



# Actions Speak

## Did they do what they said they would?

Insights from monitoring the implementation of Ombudsman recommendations and suggestions from 1 July 2021 to 31 October 2024

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## Acknowledgement of Country

The Office of the Commonwealth Ombudsman acknowledges the Traditional Owners and Custodians of Country throughout Australia and acknowledges their continuing connection to land, waters and community. We pay our respects to the people, the cultures and the Elders past and present.



# Executive summary

The Office of the Commonwealth Ombudsman (Office) helps to ensure government agencies act lawfully, reasonably, with integrity and treat people fairly. We do this in a range of ways, including monitoring the implementation of recommendations and suggestions for improvement we make. This helps measure our impact on systemic improvement across the agencies we oversee. It also holds agencies to account.

While it looks a bit different, this report follows on from our previous '*Did they do what they said they would?*' reports – a series of reports focussed on our recommendation implementation activities. It also complements our more recent '*Actions Speak*' reports which each focus on the implementation of recommendations arising from an individual investigation. We have published 5 '*Actions Speak*' reports since November 2023.

This report covers the time between 1 July 2021 to 31 October 2024 (period) and provides information about our observations as well as insights, trends and lessons learnt.

In this period we published 15 investigation reports and made a combined total of 88 recommendations and suggestions to agencies (75 recommendations and 13 suggestions). While well received by agencies with a 92% acceptance rate, we know some recommendations are more difficult for agencies to implement than others. However, when implemented, our recommendations and suggestions can make a real difference.

Over the period we found agencies can be a little slow to implement our recommendations with only 29% (44 of 153) of the recommendations monitored during the period assessed as being fully implemented or partially implemented.

We appreciate some recommendations may take a lengthy time to implement and it can take some time to assess whether recommendations have been fully implemented. Generally the older the recommendation, the more likely it is to have been implemented – which is one reason we have moved to more frequent reporting on implementation, to keep shining a light on whether agencies are doing what they have committed to do.

Going forward we plan to publish an annual volume of the '*Actions Speak: Did they do what they said they would?*' report drawing together insights, trends and observations of our recommendation implementation work.



# Numbers at a glance

The information below relates to investigations finalised between 1 July 2021 and 31 October 2024.

 <b>15</b> Investigation reports published	 <b>11</b> Agencies investigated
 <b>75</b> Recommendations made <sup>1</sup>	 <b>92%</b> Recommendations accepted (69 of 75) <sup>2</sup>
 <b>13</b> Suggestions made <sup>3</sup>	 <b>100%</b> Suggestions accepted

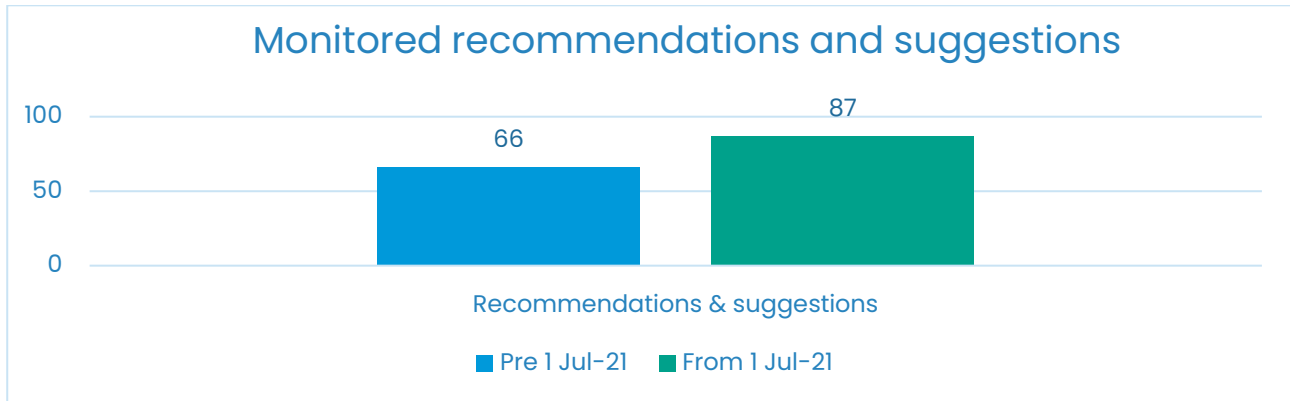
<sup>1</sup> Does not include recommendations and suggestions made from our oversight of law enforcement and integrity agencies' use of covert and intrusive powers, oversight of places of detention as the Commonwealth National Preventive Mechanism, and investigations of individual complaints made to the Office.

<sup>2</sup> Of the 75 recommendations made, 69 were accepted, 2 were accepted in principle, 3 were partially accepted and 1 was not accepted.

