject to future budget considerations (for the</p>

Recommendation	Proposed action
<p>include detail of what support and sanctions will be applied to an Alexander Maconochie Centre staff member who tests positive to alcohol or illicit drugs while on duty.</p>	<p>testing program) and would take up to 2 years to develop and implement.</p> <p>Increased searching of staff and visitors has already commenced and ACTCS will continue this intensified program on an ongoing basis, supported by new technology.</p> <p>ACTCS completed the critical Electronic Security Systems (ESS) Core Switch upgrade in November 2025 and is currently replacing the metal detector and installing a new millimetre-wave scanner for staff at the AMC. A body scanner for detained people at CTU will be installed in 2026 within existing resources.</p>
<p><b>Recommendation 4:</b> Within 18 months, ACT Corrective Services consider the use of Artificial Intelligence (with appropriate safeguards) to assist in decision-making including the interpretation of x-ray body scan images, identifying the entry of contraband and delays in releasing quarantined emails between detained people and their personal contacts.</p>	<p>Noted</p> <p>Any consideration of AI implementation needs to be guided by the ACT Government’s AI Policy and Assurance Framework to ensure robust safeguards to ensure privacy, ethical use and compliance with legislative and policy requirements, as well as an assessment of viability and effectiveness. This would include undertaking a comprehensive AI assurance risk assessment through whole-of-government mechanisms, including the AI Advisory Group, considering cybersecurity measures, technical training and guidance on ethical decision-making for staff, extensive stakeholder and staff consultation and development of a comprehensive governance structure and reporting mechanism. Funding would be needed for technology acquisition, integration, staff training, and ongoing maintenance.</p> <p>At present, ACTCS is focused on improving staff skills in relation to interpretation of x-ray body scan images. Selected staff recently completed training to increase the number of staff with this skillset and a further course is planned before the end of this financial year.</p>
<p><b>Recommendation 5:</b> Within 18 months, in consultation with key stakeholders, including staff, unions and detained people, and subject to appropriate safeguards and appropriate lawful basis, ACT Corrective Services introduce body worn cameras to improve accountability of operational practices.</p>	<p>Noted</p> <p>Legislative change would be required to support the introduction of body worn cameras, and this could take 12-18 months, including the Legislative Assembly process.</p> <p>Introduction of the cameras would also be subject to future budget considerations.</p> <p>Should legislative and budgetary requirements be agreed, ACTCS would undertake a full consultation process involving staff, unions, detained people and oversight agencies to plan and develop implementation of this technology.</p>
<p><b>Recommendation 6:</b> Within 18 months, the ACT Government</p>	<p>Agreed</p>

Recommendation	Proposed action
<p>expand and report on key performance indicators relating to the delivery of health care at Alexander Maconochie Centre, including some unique to Mental Health Justice Health Alcohol and Drug Services and/or Winnunga Nimmityjah Aboriginal Health and Community Service which are jointly developed with ACT Corrective Services. This should include outcomes against the ACT Detainee Health and Wellbeing Strategy and waiting periods.</p>	<p>Expected timeframe: December 2027</p> <p>Action: <b>Canberra Health Services will further review its KPI suite for health services provision to ensure these include outcomes against the ACT Detainee Health and Wellbeing Strategy.</b></p> <p>This will be undertaken within existing resources.</p> <p>Canberra Health Services already regularly reports key performance indicators (KPIs) and service data to both the joint ACT Corrective Services/Canberra Health Services/Winnunga Nimmityjah Aboriginal Health and Community Service Governance Committee as well as the Detainee Health and Wellbeing Executive Steering Committee and these include waiting times for services.</p>
<p><b>Recommendation 7:</b> Within 6 months, ACT Corrective Services take further steps to improve culture among corrections officers to fulfil crucial reporting and record keeping obligations including in relation to observations, critical incidents, searching and segregation.</p>	<p>Current Government Policy</p> <p>Reporting and other forms of record keeping are a focus for continuous improvement. ACTCS will continue current approaches designed to improve the culture around record-keeping including compliance spot checks, routine staff messaging, increased specification of reporting requirements in policy and the introduction of CORIS champions to support staff to enter accurate electronic records.</p> <p>In addition, ACTCS has established a working group to improve the completeness and reliability of information contained in CORIS. Ongoing work will be completed in accordance with that plan and within existing resources.</p>
<p><b>Recommendation 8:</b> Within 6 months, the ACT government and Winnunga Nimmityjah Aboriginal Health and Community Service identify options for improved mutual information sharing to enhance continuity of care and minimise risks in areas of intersecting care, such as Code Blue responses and the management of At-Risk detained people.</p>	<p>Current Government Policy</p> <p>Canberra Health Services has made significant steps towards improving information sharing and collaboration for clinical care with Winnunga since the last Healthy Prison Review (HPR2022). CHS engage in regular meeting forums with Winnunga Nimmityjah Aboriginal Health and Community Service around health care delivery including weekly handovers, monthly joint operational meetings, quarterly governance meetings, and the Detainee Health and Wellbeing Oversight Committee. Canberra Health Services is committed to exploring opportunities for improving information sharing with Winnunga Nimmityjah Aboriginal Health and Community Service through these forums, and within existing resources.</p>
<p><b>Recommendation 9:</b> Within 6 months, Mental Health Justice Health Alcohol and Drug Services commit to conducting root cause analysis or equivalent reviews for all deaths in custody.</p>	<p>Agreed - Complete</p> <p>Action taken: Canberra Health Services, Mental Health Justice Health Alcohol and Drug Services has an existing framework under the Morbidity and Mortality (M&amp;M) Committee for review of significant clinical incidents including deaths in custody.</p>

