

# 2024–25 Annual Report

Volume 1 – Performance and activities



November 2025

[dcj.nsw.gov.au](http://dcj.nsw.gov.au)



# Acknowledgement of Country

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The Department of Communities and Justice pays profound respect to the Traditional Custodians throughout NSW.

We are committed to listening deeply and learning from the immense knowledge, strength, and resilience of Aboriginal communities. We extend our respects to Elders past and present, and to Stolen Generations Survivors and their descendants.

We celebrate the rich diversity of Aboriginal people and their enduring cultures and connections to the lands and waters of NSW.

We recognise the crucial role that families and communities have in providing children with a sense of safety, belonging, and resilience.

We extend this acknowledgement to all Aboriginal and Torres Strait Islander people employed by the Department of Communities and Justice. We honour and recognise the unique and vital contributions they make in keeping our communities safe. Working together, we can build a stronger, more inclusive future for all.

This report is an opportunity to reflect, improve, and strengthen our programs in genuine partnership with Aboriginal communities.

*This report uses the word "Aboriginal", recognising that Aboriginal people are the original inhabitants of NSW. We acknowledge and respect that Torres Strait Islander people are among the First Nations of Australia and that both Aboriginal and Torres Strait Islander people are an important part of our staff and the communities we work with.*



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# Letter to the Ministers

**The Hon. Jihad Dib**

Minister for Youth Justice,  
Minister for Emergency Services  
Parliament House  
Sydney NSW 2000

**The Hon. Kate Washington**

Minister for Family and Communities,  
Minister for Disability Inclusion  
Parliament House  
Sydney NSW 2000

**The Hon. Michael Daley**

Attorney General  
Parliament House  
Sydney NSW 2000

**The Hon. Rose Jackson**

Minister for Housing,  
Minister for Homelessness,  
Minister for Youth  
Parliament House  
Sydney NSW 2000

**The Hon. Anoulack Chanthivong**

Minister for Corrections  
Parliament House  
Sydney NSW 2000

**The Hon. David Harris**

Minister for Veterans  
Parliament House  
Sydney NSW 2000

**The Hon. Jodie Harrison**

Minister for Seniors,  
Minister for the Prevention of Domestic Violence  
and Sexual Assault  
Parliament House  
Sydney NSW 2000

Dear Ministers,

I am pleased to submit the Department of Communities and Justice 2024–25 Annual Report for presentation to the NSW Parliament.

The Annual Report has been prepared in accordance with the *Government Sector Finance Act 2018* and the NSW Treasury Policy and Guidelines – TPG25-10a Group 1 – Annual Report.

It outlines the operations and performance of the Department of Communities and Justice and includes the audited financial statements for the period 1 July 2024 to 30 June 2025.

After the report is presented to Parliament, it will be available for public access on the Department of Communities and Justice website at [dcj.nsw.gov.au](https://dcj.nsw.gov.au)

Yours sincerely,



**Michael Tidball**

Secretary

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# About this report

The Department of Communities and Justice Annual Report details the operations and financial performance for the period 1 July 2024 to 30 June 2025, in accordance with the requirements of the provisions of the *Government Sector Finance Act 2018* and the NSW Treasury Policy and Guidelines – TPG25-10a Group 1 – Annual Report.

The Department of Communities and Justice Annual Report consists of three volumes:

**Volume 1: Performance and activities report** is a comprehensive account of our operations, achievements, and performance for the year.

**Volume 2: Right to information – *Government Information (Public Access) Act 2009*** contains Ministerial Government Information (Public Access) reporting, in accordance with the *Government Information (Public Access) Act 2009 No 52 – NSW Legislation* Part 7, clause 125(3) (5) (6).

**Volume 3: Audited financial statements** is published separately and contains the Department of Communities and Justice consolidated financial statements, including:

- Department of Communities and Justice (Parent Financial Report)
- John Williams Memorial Charitable Trust

Financial statements for the following agencies are also included in **Volume 3**:

- Land and Housing Corporation
- Teacher Housing Authority NSW
- Aboriginal Housing Office.

After they are presented to NSW Parliament, all volumes of this report will be available for public access on the Department of Communities and Justice website at [dcj.nsw.gov.au](https://dcj.nsw.gov.au).

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# Secretary's message



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## I'm delighted to introduce the 2024–25 Annual Report for the NSW Department of Communities and Justice.

This sixth Department of Communities and Justice (DCJ) Annual Report showcases initiatives and achievements that reflect our purpose and dedication to making a meaningful and positive difference in the lives of children, families, and communities across NSW.

At the heart of our work this year was a clear focus: working together to strengthen coordination and improve service delivery across the justice and community systems.

This commitment was reflected in our purpose-driven workforce being named Australia's Most Attractive Public Sector Employer by Randstad for the second year running.

It was also key in our continued development of landmark reforms to child protection and out-of-home care. We achieved significant milestones towards improving outcomes for children and families. This included eliminating Alternative Care Arrangements and reducing High-Cost Emergency Arrangements. For the first time in 20 years, we began directly delivering residential care, expanded Intensive Therapeutic Care, and resumed foster care recruitment.

Homes NSW maintained their focus on supplying more and better homes for people in need. In 2024–25, 1,711 homes were delivered and a record \$729 million invested in maintenance upgrades to our homes. We also implemented the most significant reform to our maintenance delivery model in over a decade with the commencement of new contracts and establishment of an in-sourced maintenance call centre.

On 1 July 2025, we marked one year since the commencement of the *Crimes Legislation Amendment (Coercive Control) Act 2022*, making coercive control an offence in NSW. The Coercive Control Implementation and Evaluation Taskforce tabled its statutory report in both houses of Parliament in July 2025.

Our work to support seniors was strengthened with the NSW Seniors Card program increasing its membership base with more than 85,000 new Seniors Card and Senior Savers Card members, and we added more than 500 new participating businesses to the program.

We are leading the implementation of the first dedicated whole-of-government domestic, family and sexual violence primary prevention strategy. Pathways to Prevention: NSW Strategy for the Prevention of Domestic, Family and Sexual Violence 2024–2028 was released in September 2024. The Strategy is funded as part of a broader \$230 million Domestic and Family Violence Emergency Package to enhance victim-survivor safety, which also expanded the Staying Home Leaving Violence program to 12 new Local Government Areas, including two Aboriginal Community-Controlled Organisation-led services.

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Youth Justice NSW supported 3,220 young people through the Safe Aboriginal Youth program and expanded Aboriginal Controlled Community Organisation-led services like Youth on Track and the Casework Support Program, achieving positive outcomes for 76 per cent and 67 per cent of participants, respectively.

We celebrated the Youth Koori Court supporting over 150 Aboriginal young people in its 10 years of operation, and the Walama List saw 30 graduates in 2024–25, reducing reoffending through culturally safe processes. The Circle Sentencing Program expanded to eight new courts, completing 150 circles to address offending.