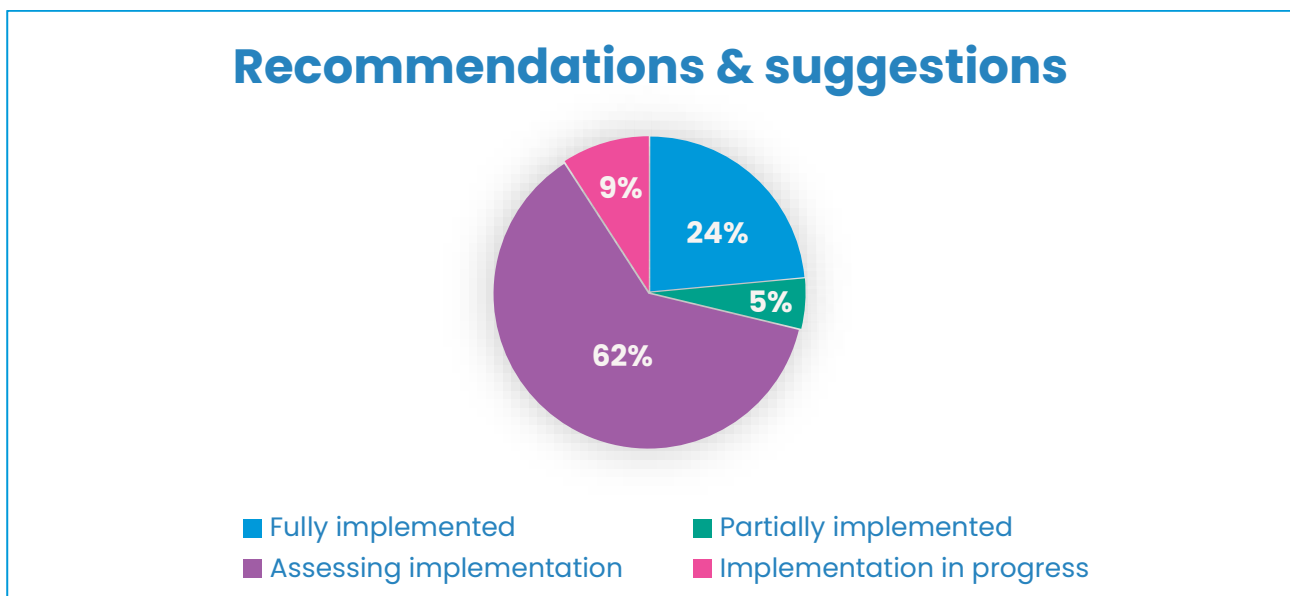
<sup>3</sup> Does not include the 7 suggestions made to the [National Disability Insurance Agency](#) where the Office did not seek a response.

The information below highlights key figures from our monitoring of recommendations and suggestions during 1 July 2021 to 31 October 2024 (the period).

### Recommendations and suggestions monitored during the period<sup>4</sup>



### Recommendations and suggestions implemented or partially implemented (44 of 153)



<sup>4</sup> During the period we monitored 66 open recommendations from investigations finalised pre- 1 July 2021 and 87 recommendations and suggestions (accepted, partially accepted or accepted in principle) from investigations 1 July 2021 onwards.



# Key lessons to all agencies



**Our recommendations and suggestions seek to influence systemic improvement in administration by the agencies we oversee – helping people, improving government.**

During the period we identified several principles of good public administration that were applicable to all Australian Government agencies.



Act quickly to assess the impact of an error.



Acknowledge errors and, where appropriate, apologise.



Understand and plan for likely impacts of new or changed government policy on people affected.



When an error happens, act promptly to provide fair remediation to those affected.



Base decisions on evidence.



Seek external legal advice early when something goes wrong.



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



Establish strong data analysis and reporting to support continuous improvement and good decision-making.



Establish clear policies and procedures to support consistent and transparent decision making.



Ensure information and services are provided in a non-discriminatory and accessible way.



# Introduction



**It is the implementation of our recommendations and suggestions that ensures our insights effect real change, so we need to verify that agencies implement the recommendations and suggestions they have agreed to.**

## Why we monitor and assess implementation

An Ombudsman investigation will often result in recommendations and/or suggestions being made to agencies with the objective of influencing enduring systemic improvements in public administration.

Recommendations are aimed at addressing agency action or inaction with the purpose of seeking remedial action from the agency. Recommendations are typically used in relation to serious or systemic issues, such as where an agency's action was unreasonable, unjust, oppressive or improperly discriminatory. Suggestions are made where remedial action is necessary, but the issue does not meet the level of seriousness required to make a recommendation.

The implementation of these recommendations and suggestions helps to ensure our insights effect real change. This is why we need to make sure agencies are fully implementing the recommendations and suggestions they have agreed to in a timely way.

## How we assess implementation

When we make recommendations to agencies with a view to effecting systemic improvement, the path towards implementation generally is neither quick nor simple. It can take many months or sometimes well over a year for agencies to implement a recommendation or suggestion fully.

For agencies, implementation is much more than simply changing practice by switching from poor conduct one day to best practice the next. Change does not happen overnight. Internal consultation processes often require input from numerous internal and at times external agency stakeholders, to frame the development of policies and procedures to generate change. Systems may need to be changed, and agency staff may require training in new processes and systems.



In most situations our recommendations and suggestions will be implemented by agencies over a staggered period, which we monitor.

When we come to assess implementation, we will scrutinise what agencies have done and seek documentary and other appropriate evidence of implementation. We thoroughly assess implementation to make a confident and reliable assessment. Implementation and assessment of recommendations and suggestions can take time.

## Previous reporting on implementation

Our assessment of agencies' progress implementing recommendations has previously been published in consolidated reports covering all recommendations over a 2-year period.

In September 2020, we published the first [\*Did they do what they said they would?\*](#) report, which assessed the implementation of 61 recommendations made in 7 reports during the period 1 July 2017 to 30 June 2019.

In October 2022, [\*Did they do what they said they would? Volume 2\*](#), was published, which reported on agencies' progress implementing 73 recommendations made in 10 reports during the period 1 Jul 2019 to 30 June 2021.