Recommendation	Proposed action
	<p>Mental Health Justice Health Alcohol and Drug Services has already adopted the London Protocol which is a highly recognised, contemporary and evidence-based approach to clinical incident reviews in healthcare. This incident review methodology can and will be equally applied to deaths in a custodial environment, as indicated.</p> <p>This has been undertaken within existing resources.</p>
<p><b>Recommendation 10:</b> Within 18 months, ACT Corrective Services update relevant policy and develop clear guidelines for staff, including about:</p> <ul style="list-style-type: none"> <li>a) how to report integrity issues;</li> <li>b) how to raise issues relating to workplace misconduct and expected responses; and</li> <li>c) what constitutes a conflict of interest.</li> </ul> <p>These guidelines should be communicated to staff through a variety of channels, and managers should be responsible for ensuring their team are aware of them.</p>	<p>Agreed - Complete</p> <p>Action taken: ACTCS completed a review of integrity processes which was approved by the Commissioner in January 2025. Following this, ACTCS implemented new guidance for staff about integrity reporting requirements and processes. This includes details on:</p> <ul style="list-style-type: none"> <li>a) how to report integrity issues</li> <li>b) how to raise issues relating to workplace misconduct and expected responses; and</li> <li>c) what constitutes a conflict of interest.</li> </ul> <p>The new resources provide clear guidance to staff regarding reporting and acting on integrity, poor staff behaviour, fraud and corruption concerns, and for managers on how to address and respond to such reports in a timely way while following due process. This includes clear guidance for referral to external oversight bodies for matters that meet the relevant threshold. Staff are regularly reminded of reporting requirements and supports via email, regular staff briefings and messages on digital signage.</p> <p>All staff, including custodial recruits are required to complete mandatory training regarding individual responsibilities in relation to fraud and corruption, integrity and professional standards.</p> <p>This has been undertaken within existing resources.</p>
<p><b>Recommendation 11:</b> Within 6 months, ACT Corrective Services review the complaints management system for detained people, including consideration of:</p> <ul style="list-style-type: none"> <li>a) strategies to ensure issues are resolved at the lowest possible level;</li> <li>b) measures to adequately protect the confidentiality of complainants in sensitive and serious matters; and</li> </ul>	<p>Agreed - Complete</p> <p>Action taken: ACTCS has completed an internal review of complaints management.</p> <p>The review made findings in relation to the timeliness of the responses to complaints, confidentiality and possible improvements to managing complaints from all sources in a more holistic way with less duplication of effort, which ACT Corrective Services will respond to.</p>