In response to the Disability Royal Commission's 222 recommendations, we coordinated and published the NSW Government Response on 31 July 2024. We also developed the NSW Disability Inclusion Plan 2026–2029, as well as targeted efforts to increase accessible services and employment.

Our people continued to become more reflective of the diverse communities we serve. DCJ's Aboriginal workforce grew to 8.4 per cent, surpassing targets, while disability employment increased, contributing to our ranking as second out of 44 agencies for disability inclusion in the NSW public sector.

These are just some of the many examples in this report that highlight the work and achievements DCJ staff and communities have delivered together over the past year. I encourage you to read the full report to explore the breadth and depth of our work and the positive impact we've made.

Thank you to everyone across the DCJ community for your dedication to finding innovative and coordinated ways of working together to deliver people-centred outcomes. I look forward to seeing this momentum continue into 2025–26 as we further develop and implement initiatives that make a meaningful and positive difference in the lives of children, families, and communities across NSW.



**Michael Tidball**

Secretary



## 1.1 About us

The Department of Communities and Justice is the lead agency in the Communities and Justice portfolio.

Our purpose is to help create a safe, just, resilient and inclusive NSW in which everyone has the opportunity to realise their potential. This includes operating an effective legal system, increasing access to social and affordable housing, supporting and protecting children and families, addressing domestic violence, supporting young offenders, and promoting community diversity and social cohesion.

## 1.2 Our values

We live our values every day. They underpin our purpose and drive our approach to delivering services for the NSW community.

|                                                                                    |                                                                                   |                                                                                   |                                                                                                            |                                                                                     |
|------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
|   |  |  |                          |  |
| <b>Service</b>                                                                     | <b>Trust</b>                                                                      | <b>Accountability</b>                                                             | <b>Integrity</b>                                                                                           | <b>Respect</b>                                                                      |
| We put people at the centre of all we do and provide the highest quality services. | We value the quality of our relationships and do what we say we will do.          | We take responsibility for our decisions and actions.                             | Ethics are at the heart of all we do and we show courage by acting honestly, consistently and impartially. | We are inclusive and how we talk with, and about, each other matters.               |

## 1.3 Our work

We collaborate with the community, our non-government partners, and other agencies to improve outcomes for:

- people experiencing, or who have experienced, domestic and family violence
- people who have experienced sexual assault
- young people and adults in contact with the justice system
- people experiencing or at risk of homelessness and people in need of safe and affordable housing
- children, young people and families who need support
- people with disability
- Aboriginal people, who are overrepresented across all our services
- seniors and carers, whom we support to live active and inclusive lives
- volunteers and volunteer organisations, whom we support to build social cohesion, inclusion and community resilience
- people from culturally and linguistically diverse backgrounds.

Our frontline services form the backbone of our operations. We are dedicated to supporting these services to remain engaged and connected across the department, ensuring we can provide holistic support to our clients and maintain a sustainable workforce to meet demand. To reinforce this commitment, we have established our Enterprise Governance Framework in line with the Audit Office of NSW's governance principles. This framework outlines the processes and systems through which we fulfill our compliance and governance responsibilities, emphasising strong leadership, ethical decision-making, transparency, management, accountability, and performance improvement.

# 1.4 Our structure

To achieve our purpose of creating a safe, just, resilient and inclusive NSW our operations are structured under eight divisions. The DCJ structure as at 30 June 2025 is illustrated in the organisational chart below.

In 2024–25, there was a change to the structure of DCJ in response to *Administrative Arrangements (Administrative Changes—Corrective Services NSW) Order 2024*, which came into effect on 1 October 2024. Under this order, Corrective Services NSW was established as a Public Service agency. The Commissioner is now directly appointed by the Minister, bringing it in line with the roles of other equivalent NSW frontline commissioner roles, such as Fire and Rescue NSW, the NSW Rural Fire Service and the NSW State Emergency Service. DCJ is responsible for supporting Corrective Services NSW by providing executive and administrative services, and overseeing professional conduct, investigations and disciplinary processes.

The latest organisational chart can be viewed on the department's website at: <https://dcj.nsw.gov.au/about-us/who-we-are-and-what-we-do/about-dcj.html>

| Department of Communities and Justice  |                                    |
|----------------------------------------|------------------------------------|
| Child Protection and Permanency        | Corporate Services                 |
| Courts, Tribunals and Service Delivery | Homes NSW                          |
| Law Reform and Legal Services          | Strategy, Policy and Commissioning |
| System Reform                          | Transforming Aboriginal Outcomes   |

## 1.4.1 Other entities

In 2024–25, the following entities continued to sit within DCJ and are reported on in the DCJ Annual Report:

- John Williams Memorial Charitable Trust:** A trust that provides respite care and accommodation for children with disability.
- NSW Land and Housing Corporation:** A statutory corporation, governed by the *Housing Act 2001*, which aims to actively grow and manage the supply of the right types of housing, at the right time, in the right areas, for people in need.
- Aboriginal Housing Office:** A statutory body established under the *Aboriginal Housing Act 1998 (NSW)* to ensure that Aboriginal and Torres Strait Islander people have access to affordable, quality housing.
- Teacher Housing Authority NSW:** A statutory corporation constituted under the *Teacher Housing Authority Act 1975*, which supports rural and remote communities in NSW by providing and maintaining a quality housing service for teachers and the NSW Police Force.

## 1.4.2 Our department ministers

There are seven responsible Ministers for DCJ. The department also provides support to enable service delivery under the ministerial portfolios for Police and Counter-terrorism and Multiculturalism.



### **The Hon. Jihad Dib, MP**

Minister for Youth Justice

Minister for Emergency Services



### **The Hon. Kate Washington, MP**

Minister for Families and Communities

Minister for Disability Inclusion



### **The Hon. Michael Daley, MP**

Attorney General



### **The Hon. Rose Jackson, MLC**

Minister for Housing

Minister for Homelessness

Minister for Youth



### **The Hon. Anoulack Chanthivong, MP**

Minister for Corrections



### **The Hon. David Harris, MP**

Minister for Veterans



### **The Hon. Jodie Harrison, MP**

Minister for Seniors

Minister for the Prevention of Domestic Violence  
and Sexual Assault

## 1.5 Our Leadership Team

The DCJ Executive Leadership Team (ELT) is the principal decision-making body of DCJ. Chaired by the Secretary, the ELT includes all Deputy Secretaries, the Chief Executive Officer of Homes NSW and the Executive Director of Transforming Aboriginal Outcomes. Regular meetings are held throughout the year, with special ELT meetings also held focusing on Aboriginal Service Delivery which include Aboriginal leaders across DCJ. As at 30 June 2025, the ELT was comprised of the following members:



**Michael Tidball**

Secretary

Department of Communities and Justice

*BSW, MMgt, PG Dip GB, FAICD*



**Anne Campbell**

Deputy Secretary  
Strategy, Policy  
and Commissioning  
*BA, BSW,  
MA (Public Admin)*