## More frequent reporting on implementation

We have taken the opportunity to update and improve the way we monitor and report on the implementation of our recommendations and suggestions.

We have shifted to publishing more frequent reports assessing implementation of recommendations and suggestions from individual investigation reports.

The advantage of this approach is more regular reporting on the progress agencies have made in implementing our recommendations and suggestions.

The first such report, [\*Recommendations Implementation Report Investigation into the Department of Veterans' Affairs' \(DVA\) communication with veterans making claims for compensation\*](#), was published in November 2023 and assessed the DVA's progress implementing 8 recommendations made in our 2022 report, [\*The Department of Veterans' Affairs' communication with veterans making claims for compensation\*](#).





As of 31 October 2024, we have now published 4 similar individual recommendation implementation reports as part of our ongoing '*Actions Speak*' series listed chronologically on page 18 of this report.

We intend to continue publishing individual recommendation implementation reports in the *Actions Speak* series. This more frequent reporting will help to hold agencies to account for the timely implementation of our recommendations and suggestions.

We also plan to annually publish reports such as this one providing a snapshot of the findings from our *Actions Speak* reports, as well as an opportunity to identify themes and trends in recommendations, and obstacles agencies sometimes encounter with implementation and paths taken to address this.



# What have we learnt?



**Agencies are committing to take future action to address areas of improvement**

## Agencies recognise the value of our recommendations

From 1 July 2021 to 31 October 2024, 92% of our recommendations and all our suggestions for improvement made were accepted<sup>5</sup>.

While agencies are not required to accept the recommendations and suggestions made in our investigation, most do. Feedback from agencies suggests this is largely because they recognise the value our recommendations add in helping them improve their administration and better serve the public.

We design our recommendations and suggestions to be reasonable, targeted and evidence-based. Agencies are unlikely to accept recommendations and suggestions that are unrealistic, speculative, or not directed at achieving meaningful change.

We have seen agencies willing to make changes to their policies and procedures to ensure they are acting with integrity and treating people fairly.

## The challenge with accepting some of our recommendations

There are times when agencies may decide not to accept our recommendations or agree to them in principle only, because of challenges they may face in implementing them.

The challenges may include:

- Needing to consider recommendations that may arise from concurrent reviews or investigations into their practice.

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<sup>5</sup> This does not include recommendations and suggestions made from our oversight of law enforcement and integrity agencies' use of covert and intrusive powers, oversight of places of detention as the Commonwealth National Preventive Mechanism, and investigations of individual complaints made to the Office.



- Disagreeing in part with our interpretation of their policy.
- Recognising the significant length of time required to implement change.
- Full implementation requires government policy or legislative change.

Quote

*“The [agency] does not accept the General Instructions inhibit a decision-maker’s discretion. However, the [agency] will amend the General Instructions to clarify the discretion is not fettered.”*

– Extract from an agency’s response.

Case study

## Helping people, improving government

### **How one complaint led us on a course of investigation culminating in critical recommendations for systemic change improvements for an agency and a vulnerable cohort.**

Our [\*Investigation into the actions of the National Disability Insurance Agency \(NDIA\) in relation to Mr C\*](#) published in February 2020 arose from a single complaint, but considered the system issue faced by people in detention accessing National Disability Insurance Scheme (NDIS) supports, especially nearing their release date.

Our investigation highlighted serious issues NDIS participants may have with accessing NDIS supports while in detention or after release. We made 5 recommendations to the NDIA targeted at improving priority access requests. The NDIA accepted all 5 recommendations.

### **We wanted the NDIA to better support staff in processing access requests where prospective participants were nearing release from prison.**

The NDIA successfully implemented our recommendations and took steps to improve priority access for potential NDIS participants in detention who may need it.



## Our recommendations create meaningful change

To influence systemic improvement in public administration, it is critical that our recommendations and suggestions can make a difference.

## Some recommendations are more difficult to implement than others

We appreciate that some recommendations may be more difficult to implement than others. This can occur when the type of change needed requires cooperation between different agencies or when the recommendation relates to a complex area of the law.

### Case study

#### A sensitive and complex situation

The *Defence Abuse Response Taskforce: Final Report* (Final Report), recommended that all allegations of criminal conduct involving acts of abuse by Department of Defence (Defence) members should be investigated and prosecuted through the Australian criminal justice system, unless certain circumstances apply.

Defence identified some issues with how it could implement this recommendation, explaining that some complainants might choose to only report the alleged offending to military police instead of a civilian police authority, and in these circumstances Defence would not automatically transfer these cases to that authority. Instead, to give effect to the recommendation, Defence advised that if the complainant wished to have an external authority investigate the matter, it would help the individual make a report.

**Although this response did not fully reflect the recommendation, we assessed Defence's response to be appropriate and consistent with a victim-centric and trauma-informed approach to abuse matters.**

The Final Report also recommended details of any alleged offending involving acts of abuse that was investigated or prosecuted through the military justice system be provided to the relevant civilian police authority. This was regardless of whether a conviction was recorded or a finding of guilt was made.



**There are legal complexities in this recommendation because although Defence may disclose conviction details in some circumstances, the law does not expressly allow for disclosures where a conviction is not recorded.**

As such, we suggested that Defence pursue law reform to allow it to disclose all details of investigations and prosecutions and begin to pro-actively disclose convictions.