Recommendation	Proposed action
c) whether complaint responses are timely.	
<p><b>Recommendation 12:</b> Within 18 months, ACT Corrective Services review its policies and procedures for allowing detained people to attend funerals, particularly ensuring:</p> <ul style="list-style-type: none"> <li>a. there is guidance as to how the discretion to grant local leave permits is to be exercised</li> <li>b. the term ‘family member’ is defined appropriately for Aboriginal and Torres Strait Islander peoples; and</li> <li>c. detained Aboriginal and Torres Strait Islander women are given equality of opportunity to attend funerals in person, or at livestream events with men where appropriate.</li> </ul>	<p>Agreed</p> <p>Expected timeframe: September 2027</p> <p>Action: <b>ACTCS will review and update the <i>Escort Policy and Operating Procedure</i> for the arrangements to enable detained people to attend funerals.</b></p> <p>This review will give particular consideration to the concerns of, and issues faced by Aboriginal and Torres Strait Islander people and detained women.</p> <p>The review will consider the revisions recommended in consultation with the ACT Aboriginal and Torres Strait Islander Elected Body.</p> <p>This will be undertaken within existing resources.</p>
<p><b>Recommendation 13:</b> Within 6 months, ACT Corrective Services expand opportunities for women detained at the Alexander Maconochie Centre to access education, programs, employment and other meaningful activities, including significantly lowering the threshold of how many women must be enrolled for programs and education to run.</p>	<p>Agreed in principle</p> <p>Expected timeframe: December 2027</p> <p>Action: <b>ACTCS will explore options to expand opportunities for women detained at the Alexander Maconochie Centre to access education, programs, employment and other meaningful activities.</b></p> <p>ACTCS recognises the specialist nature of the Women’s area and that purposeful activities and programs need to have a strong evidence base and gendered focus. Purposeful activities, including basic life skills, parenting skills and employment entry skills are being investigated.</p> <p>Since the Healthy Prison Review, work has progressed to improve the variety of programs available and being delivered for women. These range from Alcohol and Other Drug programs, increased access to education, criminogenic programs, life skills, parenting skills and self-management (conflict resolution, mindfulness, exercise and self-understanding). Consideration has also been given to the minimum thresholds required for courses to run. ACTCS is also looking at successes in other jurisdictions, such as the WA Inspector of Custodial Services’ review into Wandoo Rehabilitation Prison.</p>

Recommendation	Proposed action
	<p>ACTCS has commenced engagement with community organisations, such as First Steps Pregnancy, to provide specialist supports. Program planning must consider the demographics of this group and people’s duration in custody.</p> <p>Work will also begin this year on the next ACT Women’s Plan. ACTCS will consult stakeholders, including the Inspector, to put forward recommendations for actions to support women in the AMC and community corrections.</p> <p>Exploring options to expand opportunities for women will be undertaken within existing resources; however, any expansion of education, programs or employment may be subject to future budget processes.</p>
<p><b>Recommendation 14:</b> Within 18 months, ACT Corrective Services expand women’s accommodation within the Women’s Community Centre precinct in order to provide more flexibility in accommodating the different cohorts of women (e.g., women on protection, segregation, separate confinement orders).</p>	<p>Noted</p> <p>Action on this recommendation is dependent on funding to support the next stages of the Master Infrastructure Plan and is subject to future budget considerations.</p>
<p><b>Recommendation 15:</b> Within 18 months, the ACT Government publicly present options to enable women to maintain connection with their children in the community rather than being detained at the AMC, including reform to bail and sentencing laws, home detention, and electronic monitoring.</p>	<p>Agreed in Principle</p> <p>Expected timeframe: December 2027</p> <p><b>Action: JACS will present to the Minister a range of policy options to support women to remain in the community rather than being detained at the AMC.</b></p> <ul style="list-style-type: none"> <li>• Agreement to introduce the Bail Amendment Bill 2026 was sought from Cabinet in April 2026. If passed, the bill will require decision makers to consider the specific needs of vulnerable individuals, including pregnant women and children, when making decisions about granting bail and the conditions to be imposed if the person is released on bail.</li> <li>• A Bill introducing an indicative sentencing scheme was introduced in the Legislative Assembly on 30 October 2025. The Standing Committee on Legal Affairs undertook an inquiry into the bill and made 18 recommendations. The Government’s response to the Committee Report is progressing.</li> </ul>
<p><b>Recommendation 16:</b> Within 6 months, ACTCS implement a program for young detained people that includes health</p>	<p>Agreed in Principle</p> <p>Expected timeframe: June 2027</p>