**Bianca Jarrett**

A/Executive Director  
Transforming Aboriginal  
Outcomes  
*BA (Comms)*



**Chris D'Aeth**

Deputy Secretary  
Courts, Tribunals and  
Service Delivery  
*LLB, MBA, GAICD*



**Kenna Ackley<sup>1</sup>**

Deputy Secretary  
Corporate Services  
*BA (Political Science),  
MPP*



**Lauren Dean**

A/Deputy Secretary  
Child Protection and  
Permanency  
*B. Social Science  
(Psychology)*



**Paul McKnight**

Deputy Secretary  
Law Reform and Legal  
Services  
*BA (Economics),  
LLB, LL.M, EMPA*



**Paul O'Reilly**

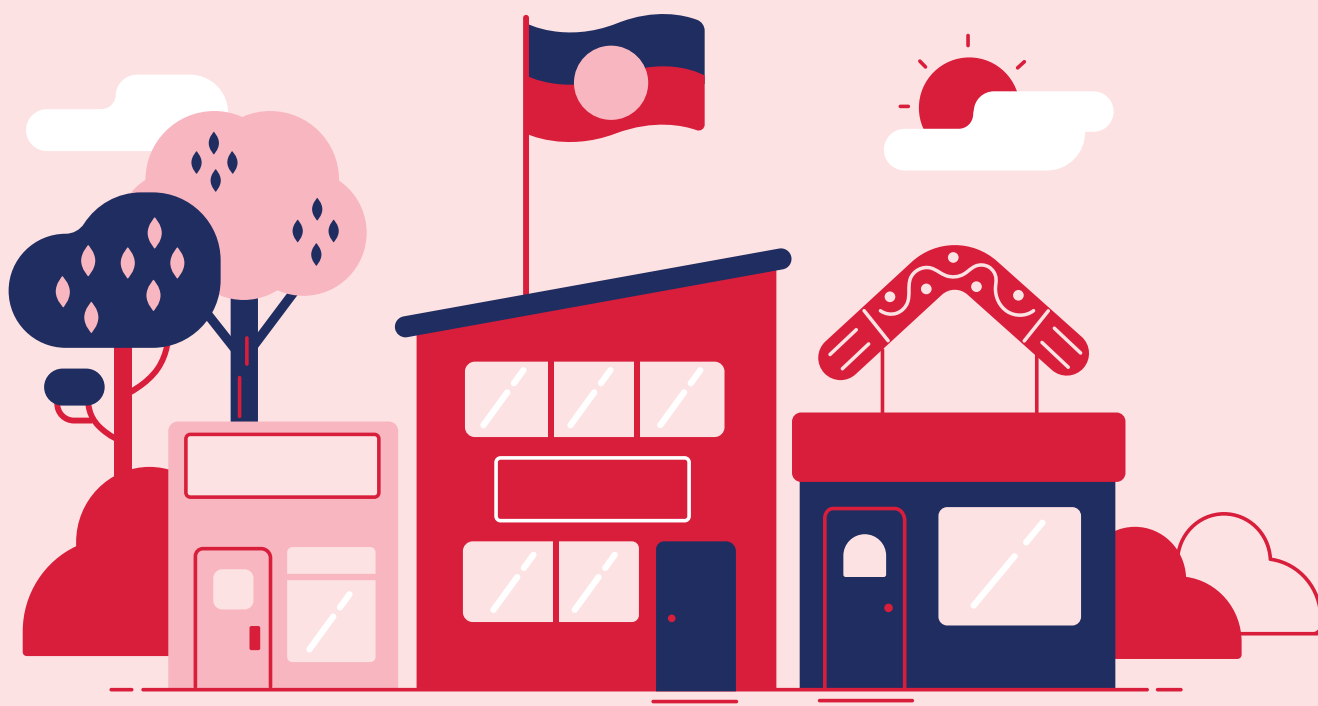
A/Deputy Secretary  
System Reform  
*BA (Psych),  
Grad Cert  
(Political Economy)*



**Rebecca Pinkstone**

Chief Executive Officer  
Homes NSW  
*BA Social Science (Hons),  
MA (Public Admin), AICD*

<sup>1</sup> Kenna Ackley commenced as the Corporate Services Deputy Secretary from 9 July 2025. As at 30 June 2025, Gelina Talbot was acting in the role.



## 2.1 Our service delivery areas

The people of NSW are at the centre of what we do. We strive to uphold everyone's right to access justice, ensure that people have access to suitable housing, keep the community safe, provide support for children and families, and promote inclusion and diversity.

In 2024–25, the NSW Government designed and implemented the NSW Performance and Wellbeing Framework (the Framework). The Framework was developed to help us understand the full impacts and performance of NSW Government policy and resourcing decisions on societal wellbeing, and measure the quality of life for the people of NSW. By way of wellbeing themes and NSW Outcomes, the Framework encourages accountability and strengthens our focus on achieving meaningful outcomes for the people of NSW.

Our departmental service delivery aligns strongly with a number of whole-of-government NSW Outcomes. This has formed the basis upon which our performance reporting is structured within this report, highlighting our progress towards achieving positive outcomes for all people, particularly people and communities across NSW who need support.

We are also in the process of developing a new departmental strategic plan, which will provide a foundation for a unified DCJ to improve outcomes across the community and deliver on strategic objectives. The strategic plan and priorities are being developed in consultation with staff, key Aboriginal organisations, non-government organisations (NGOs) and other NSW government agencies.

### 2.1.1 Improving outcomes for Aboriginal people and communities

Partnership with Aboriginal communities is central to meaningful and lasting reform. Over the next 12 months, we will continue working alongside our Aboriginal partners, including the NSW Child, Family and Community Peak Aboriginal Corporation (AbSec) and the Aboriginal Legal Service (NSW/ACT) Limited (ALS), to strengthen these partnerships and embed sustainable, community-led change.

Our approach is guided by reform principles that support genuine and strengthened partnership with Aboriginal people, ensuring that Aboriginal voices are heard and reflected in the decisions that affect their communities.



#### **Placing the voices, experiences, priorities and aspirations of Aboriginal families and their communities at the centre**

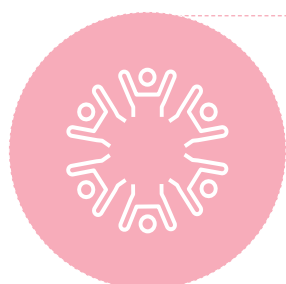
This includes keeping Aboriginal families and communities at the centre of our operations, planning, collecting and sharing of information, and the design of policies and service delivery.



#### **Sharing authority and decision-making with Aboriginal people and communities**

Sharing control over decisions is key to self-determination.

We continue to pursue opportunities to develop and strengthen formal and informal structures that support the sharing of power so that Aboriginal people have full involvement in the decisions that affect them.



#### **Aboriginal culture informs every part of how we work**

Connection to family, community, culture and Country is the foundation for wellbeing and identity.