Defence agreed to this suggestion and advised that it was undertaking internal and external consultation with multiple stakeholders, including civilian police authorities.

We recognised that implementing the recommendation as framed was time intensive and complex. We accepted these challenges and assessed the recommendation as partially implemented.



# Our recommendations and suggestions made between 1 July 2021 to 31 October 2024



Recommendations and suggestions are made to influence systemic improvement in public administration

## How many investigation reports did we publish?

We seek to influence improvement in agencies and organisations in several ways.

The Ombudsman can use his formal powers under the *Ombudsman Act 1976* to investigate and report publicly on a wide range of issues and make recommendations and suggestions to improve administration.

Between 1 July 2021 to 31 October 2024, we finalised **15 investigations** and published an investigation report for each.

These reports are listed at **Appendix D**.

## How many recommendations and suggestions did we make?

Between 1 July 2021 to 31 October 2024, we made a total of **75 recommendations** and **13 suggestions**, of which 92% were accepted by agencies.

## What types of recommendations and suggestions did we make?

We make recommendations and suggestions to address agency action or inaction that we find is contrary to law, unjust, oppressive or improperly discriminatory, unreasonable, based on a mistake of law or fact or otherwise wrong in all the circumstances.



Our recommendations and suggestions strived to influence positive change in the following areas of administration:

- policies and procedures
- communication to the public
- quality assurance
- record keeping
- service delivery
- training and support.



# Did they do what they said they would?



We follow up with agencies to monitor and assess their implementation of our recommendations and suggestions

## What implementation monitoring have we done from 1 July 2021 to 31 October 2024?

We continued monitoring recommendations and suggestions that had not been fully implemented from investigations finalised (15 in total) before 1 July 2021 (**Appendix A – Appendix C**).

We also monitored recommendations and suggestions from a further 15 investigations finalised during this period (**Appendix D**).

## Snapshot of where we're tracking

As of 31 October 2024 we have:

- finalised our Recommendation Implementation Review for 9 investigations
- neared completion of Recommendation Implementation Reviews for 6 investigations
- assessed or are assessing the implementation of recommendations and suggestions for 12 investigations
- provided agencies in the remaining 3 investigations time to implement our recommendations and suggestions.

Of the 9 investigations where our review of recommendation implementation was finalised, we assessed:

- 82% (36 of 44) of recommendations to have been fully implemented
- 18% (8 of 44) of recommendations to have been partially implemented.





## Why would an agency partially implement a recommendation?

Sometimes an agency will only partially implement a recommendation for a few reasons:

- The agency only partially accepted our recommendation.
- The agency is still undertaking actions to implement the recommendation at the time of assessment.
- The agency completed some elements of the recommendation (beyond taking very limited action).
- Circumstances or events may overtake the recommendation meaning that, strictly speaking, it can never be fully implemented. In this situation, in appropriate cases, we may assess the agency to have met the intention of the recommendation or suggestion.



# Why do we report publicly?



**We report publicly on the outcome of recommendation implementation to provide assurance to the public and to government that we are influencing the agencies and entities we oversee to make improvements in public administration.**

## 5 Actions Speak reports published

From 1 July 2021 to 31 October 2024, we published 5 Recommendation Implementation Review reports:

- **Volume 1** – [\*The Department of Veterans' Affairs' communication with veterans making claims for compensation\*](#) (November 2023)
- **Volume 2** – [\*Actions Speak – ACT Revenue Office Implementation of recommendations in the Investigation into the transparency of commercial land valuation decisions in the ACT\*](#) (July 2024)
- **Volume 3** – [\*Actions Speak – Follow-up on Defence's implementation of recommendations in the Defence Abuse Response Taskforce final report\*](#) (August 2024)
- **Volume 4** – [\*Actions Speak – Implementation of recommendations in the Investigation into the actions of the NDIA in relation to Mr C\*](#) (Sep 2024) (September 2024)
- **Volume 5** – [\*Actions Speak – Investigation into the circumstances of the detention of Mr G\*](#) (October 2024)

## Finalising our review of recommendation implementation without an *Actions Speak* report

Where our recommendation and suggestion implementation (*Actions Speak*) report concludes that an agency has not implemented all our recommendations and suggestions, we will not necessarily publish a subsequent second report after the agency has taken further action.



This decision will be made on a case-by-case basis having regard to various considerations including how advanced the agency's implementation progress was at the time of the first report.

Case study

## Finalising our recommendation implementation review without publishing a subsequent report

In April 2018, we published our investigation report [\*Investigation into the Actions and Decisions of the Department of Veterans' Affairs \(DVA\) in relation to Mr A\*](#) which made 6 recommendations which DVA accepted.

In our first 'Did they Do What They Said They Would' report, we reported DVA had implemented 4 of the 6 recommendations from this investigation.

We continued to monitor implementation of the remaining 2 recommendations.

In March 2024, after further follow up with DVA, we assessed the 2 outstanding recommendations had been implemented. We formally wrote to DVA to notify them of our assessment and closure of our recommendation implementation review. Noting our previous published assessment of DVA's implementation of the recommendations, we decided not to publish a subsequent second report.

## Finalising our recommendation implementation review without publishing an implementation report

In September 2022, we published our investigation report [\*Australia Post's approach to compensation for items sent using the Signature on Delivery service during COVID-19\*](#) which made 2 recommendations which Australia Post partially accepted.