Recommendation	Proposed action
<p>literacy programs provided by health promotion service providers.</p>	<p>Action: <b>ACTCS will develop a program to improve health literacy for detained people, including young detained people.</b></p> <p>Work is underway within existing resources to develop this program and scoping work is considering various topics including:</p> <ul style="list-style-type: none"> <li>• Making the most of your appointment – possibly including rights and informed consent</li> <li>• Managing your medicines – could be delivered with the on-site pharmacist</li> <li>• Stretching your health dollar</li> <li>• Navigating the health system.</li> </ul> <p>ACTCS does not believe this work is achievable within 6 months and will aim to complete the work within 12 months.</p>
<p><b>Recommendation 17:</b> Within 6 months, ACT Corrective Services prioritise commitments made under its Disability Action and Inclusion Plan 2024-2026 as they specifically relate to detained people with neurodivergent conditions including screening tools, reasonable adjustments and other supports.</p>	<p>Current Government Policy</p> <p>Work is underway on commitments under the <a href="#">Disability Action and Inclusion Plan 2024-2026</a> (DAIP), including those that specifically relate to detained people with neurodivergent conditions including screening tools, reasonable adjustments and other supports.</p> <p>The DAIP commits ACTCS to commence the following relevant agreed actions:</p> <ul style="list-style-type: none"> <li>• 2.5 – investigate the feasibility of quiet spaces for individuals experiencing heightened states</li> <li>• 3.2 – improve data capture on individuals with disability interacting with ACTCS</li> <li>• 3.4 – build a coordinated approach to implementing behaviour management plans for detainees with complex care needs</li> <li>• 4.3 – improve the accessibility of information developed by ACTCS.</li> </ul> <p>ACTCS’ responses to these planned activities may be subject to future budget considerations.</p>
<p><b>Recommendation 18:</b> Within 18 months, the ACT Government publish a strategy for accommodating detained people with complex needs arising from health, disability, limited mobility, and advanced age that currently cannot be suitably accommodated at the AMC.</p>	<p>Noted</p> <p>ACTCS and MHJHADS are working together to identify suitable accommodation solutions for detained people with complex needs arising from health, disability, limited mobility, and advanced age.</p> <p>Should this work result in a strategy, the practical and legislative implications arising from this strategy are unlikely to be resolved within 18 months and would be subject to future budget considerations.</p>
<p><b>Recommendation 19:</b> Within 6 months, the ACT Government</p>	<p>Agreed - Complete</p>

Recommendation	Proposed action
<p>consider the feasibility of including medical imaging facilities when developing the AMC satellite health clinics.</p>	<p>Action taken: <b>Canberra Health Services and ACT Corrective Services have completed a preliminary analysis around the feasibility of medical imaging at the Alexander Maconochie Centre as part of the Alexander Maconochie Centre Master Plan process.</b></p> <p>Supported by ACT Corrective Services, Canberra Health Services provided some in-reach medical imaging (ultrasounds) at the Alexander Maconochie Centre as part of an intensive program in July 2025 and August 2025 that helped to reduce waiting times for this imaging test. However, ongoing service for ultrasound and other medical imaging tests such as x-rays would need to consider operational and infrastructure resourcing requirements as part of the Alexander Maconochie Centre satellite clinics business cases.</p> <p>A design consultant has been engaged to lead the infrastructure upgrade design works for the Alexander Maconochie Centre. The design work will in part consider upgrades to the Hume Health building with an aim to introduce specialist items such as space for additional medical imaging.</p>
<p><b>Recommendation 20:</b> Within 18 months, Canberra Health Services expand the capacity of Aboriginal Liaison Officers to attend the Alexander Maconochie Centre and Bimberi Youth Justice Centre more regularly, including considering dedicated Justice Health Services Aboriginal Liaison Officer positions in order to provide more culturally appropriate health services to the Aboriginal and Torres Strait Islander people at the Alexander Maconochie Centre and Bimberi Youth Justice Centre.</p>	<p>Agreed in Principle</p> <p>Expected timeframe: December 2027</p> <p>Action: <b>Expanding the capacity of Aboriginal Liaison Officers to attend the Alexander Maconochie Centre and Bimberi Youth Justice Centre more regularly, including considering dedicated Justice Health Services Aboriginal Liaison Officer positions will be considered in terms of current and future models of care for this service</b></p> <p>Consideration of current and future models of care for this service will be undertaken within current resourcing. Any expansion of resources would be subject to future budget considerations.</p>
<p><b>Recommendation 21:</b> Within 18 months, ACT Corrective Services assess whether the Supports and Intervention Unit is meeting its objectives to support detained people including their mental health needs and reasonable adjustments for disability; and ensure it is staffed appropriately including the requisite number of psychologists for that service.</p>	<p>Agreed in Principle</p> <p>Expected timeframe: December 2027</p> <p>Action: <b>ACTCS will assess the SIU to determine whether it is meeting its objectives to support detained people.</b></p> <p>The assessment will take place once the Model of Care has been developed and implemented and the SIU staffing profile has been reviewed and revised.</p>