We will support the needs and aspirations of Aboriginal families and communities through strengths-based approaches that embrace and affirm cultural connections, values, beliefs and practices in all its diversity.

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## 2.1.2 People have access to justice and protection under the law

We are committed to delivering accessible, high-quality, people-centred courts, tribunals, and client services that support just and equitable outcomes for the people of NSW. We continue to build the capability and resilience of our workforce to ensure our services remain responsive and flexible in a changing environment. Our work supports individuals, families, and communities to engage with the justice system confidently and safely, underpinned by a focus on respect, inclusion and the wellbeing of our clients and staff.

We continue to collaborate with courts, stakeholders and partners across the justice sector to improve outcomes and ensure the justice system meets the needs of the community. By embedding transparency and consistency in service delivery, and engaging meaningfully with court users, we are building trust and improving access to justice. We are also supporting evidence-based approaches to justice reform and modernising our services through digital transformation and improved data use, helping us plan sustainably for the future and deliver better services for the people of NSW.

## 2.1.3 People have access to suitable housing

We believe everyone has the right to a safe and secure home. We are committed to delivering quality homes and services that change lives and end homelessness.

We are at the forefront of the NSW Government's response to the housing crisis, and tasked with turbocharging the construction, maintenance and repair of social and affordable housing across our state.

By bringing together housing and homelessness expertise and services, we are also making it easier for people to access the support they need. Addressing the housing crisis requires a person-centred approach and we are focused on helping people find solutions that meet their individual needs.

We work in genuine partnership with industry, communities and service providers to improve housing and homelessness outcomes and strengthen support for those we serve. This collaborative and consultative approach ensures we are delivering services that make a real difference in people's lives. We are also committed to giving communities and tenants a real voice in the design of our systems, projects, policies and services.

## 2.1.4 Children and families are safe and supported

Children are at the heart of our work. We see them in the context of their own needs and perspectives within their families, communities and cultures, and we focus on building safety and sustaining wellbeing through strong, coordinated support. By working in partnership with other government agencies and NGOs, we provide targeted early assistance to families during times of need, helping more families stay safely together.

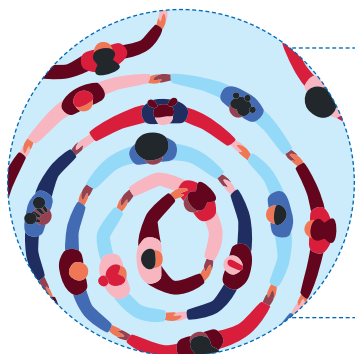
We are embarking on an ambitious, end-to-end reform of the out-of-home care (OOHC) and child protection systems. Our vision is to build a world-class child protection system where crisis interventions are rare, brief, and not repeated. Through these changes, we aim to ensure every child has the opportunity to thrive in a safe, loving, and supportive environment. This means more children remaining safely with their families, and where that's not possible, they are placed in stable, nurturing environments that maintain strong connections to family, culture, and community.

We also continue to drive system-wide improvements to women's safety through the leadership of the NSW Women's Safety Commissioner, who works to enhance responses to domestic, family and sexual violence, raise public awareness, and ensure the voices of victim-survivors shape policy and decision-making across government. The work undertaken by the Commissioner's office to establish a Lived Experience Advisory Group for the NSW Government has been critical in ensuring the delivery of these outcomes. The group was convened after a comprehensive research and recruitment process, which resulted in 317 applications from people from diverse backgrounds with lived experience.

## 2.1.5 Communities are safe

Our Youth Justice NSW (YJNSW) division is undergoing significant reform to respond to the National Agreement on Closing the Gap (the National Agreement) and create better outcomes for Aboriginal and Torres Strait Islander children, families, and communities who come into contact with the criminal justice system in NSW. With the highest overrepresentation of any NSW Government statutory program, there are fundamental system changes we are compelled to make to deliver these outcomes.

Our efforts and resources will be oriented towards Closing the Gap in a place-based way. We will work with our Aboriginal service partners and local communities to utilise the data and determine where we will collaborate to provide multidisciplinary services. Our operational teams in these locations will drive practice reform in partnership with local Aboriginal Community-Controlled Organisations (ACCOs) and community members, supported by central office teams. This intensive collaboration, both centrally and locally, will drive down the number of young people coming into the justice system in these areas through effective support and diversion.



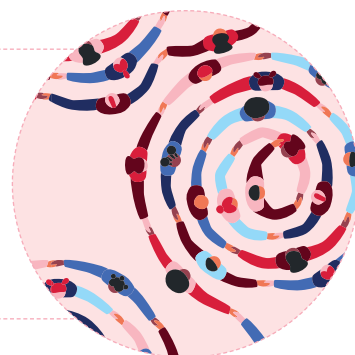
**We are committed to working with young people either involved with, or at risk of being involved with the youth justice system. We are dedicated to ensuring young people who come into contact with the justice system receive a service that sets them up for a different life trajectory.**

### 2.1.6 Communities are diverse, engaged and cohesive

Creating vibrant, inclusive and connected communities is central to our vision for a stronger NSW. We work alongside communities to support meaningful participation in social, cultural and economic life — helping people feel a sense of belonging and pride in where they live. Through events, programs and partnerships, we empower individuals and organisations to celebrate diversity, strengthen connections, and build on the unique strengths of each community.

We know that inclusion begins from within. At DCJ, we are committed to fostering a respectful, safe and inclusive workplace where diverse perspectives are valued and reflected in the work we do. A more inclusive workforce enables us to better serve the people of NSW and respond with empathy and understanding to the needs of the communities we support. By championing participation, representation and respect, both in our organisation and across the state, we are helping to build communities that are engaged, resilient, inclusive and cohesive.

**We are committed to a respectful, safe, and inclusive workplace where everyone's contributions and differences are valued. Inclusion builds a workforce reflective of our communities and fosters diverse thinking, improving outcomes for those we serve.**

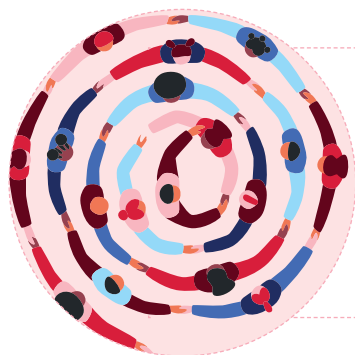


## 2.2 Our people

Our workplace and workforce reflect the rich diversity of the communities we serve. This is not only essential to improving outcomes but foundational to how we deliver services with care, respect and effectiveness. Throughout the year we have continued to invest in inclusive leadership and policies that support the participation and progression of people from all backgrounds.

We recognise the strength that comes from diverse perspectives and lived experiences, and we are focused on embedding inclusive practices at every level of our organisation. In doing so, we aim to create workplaces that are respectful, culturally safe and equitable for all employees, particularly those from Aboriginal, culturally and linguistically diverse (CALD) backgrounds, people with disability, and individuals of diverse sexual orientations and gender identities.