Our recommendations were designed with an emphasis on Australia Post's practices during the COVID-19 pandemic. Once Australia Post resumed its pre-pandemic practices, we recognised that our recommendations would not have the same relevancy and imperative for action. We decided not to publish a further report in the matter.

We will continue to investigate individual complaints about Australia Post's services and report publicly when warranted.



## What's next?



**We will continue to seek assurance that recommendations and suggestions we make have been implemented.**

We may publicly report on an agency's implementation of recommendations and suggestions where we are satisfied that it is in the interest of the agency, a person, or the public to do so.

### Upcoming *Actions Speak* reports

Throughout 1 July 2021 to 31 October 2024, we monitored a total of 141 recommendations and 13 suggestions.

We anticipate publishing the findings of our recommendation implementation monitoring in our future *Actions Speak* reports.

**Appendix A – Appendix D** lists investigations of finalised implementation monitoring, as well as investigations that are still being currently monitored.

### Upcoming *Actions Speak Insights* reports

Upcoming *Action Speak Insights* reports will be published periodically and provide a snapshot of implementation monitoring activity in a calendar year. It is intended Volume 4 of the *Actions Speak Insights* report will cover a 14-month period from 1 November 2024 to 31 December 2025.

Like this report, our future *Action Speaks Insights* reports will shine a light into our monitoring and assessment of recommendations and suggestions made over that 14-month period.



# Appendices

## Appendix A – Status of monitored recommendations from investigation reports published pre- 1 July 2017

Report	Published	Agency	Status of recommendations at 30 Jun - 19	Recommendations implemented during 1 Jul- 21 to 31 Oct-24	Status of recommendations at 31 Oct-24	Summary
<a href="#"><u>Defence Abuse Response Taskforce: Final Report</u></a>	Mar-2016	Department of Defence	- 6 recommendations not implemented	- 5 recommendations fully implemented  - 1 recommendation partially implemented	- 5 recommendations fully implemented  - 1 recommendation partially implemented	Recommendation Implementation Review finalised.  Published Recommendation Implementation Review report:  <a href="#"><u>Actions Speak (Vol 3) - Follow-up on Defence's implementation of recommendations in the Defence Abuse Response Taskforce final report (Aug 2024)</u></a>



## Appendix B – Status of outstanding monitored recommendations from “Did they do what they said they would? – Volume 1” (1 July 2017 – 30 June 2019)

Report	Published	Agency	Status of recommendations at 30 Jun-19	Recommendations implemented during 1 Jul-21 to 31 Oct-24	Status of recommendations at 31 Oct-24	Summary
<a href="#"><u>Delays in processing of applications for Australian Citizenship by conferral</u></a>	Dec-17	Department of Home Affairs	- 3 of the 4 recommendations were fully implemented (closed) and  - 1 was partially implemented (open).	Assessing implementation of recommendations	- 3 of the 4 recommendations are implemented (closed) and  - 1 is partially implemented (open).	Recommendation Implementation Review is in final stages of completion.  The Office intends to publish a Recommendation Implementation Review (Actions Speak) report once assessment is complete.
<a href="#"><u>Investigation into the circumstances of the detention of Mr G</u></a>	Apr-18	Department of Home Affairs	- 2 of the 4 recommendations were fully implemented (closed) and  - 2 were partially implemented (open).	- 1 recommendation fully implemented  - 1 recommendation partially implemented	- 3 of the 4 recommendations are fully implemented (closed)  - 1 recommendation is partially implemented (closed).	Recommendation Implementation Review finalised.  Published Recommendation Implementation Review report:  <a href="#"><u>Actions Speak (Vol 5) – Investigation into the circumstances of the detention of Mr G (Oct 2024)</u></a>



Report	Published	Agency	Status of recommendations at 30 Jun-19	Recommendations implemented during 1 Jul-21 to 31 Oct-24	Status of recommendations at 31 Oct-24	Summary
<a href="#"><u>Investigation into delays in processing inbound Containerised Sea Cargo</u></a>	May-18	Department of Home Affairs and Department of Agriculture and Water Resources	- 5 of the 10 recommendations were not monitored <sup>6</sup> - 2 were fully implemented (closed) - 2 were partially implemented and 1 not implemented (open).	- 2 recommendations fully implemented - 2 recommendations partially implemented <sup>7</sup>	- 4 of the 6 recommendations are fully implemented (closed) - 2 recommendations are partially implemented (closed).	Recommendation Implementation Review is finalised.  The Office does not intend to publish a subsequent Recommendation Implementation Review ( <i>Actions Speak</i> ) report.
<a href="#"><u>Administration of reviews under the National Disability Insurance Scheme Act 2013</u></a>	May-18	National Disability Insurance Agency	- 16 of the 20 recommendations were fully implemented (closed) and - 4 were partially implemented (open).	Assessing implementation of recommendations	- 16 of the 20 recommendations are implemented (closed) and - 4 are partially implemented (open).	Recommendation Implementation Review is in final stages of completion.  The Office intends to publish a Recommendation Implementation Review ( <i>Actions Speak</i> ) report once assessment is complete.

<sup>6</sup> The Ombudsman made 10 recommendations to the agencies, of which 5 were accepted and monitored.

<sup>7</sup> These were recommendations which were initially not fully accepted or monitored, but for which Home Affairs subsequently provided implementation information.