Recommendation	Proposed action
	Any change to the staffing profile would be subject to future budget considerations.
<p><b>Recommendation 22:</b> Within 3 years, the ACT Government commit to introducing a needle and syringe program at the Alexander Maconochie Centre, and through the process engage closely with staff, particularly Corrections Officers and the union.</p>	<p>Not Agreed</p> <p>ACTCS recognise the value of NSP in the community. However, to ACTCS' knowledge there is no such facility in any custodial setting in Australia, nor plans for one. ACTCS monitors the literature on international examples of NSP in custodial settings and there is wide variety reported of both efficacy and acceptance, demonstrating the complexity of these programs in the custodial environment.</p> <p>Future planning for a possible NSP in ACT correctional centres would require legislative amendment to allow for the development. At present this is not a planned activity. Further, as the ACT government is obligated to undertake staff consultation on any possible introduction of a NSP, this would be required before a NSP could be progressed.</p>
<p><b>Recommendation 23:</b> Within 6 months, ACT Corrective Services work with the Canberra Institute of Technology to fund and deliver vocational education and training within the Alexander Maconochie Centre. This should include consideration of the role that private Registered Training Organisations may play, as well as consultation with detained people, business and industry experts to devise a strategic approach to offerings that provides pathways to employment.</p>	<p>Noted.</p> <p>A Memorandum of Agreement has been signed between ACTCS and CIT to provide the Language, Literacy and Numeracy Intensive Learning Pilot. ACTCS will continue to engage with CIT regarding vocational education and training (VET) within the AMC and other providers, such as NSW TAFE, who have experience providing VET in custodial environments.</p> <p>All contractual processes, regardless of eventual supplier, will require ACTCS to comply with ACT Government's competitive neutrality and procurement obligations.</p> <p>ACTCS plans to develop a strategic approach to offerings with a focus on providing pathways to employment.</p> <p>Implementing a comprehensive vocational education and training program within the AMC would be subject to future budget considerations.</p>
<p><b>Recommendation 24:</b> Within 18 months, the ACT Government finalise and fund the Alexander Maconochie Centre's strategic infrastructure plans including creating a multipurpose industry building as previously recommended.</p>	<p>Noted</p> <p>Action on this recommendation is dependent on government supporting the next stages of the Master Infrastructure Plan and is subject to future budget considerations.</p>
<p><b>Recommendation 25:</b> Within 6 months, ACT Corrective Services take steps to ensure that the Case Management Unit staff caseloads and managerial</p>	<p>Agreed in Principle</p> <p>Expected timeframe: December 2026</p>

Recommendation	Proposed action
<p>support are appropriate, mindful of the nature of detained people’s needs and prevention of staff burnout. This should include consultation with staff, consideration of other jurisdictions, and appropriate funding for required number of case manager positions.</p>	<p>Action: <b>ACTCS will review case management caseloads with a view to supporting staff and improving client outcomes.</b></p> <p>ACTCS has commenced work to review case management caseloads including governance and management approaches to improve client outcomes. New tools and guidance to support staff (developed in consultation with staff) have and are being developed, including:</p> <ul style="list-style-type: none"> <li>• Best Practice Guidelines (developed)</li> <li>• Psycho-social risk register (developed)</li> <li>• Revised position descriptions (underway)</li> <li>• Review of caseloads (underway).</li> </ul> <p>A 6-month trial commenced in mid-December 2025 to assess the effectiveness of the new tools and guidance, with several “spot audits” planned across the trial period to assess compliance on activities such as case plan completion and contact levels. Further changes may be made at the end of the six-month period based on feedback from staff and detained people.</p> <p>If it is identified that additional positions are required, this would be subject to future budget considerations.</p>
<p><b>Recommendation 26:</b> Within 6 months, the Alexander Maconochie Centre ensure staff delivering programs are fully trained to deliver those specific programs prior to commencing as the facilitator.</p>	<p>Agreed - Complete</p> <p>Action taken: Additional staff have now been trained in EQUIPS courses.</p> <p>Ongoing, ACTCS is undertaking work on the staffing profile to ensure there is an effective set of skills and experience held by staff in relevant roles.</p> <p>ACTCS undertakes that programs will only be delivered by staff who are appropriately trained to do so.</p> <p>This has been undertaken within existing resources.</p>
<p><b>Recommendation 27:</b> Within 6 months, ACT Corrective Services expand the suite of criminogenic and non-criminogenic programs at the Alexander Maconochie Centre to ensure all detained people, regardless of gender or legal status, have equitable access to programs that meet their assessed risks and needs. This should include sourcing and implementation of:</p>	<p>Noted</p> <p>An HP/Psychologist (level 5) will be engaged for up to 12 months to assess the Family and Domestic Violence (FDV) criminogenic program options, undertake research into an evidence-based criminogenic program and the associated risk assessments.</p> <p>This will enable ACTCS to evaluate risk levels, develop a clear profile of clients, and provide evidence of what high-risk FDV programs are needed within ACTCS. Additionally, it is planned the position will investigate culturally appropriate FDV criminogenic programs, particularly relevant for First Nations</p>