Looking ahead, we will continue to build on our people strategies to drive lasting, meaningful change. Our focus will remain on enhancing workforce flexibility, strengthening supports for carers, and providing opportunities for growth and development across our diverse talent pool. We are committed to ongoing reflection and improvement, listening to our people and communities, and ensuring that every action we take supports a stronger, more inclusive workplace. By doing so, we continue to align our internal culture with our broader mission.



**We are dedicated to serving the people of NSW with integrity, compassion and purpose.**



## 2.3 Commitment to Closing the Gap

We are dedicated to improving the way we work with and serve Aboriginal people in NSW. We have a responsibility to be guided by the knowledge that better life outcomes are achieved when Aboriginal people lead the design and delivery of services for their communities.

This responsibility is underpinned by our commitment to the National Agreement. The National Agreement calls on Australian government agencies to undertake transformational reform in partnership with Aboriginal people, communities and organisations. It requires us to significantly shift our ways of working to embed partnership with Aboriginal communities into our systems, policies and services.

The National Agreement is built around Priority Reforms that outline the prerequisite structural changes necessary to achieve effective reform and improved outcomes. They provide a framework and path towards Closing the Gap for our department to fundamentally transform how we do business internally and with our communities. In NSW, our five Priority Reform areas are:

- **Priority Reform 1: Formal Partnerships and Shared Decision-Making.** Governments share decision-making authority to accelerate policy and place-based progress on Closing the Gap through formal partnership arrangements.
- **Priority Reform 2: Building the Community-Controlled Sector.** There is a strong and sustainable Aboriginal and Torres Strait Islander community-controlled sector delivering high quality services.
- **Priority Reform 3: Transforming Government Organisations.** All governments are accountable for Closing the Gap and are culturally safe and responsive to the needs of Aboriginal and Torres Strait Islander people, including through the services they fund.
- **Priority Reform 4: Shared Access to Data and Information at a Regional Level.** Aboriginal and Torres Strait Islander people have access to, and the capability to use, locally-relevant data and information to monitor the implementation of efforts to close the gap, set their priorities and drive their own development.
- **Priority Reform 5: Employment, business growth, and economic prosperity (NSW-specific).** The National Agreement also lists 17 socio-economic outcomes relating to the safety and wellbeing of Aboriginal people. These outcomes are in areas where Aboriginal communities identified that government should be prioritising and leading change.

DCJ is responsible for leading five socio-economic outcomes in NSW:

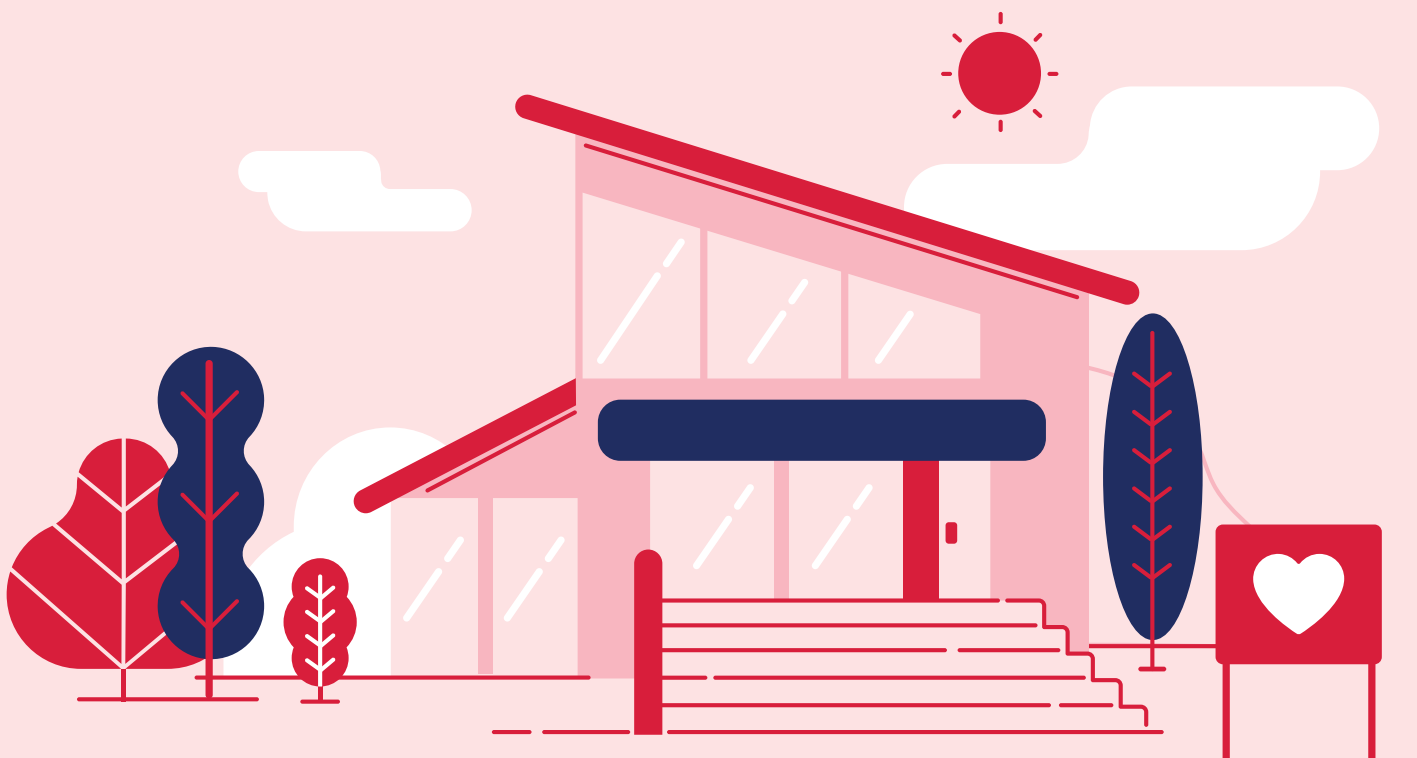
### DCJ-led socio-economic outcomes

|                                                                                                                                                          |                                                                                                                         |                                                                                                             |                                                                                                                                                       |                                                                                                                                                                                        |
|----------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                       |                                      |                          |                                                                   |                                                                                                   |
| <b>Outcome 9a: Housing</b>                                                                                                                               | <b>Outcome 10: Criminal Justice</b>                                                                                     | <b>Outcome 11: Youth Justice</b>                                                                            | <b>Outcome 12: Child Protection</b>                                                                                                                   | <b>Outcome 13: Family Safety</b>                                                                                                                                                       |
| By 2031, increase the proportion of Aboriginal and Torres Strait Islander people living in appropriately sized (not overcrowded) housing to 88 per cent. | By 2031, reduce the rate of Aboriginal and Torres Strait Islander adults held in incarceration by at least 15 per cent. | By 2031, reduce the rate of Aboriginal and Torres Strait Islander young people in detention by 30 per cent. | By 2031, reduce the rate of overrepresentation of Aboriginal and Torres Strait Islander children (0–17 years old) in out-of-home care by 45 per cent. | By 2031, reduce the rate of all forms of family violence and abuse against Aboriginal and Torres Strait Islander women and children by at least 50 per cent, as progress towards zero. |

Aboriginal overrepresentation in our systems and the constructive feedback received from communities on experiences with our department are driving forces for change. We are actively developing and implementing strategic, Aboriginal-led solutions to better serve our communities and ensure meaningful progress is made towards Closing the Gap. For detailed updates on our progress and programs under Closing the Gap, please refer to *Part 3.1 Improving outcomes for Aboriginal people and communities*.