Report	Published	Agency	Status of recommendations at 30 Jun-19	Recommendations implemented during 1 Jul-21 to 31 Oct-24	Status of recommendations at 31 Oct-24	Summary
<a href="#"><u>Investigation into the Actions and Decisions of DVA in Relation to Mr A</u></a>	Jul-18	Department of Veterans' Affairs	- 4 of the 6 recommendations were fully implemented (closed) and  - 2 were partially implemented (open).	- 2 recommendations fully implemented	- 6 of the 6 recommendations are fully implemented.	Recommendation Implementation Review is finalised.  The Office does not intend to publish a subsequent Recommendation Implementation Review ( <i>Actions Speak</i> ) report.
<a href="#"><u>Preventing the immigration detention of Australian citizens</u></a>	Dec-18	Department of Home Affairs	- 13 of the 15 recommendations were fully implemented (closed) and  - 2 were partially implemented (open).	Assessing implementation of recommendations	- 13 of the 15 recommendations are implemented (closed) and  - 2 are partially implemented (open).	Recommendation Implementation Review is in final stages of completion.  The Office intends to publish a Recommendation Implementation Review ( <i>Actions Speak</i> ) report once assessment is complete.





## Appendix C – Status of outstanding monitored recommendations from “Did they do what they said they would?” – Volume 2 (1 July 2019 – 30 June 2021)

Report	Published	Agency	Status of recommendations at 30 Jun-21	Recommendations implemented during 1 Jul-21 to 31 Oct-24	Status of recommendations at 31 Oct-24	Summary
<a href="#"><u>Investigation into the actions of the National Disability Insurance Agency in relation to Mr C</u></a>	Feb-2020	National Disability Insurance Agency	- 2 of the 5 recommendations were fully implemented (closed)  - 2 were partially implemented and 1 was not implemented (open).	- 2 recommendations fully implemented  - 1 recommendation partially implemented	- 4 of the 5 recommendations are implemented (closed) and  - 1 is partially implemented (closed).	Recommendation Implementation Review finalised. Published Recommendation Implementation Review report:  <a href="#"><u>Actions Speak (Vol 4) Implementation of recommendations in the Investigation into the actions of the NDIA in relation to Mr C (Sep 2024)</u></a>
<a href="#"><u>Inquiry into behaviour training for Defence recruits</u></a>	Jul-2020	Department of Defence	- 3 of the 5 recommendations were fully implemented (closed)  - 2 were partially implemented (open).	Assessing implementation of recommendations	- 3 of the 5 recommendations were implemented (closed)  - 2 were partially implemented (open).	Recommendation Implementation Review has commenced.  The Office intends to publish a Recommendation Implementation Review ( <i>Actions Speak</i> ) report once assessment is complete.



Report	Published	Agency	Status of recommendations at 30 Jun-21	Recommendations implemented during 1 Jul-21 to 31 Oct-24	Status of recommendations at 31 Oct-24	Summary
<a href="#"><u>Investigation into the transparency of commercial land valuation decisions in the ACT</u></a>	Aug-2020	ACT Revenue Office	<ul style="list-style-type: none"> <li>- 3 of the 9 recommendations were implemented (closed) and</li> <li>- 6 were partially implemented (open).</li> </ul>	<ul style="list-style-type: none"> <li>- 5 recommendations fully implemented</li> <li>- 1 recommendation partially implemented</li> </ul>	<ul style="list-style-type: none"> <li>- 8 of the 9 recommendations are fully implemented (closed) and</li> <li>- 1 recommendation is partially implemented (closed).</li> </ul>	<p>Recommendation Implementation Review finalised. Published Recommendation Implementation Review report:</p> <p><a href="#"><u>Actions Speak (Vol 2) ACT Revenue Office Implementation of recommendations in the Investigation into the transparency of commercial land valuation decisions in the ACT (Jul 24)</u></a></p>
<a href="#"><u>Administration of National Disability Insurance Scheme funded assistive technology</u></a>	Aug-2020	National Disability Insurance Agency	<ul style="list-style-type: none"> <li>- 1 of the 12 accepted recommendations were fully implemented (closed)</li> <li>- 7 were partially implemented and 4 were not implemented (open).</li> </ul>	Assessing implementation of recommendations	<ul style="list-style-type: none"> <li>- 1 of the 12 accepted recommendations are fully implemented (closed)</li> <li>- 7 are partially implemented and 4 were not implemented (open).</li> </ul>	<p>Recommendation Implementation Review has commenced.</p> <p>The Office intends to publish a Recommendation Implementation Review (<i>Actions Speak</i>) report once assessment is complete.</p>
<a href="#"><u>Parole processes at the Alexander Maconochie Centre</u></a>	Nov-2020	ACT Corrective Services	<ul style="list-style-type: none"> <li>- 8 of the 15 recommendations were fully implemented (closed) and</li> <li>- 7 were partially implemented (open).</li> </ul>	Assessing implementation of recommendations	<ul style="list-style-type: none"> <li>- 8 of the 15 recommendations are fully implemented (closed) and</li> <li>- 7 are currently being assessed.</li> </ul>	<p>Recommendation Implementation Review is in final stages of completion.</p> <p>The Office intends to publish a Recommendation Implementation Review (<i>Actions Speak</i>) report once assessment is complete.</p>