Recommendation	Proposed action
<ul style="list-style-type: none"> <li>• A high-intensity violence program for men assessed as high risk.</li> <li>• Full access to EQUIPS (or equivalent) programs for women to address diverse needs.</li> </ul>	<p>and Culturally and Linguistically Diverse (CALD) detained people.</p> <p>The Detainee Education, Industry and Rehabilitation (DEIR) Program Board has been established to provide unified direction for medium-term approaches and a longer term strategy on detainee educational and employment opportunities and procurement at the Alexander Maconochie Centre (AMC).</p> <p>Introducing additional programs requires a review of the current budget and may be subject to future budget considerations. It may also be subject to the limitations of the Alexander Maconochie Centre environment.</p>
<p><b>Recommendation 28:</b> Within 6 months, ACT Corrective Services increase the capacity for detained people to contact friends and family for free via computers, telephones and/or in-cell tablets.</p>	<p>Noted</p> <p>This is contingent on the installation of Wi-Fi capability across the AMC, which is a critical prerequisite for enabling secure digital communication. Once the Wi-Fi installation is complete at AMC then it would take several years to rollout in-cell technology across AMC in a phased approach. Rollout of in-cell technology would be subject to future budget considerations to:</p> <ul style="list-style-type: none"> <li>• upgrade and expand infrastructure to ensure reliable and secure connectivity throughout the facility</li> <li>• procure secure devices, such as in-cell tablets and associated hardware, to provide detainees with controlled access</li> <li>• implement and maintain robust cybersecurity measures to protect against misuse, data breaches, and unauthorised access <ul style="list-style-type: none"> <li>provide ongoing maintenance, system refresh, and technical support to ensure sustainability and operational integrity.</li> </ul> </li> </ul>
<p><b>Recommendation 29:</b> Within 6 months, ACT Corrective Services remove unnecessary barriers to reintegration for detained people assessed as eligible for the Transitional Release Program and identify strategies to better identify and support employment pathways.</p>	<p>Agreed in Principle</p> <p>Expected timeframe: December 2026</p> <p>Action: <b>ACTCS will undertake a review of the <a href="#">Transitional Release Policy</a>.</b></p> <p>ACTCS has commenced a major review of the TRP policy, including a detailed consultation plan. Once the review is complete, ACTCS will update the program and policy to address identified issues. Barriers to reintegration will be considered as a part of the review process and any changes may be subject to future budget considerations.</p> <p>The review will be undertaken within existing resources.</p>

Recommendation	Proposed action
<p><b>Recommendation 30:</b> Within 18 months, the ACT government and ACT Corrective Services implement a structured day with purposeful activity in the AMC, as an overarching strategy to promote rehabilitation, reduce reoffending, improve the motivation and wellbeing of detained people, and reduce demand for illicit drugs.</p>	<p>Agreed in Principle</p> <p>Expected timeframe: December 2027</p> <p>Action: <b>ACTCS will explore extended offerings of education, programs, employment and recreational activities.</b></p> <p>Despite the many challenges in providing full days of activity for detained people, given the constraints presented by the Alexander Maconochie Centre, ACTCS is committed to exploring an extended offering of education, programs, employment and recreational activities.</p> <p>ACTCS is considering a pilot type program in conjunction with the upcoming hail damage remediation program of works. This will engage up to 30 detained people in a variety of programs and activities over approximately four months. The experience will provide ACTCS with a much stronger understanding of the challenges and issues associated with using a structured day as well as the resources necessary to enable its effective operation. This will be undertaken within existing resources.</p> <p>The success of this work will depend on many factors, including work already committed to, the limitations of the Alexander Maconochie Centre environment, staffing requirements, increasing AMC detainee numbers and other challenges and may be subject to future budget considerations.</p>