# Operations and performance



## 3.1 Improving outcomes for Aboriginal people and communities

At DCJ, we know that significant change is needed to improve outcomes for Aboriginal people, families and communities. Our work is guided by our commitment to the National Agreement on Closing the Gap and our partnerships with Aboriginal organisations and communities. We are working to transform our systems and services to respond equitably to the needs of Aboriginal communities, ensuring that policies and initiatives are informed by data and led by the community. We honour the strength and resilience of Aboriginal communities in NSW.



### 3.1.1 Closing the Gap commitments and measures

| Outcome indicators                                                                                                                                                                                    | Target                                   | Progress in 2024–25                                                                                                                                                                                                                                                                                                                                                |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Outcome 9: People can secure appropriate, affordable housing that is aligned with their priorities and need</b>                                                                                    |                                          |                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Target 9a:</b> By 2031, increase the proportion of Aboriginal and Torres Strait Islander people living in appropriately sized (not overcrowded) housing to 88 per cent.                            | 88 per cent                              | As of December 2021, data for NSW indicated that 87.5 per cent of Aboriginal and Torres Strait Islander people were living in appropriately sized (not overcrowded) housing. This was an increase (improvement) from 85.9 per cent in 2016 (the baseline year).<br><br>* Latest available data as at 30 June 2025.                                                 |
| <b>Outcome 10: Adults are not overrepresented in the criminal justice system</b>                                                                                                                      |                                          |                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Target:</b> By 2031, reduce the rate of Aboriginal and Torres Strait Islander adults held in incarceration by at least 15 per cent.                                                                | 1,589 per 100,000                        | As of June 2025, there were 4,386 Aboriginal adults in custody, an increase of 263 inmates (6.4 per cent) from the previous year. Of this total, 2,010 were on remand, which is a 3 per cent increase (58 individuals) since June 2024. 2,376 Aboriginal adults were in sentenced custody, which is a 9.4 per cent increase (205 individuals) since June 2024.     |
| <b>Outcome 11: Young people are not overrepresented in the criminal justice system</b>                                                                                                                |                                          |                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Target:</b> By 2031, reduce the rate of Aboriginal and Torres Strait Islander young people in detention by 30 per cent.                                                                            | 15.7 per 10,000                          | In June 2025, there were 140 Aboriginal young people in detention. This marks a 4.8 per cent decrease (seven fewer individuals) since June 2024.                                                                                                                                                                                                                   |
| <b>Outcome 12: Children are not overrepresented in the child protection system</b>                                                                                                                    |                                          |                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Target:</b> By 2031, reduce the rate of overrepresentation of Aboriginal and Torres Strait Islander children (0–17 years old) in OOHC by 45 per cent.                                              | 27.7 per 1,000 at June 2031 <sup>1</sup> | The rate of Aboriginal children in OOHC at 30 June 2025 was 45. Despite a trend of incremental improvement, it remains off track to meet the target.                                                                                                                                                                                                               |
| <b>Outcome 13: Families and households are safe</b>                                                                                                                                                   |                                          |                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Target:</b> By 2031, reduce the rate of all forms of family violence and abuse against Aboriginal and Torres Strait Islander women and children by at least 50 per cent, as progress towards zero. | 5 per cent                               | In the 12 months to 30 June 2025, the number of Aboriginal women and child victims of domestic violence related assault was 5,959. Of this total, 76 per cent are Aboriginal women and 24 per cent are Aboriginal children. The number of Aboriginal women and child victims in the 12 months to June 2025 is on par with the previous year (5,962 total victims). |

<sup>1</sup> The target rate has been updated from 33.1 to 27.7 to align with the most recent revision (July 2024) of the Australian Bureau of Statistics Aboriginal population estimates <https://www.abs.gov.au/statistics/people/aboriginal-and-torres-strait-islander-peoples/estimates-and-projections-aboriginal-and-torres-strait-islander-australians/2011-2031> July 2024 release. The NSW target rate of 27.7 is calculated by applying a 45 per cent reduction to the baseline rate of 50.3 per 1,000 population in 2019.

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### 3.1.2 Strategic priority 1: Aboriginal people have a say in all decisions that affect them

Aboriginal people and organisations are best placed to make decisions for their communities. We are working to enable Aboriginal self-determination and embed shared decision-making through strong partnerships and processes.

#### Achievements towards meeting this strategic priority

- In partnership with ALS and AbSec, we established the **Families and Justice Sector Committee** within the refreshed NSW Closing the Gap governance structure. This Sector Committee leads reforms embedding Aboriginal-led decision-making and self-determination throughout the NSW justice and child protection systems. It also oversees and drives the implementation of Closing the Gap Priority Reforms and socio-economic outcomes 10–13.
- We have signed an agreement to work in partnership with AbSec and ALS to reform child protection assessment and decision making, centring the voices of Aboriginal communities.
- We are funding AbSec under *Strong Families, Our Way* to establish **Aboriginal Community-Controlled Mechanisms**. These mechanisms are designed and led by Aboriginal Communities to support Aboriginal families in culturally meaningful ways. They provide culturally informed advocacy grounded in strong community connections and enable Aboriginal family-led decision-making to drive better outcomes for Aboriginal families and communities.
- We are improving how we capture data on Aboriginal people's involvement in decision-making within the child protection system. This work will increase transparency around Aboriginal decision-making and improve how we engage and listen to communities.
  - We have implemented the **Safeguarding Decision Making for Aboriginal Children Panels** to ensure decisions made about Aboriginal children are informed by diverse knowledge and expertise. These panels are made up of senior practice leaders and Aboriginal practitioners who are consulted on decisions relating to the safety, removal, and placement of Aboriginal children.
  - The **Circle Sentencing Program** has expanded to include an additional eight courts, to better address the causes of offending and involve the community in identifying appropriate sentencing and long-term solutions. Circle Sentencing is an alternative sentencing process for adult Aboriginal offenders and is now declared at 22 sites. Between 1 July 2024 to 30 June 2025, 150 Circles were completed.
- We are partnering with the Aboriginal Housing Office (AHO), and the NSW Coalition of Aboriginal Peak Organisations to deliver an **Aboriginal Wellbeing Framework**, a wellbeing outcomes framework and survey tool for Aboriginal people living in Homes NSW managed properties. Through client feedback, Community has identified a strong need for culturally responsive housing that meets communities' needs and priorities.