Report	Published	Agency	Status of recommendations at 30 Jun-21	Recommendations implemented during 1 Jul-21 to 31 Oct-24	Status of recommendations at 31 Oct-24	Summary
<a href="#"><i>ACT Policing's administrative framework for engagement with the ACT Aboriginal and Torres Strait Islander community: volume 1 and volume 2</i></a>	Mar-2021	Australian Federal Police ACT Policing	- 9 of the 9 recommendations were partially implemented (open).	Assessing implementation of recommendations	- 9 recommendations are currently being assessed.	Recommendation Implementation Review has commenced.  The Office intends to publish A Recommendation Implementation Review ( <i>Actions Speak</i> ) report once assessment is complete.
<a href="#"><i>Services Australia's Income Compliance Program</i></a>	Apr-2021	Services Australia	- 9 recommendations were made to the agency of which 7 were accepted.  - 4 of the 7 recommendations were fully implemented (closed)  - 2 were partially implemented and 1 was not implemented (open).	- 2 recommendations fully implemented  - 1 recommendation partially implemented	- 6 of the 7 recommendations are fully implemented (closed).  - 1 recommendation is partially implemented (open).	Recommendation Implementation Review is ongoing.  The Office intends to publish a Recommendation Implementation Review ( <i>Actions Speak</i> ) report once assessment is complete.
<a href="#"><i>Australian Federal Police's (AFP) use and administration of telecommunications data powers 2010 to 2020</i></a>	Apr-2021	Australian Federal Police	- all 8 recommendations were not implemented.	- 8 recommendations fully implemented	- 8 recommendations are fully implemented	Recommendation Implementation Review is finalised.  The Office does not intend to publish a Recommendation Implementation Review ( <i>Actions Speak</i> ) report.



## Appendix D – Status of recommendation implementation monitoring of investigation reports published between 1 July 2021 and 31 October 2024

Report	Published	Agency	Number of recommendations and suggestions made	Recommendations implemented during 1 Jul-21 to 31 Oct-24	Status of recommendations and suggestions at 31 Oct-24	Summary
<a href="#"><u>The Department of Veterans' Affairs' communication with veterans making claims for compensation</u></a>	Jan-2022	Department of Veterans' Affairs	- 8 recommendations	- 8 recommendations fully implemented	- 8 recommendations are fully implemented (closed)	<p>Recommendation Implementation Review finalised.</p> <p>Published Recommendation Implementation Review report:</p> <p><a href="#"><u>Recommendation Implementation Report - Investigation into the Department of Veterans' Affairs' communication with veterans making claims for compensation (Nov-23)<sup>8</sup></u></a></p>

<sup>8</sup> This report published in November 2023 is the first of the Actions Speak series (Volume 1).



Report	Published	Agency	Number of recommendations and suggestions made	Recommendations implemented during 1 Jul-21 to 31 Oct-24	Status of recommendations and suggestions at 31 Oct-24	Summary
<a href="#"><i>Investigation into the National Disability Insurance Agency's preparation to meet the Participant Service Guarantee (PSG)</i></a>	Jun-2022	National Disability Insurance Agency	- 5 recommendations - 0 monitored suggestions <sup>9</sup>	Assessing implementation of recommendations	- 5 recommendations are not implemented (open) – currently being assessed.	Recommendation Implementation Review has commenced.  The Office intends to publish a Recommendation Implementation Review ( <i>Actions Speak</i> ) report once assessment is complete.
<a href="#"><i>Australia Post's approach to compensation for items sent using the Signature on Delivery service during COVID-19</i></a>	Sep-2022	Australia Post	2 recommendations	- 1 recommendation fully implemented - 1 recommendation partially implemented	- 1 recommendation is fully implemented (closed) - 1 recommendation is partially implemented (closed).	Recommendation Implementation Review is finalised.  The Office does not intend to publish a Recommendation Implementation Review ( <i>Actions Speak</i> ) report. <sup>10</sup>

<sup>9</sup> The Office made 7 suggestions that were minor in nature and did not seek comment from the NDIA as to whether they would be accepted. No monitoring of these suggestions will be undertaken).

<sup>10</sup> The Office does not intend to publish an *Actions Speak* report to expand on Australia Post's implementation as the findings and recommendations related to services provided during COVID-19 which are no longer relevant.



Report	Published	Agency	Number of recommendations and suggestions made	Recommendations implemented during 1 Jul-21 to 31 Oct-24	Status of recommendations and suggestions at 31 Oct-24	Summary
<a href="#"><u>Comcare's management of medical examinations</u></a>	Oct-2022	Comcare	9 recommendations	Assessing implementation of recommendations	- 9 recommendations are not implemented (open) – currently being assessed	Recommendation Implementation Review has commenced.  The Office intends to publish a Recommendation Implementation Review ( <i>Actions Speak</i> ) report once assessment is complete.
<a href="#"><u>The NDIA's communication with participants about PSG timeframes for access and planning</u></a>	Feb-2023	National Disability Insurance Agency	5 suggestions	Assessing implementation of recommendations	- 5 suggestions are not implemented (open) – currently being assessed	Recommendation Implementation Review has commenced.  The Office intends to publish a Recommendation Implementation Review ( <i>Actions Speak</i> ) report once assessment is complete.
<a href="#"><u>Report on People Detained and later Released as Not Unlawful 1 July 2021 to 30 June 2022</u></a>	May-2023	Department of Home Affairs	6 recommendations <sup>11</sup>	Assessing implementation of recommendations	- 6 recommendations are not implemented (open) – currently being assessed	Recommendation Implementation Review has commenced.  The Office intends to publish a Recommendation Implementation Review ( <i>Actions Speak</i> ) report once assessment is complete.