#### Local Decision Making

We are partnering with Aboriginal Regional Alliances across NSW to support self-determination and enable Aboriginal people and community to have a voice in decision-making processes. There are currently eight Local Decision Making alliances functioning in NSW.

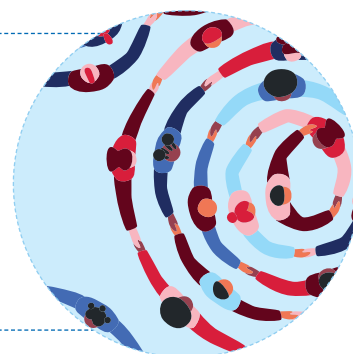
In collaboration with AHO, we:

- Continued to support the Murdi Paaki Regional Assembly through the Murdi Paaki Regional Aboriginal Housing Leadership Assembly to roll-out the Murdi Paaki Aboriginal Housing Program, and to co-design localised solutions for the Murdi Paaki region.
- Supported the development and implementation of a community-led survey, in partnership with the Riverina Murray Regional Alliance, to understand the unique housing needs of Aboriginal people across the region. The data collected will inform future planning and decision-making between the Riverina Murray Regional Alliance and the NSW Government.

We're also continuing to fund Aboriginal Youth and Community Navigators who provide culturally safe support for Aboriginal young people at risk of contact, or in contact with the justice system. The navigators are working with young people in Wyong and Woy Woy Children's Courts and Frank Baxter Youth Justice Centre.

This service aims to reduce offending, increase diversion from courts and support young people with their health, mental health and education.

We continue to work alongside Stolen Generations Organisations to improve outcomes for Stolen Generations Survivors and their Descendants. In April 2025, a *Housing Yarn Up* session was held, giving an opportunity for Survivors and Stolen Generations Organisations to discuss the unique needs of Survivors and their Descendants with AHO and DCJ leaders.



### 3.1.3 Strategic priority 2: Aboriginal organisations are partners in providing the solutions for their communities

We are investing in place-based programs delivered by local Aboriginal organisations, who are uniquely able to meet the needs of their communities. Increasing opportunities and improving procurement processes will enable these organisations to better support and empower their clients.

#### Achievements towards meeting this strategic priority

- We are developing an **Aboriginal Sector Investment Strategy** to outline our investment and support in ACCOs across all services. This supports our commitment to Priority Reform 2 under Closing the Gap to build a strong and sustainable Aboriginal community-controlled sector.
- As we are developing the Aboriginal Sector Investment Strategy, we are shifting investment to ACCOs across all areas of work. ACCOs deliver community-designed and led programs that use Aboriginal cultural knowledge and community connections to design and deliver effective local solutions.
  - Aboriginal children and young people continued to be transitioned to ACCOs. From July 2024 to June 2025, 127 Aboriginal children in OOHC were transitioned to ACCO providers. This represents a 364 per cent increase in transitions from the previous year. A total of 195 Aboriginal children and young people have now been transitioned to ACCOs, since 1 July 2022.
  - The first **Intensive Therapeutic Care** home delivered by an ACCO commenced in February 2025 in the Newcastle hub. This is one of four homes being implemented by ACCOs for children over 12 years of age with complex needs who are either unable to be supported in foster care or require specialised and intensive supports.
  - A second round of sector capacity grants for **Core and Cluster providers** was opened to eligible ACCOs in March 2025. Core and Cluster refuges provide short-term crisis accommodation with integrated support services. ACCOs will lead nine of the 49 Core Cluster projects, providing 63 new units for Aboriginal families experiencing domestic violence.
  - The **Safe Aboriginal Youth program (SAY)** has been extended to fund a total of nine ACCOs across 10 regional locations to run community-based programs. Grants were awarded between April and June 2025 to programs providing safe transport and outreach services to divert young people from harmful activities and reduce the likelihood of criminal involvement.
- The **Aboriginal Child and Family Centre (ACFC) Expansion Program** will deliver six new ACFCs by June 2027, bringing the total number of ACFCs to 15. The new centres will span several priority locations across NSW including the Central Coast and Far West NSW. ACFCs offer culturally safe services to families with Aboriginal children up to eight years of age. They can provide parents and children with a range of supports to keep families strong.
- In 2024–25, 21 Aboriginal Community Housing Providers (ACHPs) received a total of \$1.5 million in **Sector Capability Grants**. These grants are designed to support ACHPs' business growth and self-sustainability, including achieving or maintaining National Regulatory System for Community Housing and NSW Local Scheme registration compliance. These grants provide an opportunity for the Aboriginal housing sector to increase their capacity and capability.

- The annual **Sector Visioning Workshop** co-hosted by AHO, the NSW Aboriginal Land Council, and the Aboriginal Community Housing Industry Association, was held on 6 and 7 November 2024 at Darling Harbour. Over the two-day event, Aboriginal housing providers gathered from all over the state to explore strategic priorities and initiatives to strengthen the Aboriginal housing sector. The event concluded with a renewed commitment to support the growth and viability of ACHPs across NSW.

### 3.1.4 Strategic priority 3: Aboriginal staff and clients feel safe when working or interacting with DCJ

We have a responsibility to serve Aboriginal communities in respectful, culturally responsive ways. We are embedding the principles of respect, self-determination and inclusivity into our ways of working to ensure every client and staff member feels safe and supported.

#### Achievements towards meeting this strategic priority

- Under the **Aboriginal Employment Strategy (AES) 2021–2025**, DCJ continues to implement initiatives and programs that aim to expand the Aboriginal workforce, support career mobility, improve retention and build a culturally capable and inclusive workforce.
- DCJ is currently implementing the **Aboriginal Cultural Development and Learning Strategy**, which aims to enhance meaningful cultural learning at an individual and organisational level and aligns to DCJ's strategic commitments under Closing the Gap. Please refer to Part 5.2 Workforce Diversity for 2024–25 achievements to improve employment and inclusion outcomes for Aboriginal and Torres Strait Islander staff.
- Under the National Partnership Agreement, we have committed funding for the **Aboriginal Workforce Development Project**. These funds will meet increased workforce demands from the expansion of the Core and Cluster Program and the Aboriginal Homelessness Sector Growth Project. The Aboriginal Workforce Development Project will support the non-government sector to provide culturally safe services to Aboriginal women and children escaping domestic and family violence, as well as households experiencing or at risk of homelessness.
- Our Anti-Racism Unit is leading the development of a stand-alone **DCJ anti-racism policy**, which will enable processes and systems that address racism in the workplace and build capacity across DCJ to create accountable and culturally safe workplaces. The policy is a key action under the DCJ Anti-Racism Strategy and will support the Anti-Racism Unit's work to support Aboriginal and CALD employees who experience racism in the workplace.