<sup>11</sup> The Office made 7 recommendations during this investigation. 6 were accepted and 1 was not accepted.



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<a href="#"><u>How do you tell someone they have to move? Housing ACT's implementation of mandatory relocation under the Growing and Renewing Public Housing Program</u></a>	Jul-2023	ACT Government, Community Services, Housing ACT	9 recommendations	Assessing implementation of recommendations	- 9 recommendations are currently being assessed	<p>Recommendation Implementation Review is in final stages of completion.</p> <p>The Office intends to publish a Recommendation Implementation Review (<i>Actions Speak</i>) report once assessment is complete.</p>
<a href="#"><u>Making things right. Insights into Services Australia's Handling of the impact of a system error on certain historic child support assessments</u></a>	Aug-2023	Services Australia	4 suggestions	Assessing implementation of recommendations	- 4 suggestions are not implemented (open) – currently being assessed	<p>Recommendation Implementation Review has commenced.</p> <p>The Office intends to publish a Recommendation Implementation Review (<i>Actions Speak</i>) report once assessment is complete.</p>



Report	Published	Agency	Number of recommendations and suggestions made	Recommendations implemented during 1 Jul-21 to 31 Oct-24	Status of recommendations and suggestions at 31 Oct-24	Summary
<a href="#"><u>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 apportionment before 7 December 2020</u></a>	Aug-2023	Services Australia and Department of Social Services	4 recommendations 1 suggestion	Assessing implementation of recommendations	- 4 recommendations are not implemented (open) – currently being assessed  - 1 suggestion is not implemented (open) – currently being assessed	Recommendation Implementation Review has commenced.  The Office intends to publish a Recommendation Implementation Review ( <i>Actions Speak</i> ) report once assessment is complete.
<a href="#"><u>Defending Fairness: Does Defence handle unacceptable behaviour complaints effectively?</u></a>	Dec-2023	Australian Defence Force and Department of Defence	9 recommendations	Assessing implementation of recommendations	- 9 recommendations are not implemented (open) – currently being assessed	Recommendation Implementation Review has commenced.  The Office intends to publish a Recommendation Implementation Review ( <i>Actions Speak</i> ) report once assessment is complete.





Report	Published	Agency	Number of recommendations and suggestions made	Recommendations implemented during 1 Jul-21 to 31 Oct-24	Status of recommendations and suggestions at 31 Oct-24	Summary
<a href="#"><u>Accountability in Action: identifying, owning and fixing errors - Services Australia and the Department of Social Services' Response to addressing the impacts of unlawful income apportionment</u></a>	Dec-2023	Services Australia and Department of Social Services	8 recommendations	Assessing implementation of recommendations	- 8 recommendations are not implemented (open) – currently being assessed	Recommendation Implementation Review has commenced.  The Office intends to publish a Recommendation Implementation Review ( <i>Actions Speak</i> ) report once assessment is complete.
<a href="#"><u>Taking Liberties: Investigation into the appropriateness of the Department of Home Affairs' and the Australian Border Force's policies and procedures for the timely removal of unlawful non-citizens from Australia</u></a>	Feb-2024	Department of Home Affairs and Australian Border Force	3 recommendations	Assessing implementation of recommendations	- 3 recommendations are not implemented (open) – currently being assessed	Recommendation Implementation Review has commenced.  The Office intends to publish a Recommendation Implementation Review ( <i>Actions Speak</i> ) report once assessment is complete.



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<a href="#"><u>Report on people Detained and Later Released as Not Unlawful - Own Motion Investigation: 1 July 2022 to 30 June 2023</u></a>	May-2024	Department of Home Affairs	1 recommendation	Implementation in progress	- 1 recommendation is currently being implemented	Recommendation Implementation Review has not commenced to allow the agency time to implement recommendations.  The Office intends to publish a Recommendation Implementation Review ( <i>Actions Speak</i> ) report once assessment is complete.
<a href="#"><u>Keeping myGov secure - An investigation into Services Australia's response to myGov fraud arising from unauthorised linking to member service accounts</u></a>	Aug-2024	Services Australia	4 recommendations 2 suggestions	Implementation in progress	- 4 recommendations are currently being implemented  - 2 suggestions are currently being implemented	Recommendation Implementation Review has not commenced to allow the agency time to implement recommendations.  The Office intends to publish a Recommendation Implementation Review ( <i>Actions Speak</i> ) report once assessment is complete.



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Report	Published	Agency	Number of recommendations and suggestions made	Recommendations implemented during 1 Jul-21 to 31 Oct-24	Status of recommendations and suggestions at 31 Oct-24	Summary
<a href="#"><u>Righting Refunds: Investigation into the appropriateness of the Department of Home Affairs' policies and procedures for Visa Application Charge refunds for parent visas</u></a>	Aug-2024	Department of Home Affairs	6 recommendations 1 suggestion	Implementation in progress	<ul style="list-style-type: none"> <li>- 6 recommendations are currently being implemented</li> <li>- 1 suggestion is currently being implemented</li> </ul>	<p>Recommendation Implementation Review has not commenced to allow the agency time to implement recommendations.</p> <p>The Office intends to publish a Recommendation Implementation Review (<i>Actions Speak</i>) report once assessment is complete.</p>



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