### 3.1.5 Strategic priority 4: Aboriginal people have access to the same information as DCJ to help them make their own decisions, and understand ours

Aboriginal people and organisations have a right to access and own data and information about their communities. We are partnering with Aboriginal communities to build a refreshed data ecosystem around the principles of Indigenous Data Sovereignty and Indigenous Data Governance, enabling access to data.

#### Achievements towards meeting this strategic priority

- We have created an **Aboriginal Governance over NSW Justice Group** in collaboration with ALS, to support Aboriginal communities to access and use justice data, which enables greater community control and influence over the justice-related data and research that we hold. Meetings are held quarterly to increase engagement, capability, decision-making and partnership between Aboriginal and Torres Strait Islander people, community-controlled organisations and the government.
- Established in 2023, under Closing the Gap Priority Reform 4, the NSW **Data Connector Service** works with Aboriginal people to provide access to data and information held by NSW government agencies. Since July 2024, DCJ has facilitated 30 requests for DCJ-held data and information. The Data Connector Service supports Aboriginal communities to navigate the data request process, understand their data needs, and find, access, and understand the data to inform decision-making and support the development of local solutions to local issues.

- We have developed **dedicated web pages** on the DCJ website to increase accessibility, transparency and engagement with our work to support improved outcomes for Aboriginal communities. This project enables Aboriginal people to find information about our work that impacts their community.
- An **Aboriginal Governance Panel** has been created to oversee the Pathways of Care Longitudinal Study of children in OOHC. This panel is chaired by AbSec, an ACCO, to strengthen the study's governance structures and accountability, and supports data collection, analysis, interpretation, and the translation of findings into policy and practice. It is designed to ensure Aboriginal people are engaged as equal research partners in all aspects of the study.
- The **Aboriginal-led Data Sharing Dashboard** provides Aboriginal communities with access to child protection and OOHC data reported by DCJ districts. We are partnering with the NSW Aboriginal Land Council to test the feasibility of incorporating the NSW Aboriginal Land Council regions and Local Aboriginal Land Council boundaries into the Aboriginal-led Data Sharing Dashboard. This will improve the utility and relevance of the data for Aboriginal communities by using boundaries that are more meaningful and relevant to Aboriginal communities.
- The NSW Bureau of Crime Statistics and Research has a dedicated **Closing the Gap web page** to facilitate community access to government-held data. The site includes quarterly monitoring reports for Closing the Gap targets 10, 11 and 13, and dashboards providing community-level data for targets 10, 11 and 13.

### 3.1.6 **Strategic priority 5: DCJ builds on the strengths, aspirations and resilience of Aboriginal people, families and communities so they do not become involved in our systems**

We recognise that strong Aboriginal communities are built on connection to culture and community. We have a responsibility to enable the protective strength of culture to foster Aboriginal wellbeing and help prevent entry into our systems.

#### **Achievements towards meeting this strategic priority**

- **One Mob One Job** is a whole-of-DCJ system transformation pilot to support families. We are co-designing new services and resources in South West Sydney and Orange. We work with DCJ and Corrective Services NSW (CSNSW) leaders, Aboriginal and non-Aboriginal frontline staff and community members to listen, share knowledge and identify new ways of working together. We have implemented a range of programs and initiatives that elevate Aboriginal voices, embed culturally safe practices and make our systems easier to navigate.
  - The **Family Advisor Unit** is made up of two senior Aboriginal practitioners working with families in Campbelltown who have contact with multiple DCJ services. The unit uses a holistic approach to support and understand each family's goals, reestablish their communication with local services and improve information sharing. It is currently working with 31 individuals across five families.
  - A **Community Governance Working Group** has been implemented in South West Sydney and Orange. Leaders are developing a model for formal partnerships and shared decision-making with local communities to guide the implementation of community solutions. Monthly community sessions are held in both areas, informing new approaches and better outcomes for families.
- We recognise that Aboriginal people are best placed to support families and keep children safe at home. To support strong and resilient Aboriginal communities and enable self-determination, we are directing funding towards programs that are community-designed and led.
  - From April 2026, we will invest \$900 million in Family Preservation, including a landmark 40 per cent – almost \$350 million – directed to ACCOs, recognising their vital role in keeping Aboriginal families safely together.
  - ACCOs will be supported to and have the power to codesign their services with community under the Aboriginal Family Preservation framework. Successful ACCOs will use the framework to lead the development of Family Preservation models that are community-led, self-determined, and culturally safe.
  - The **Justice Reinvestment Grant Program** provides funding for community-led programs that find local solutions to local drivers of offending. Grants have been awarded to four Aboriginal community-led organisations, which are developing innovative solutions based on local connections and expertise.

- DCJ is investing \$20 million over three years to implement the **Aboriginal Throughcare Strategy**, which aims to improve culturally safe reintegration supports for Aboriginal adults and children preparing to leave custody, and for people leaving custody.
- A further \$13.4 million will be invested over three years to deliver **Therapeutic Pathways** for Aboriginal children, operating as an alternative to and/or alongside the criminal justice system.
- We are piloting the **Short-term Remand Program** with the goal of changing NSW Police and court bail decision-making processes. The program aims to reduce the number of children and young people experiencing short-term remand and unnecessary contact with the criminal justice system. Program pilots operating in South Sydney and the Riverina are testing different service and support models with a view to state-wide expansion.
- **Services Our Way** provides culturally appropriate service coordination, support and capacity building, empowering Aboriginal people experiencing disadvantage, to improve their wellbeing and achieve their goals. Throughout 2024–25, Services Our Way has supported up to 849 families through case coordination and other supports that the program provides. These supports have provided habitable and stable housing for tenancies at risk, alleviating the risk of homelessness and child protection reports.



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## 3.2 People have access to justice and protection under the law

We provide efficient and effective access to justice and legal services, which are critical to maintaining community confidence in the justice system. We resolve criminal and civil matters by funding legal services, the administration of courts and tribunals and targeted services for victims and citizens.

### 3.2.1 Initiatives to support Aboriginal clients and communities

#### Youth Koori Court

The Youth Koori Court (YKC) was established by the NSW Children's Court in response to the overrepresentation of Aboriginal young people in custody. It is a deferred sentencing process for Aboriginal young people charged with a criminal offence(s) who are appearing before the NSW Children's Court. The YKC operates at Parramatta, Surry Hills and Dubbo Children's Court.

The YKC has the same powers as the Children's Court but adopts a different process to better involve Aboriginal and Torres Strait Islander young people, their families and the broader Aboriginal and Torres Strait Islander communities in the court process.

With the support and assistance of Elders and other Respected People from Aboriginal or Torres Strait Islander communities (Community Panel Members), the YKC seeks to identify risk factors, such as cultural disconnection, homelessness, disengagement from education, drug and alcohol issues or other health issues, that may be impacting the young person's involvement with the criminal justice system.

An action and support plan is then developed with the young person to help them address these risk factors and improve their connections with their culture and their community. Prior to sentencing, the implementation of the plan is closely monitored by the YKC over a period of months through multiple court attendances. Ultimately, the judicial officer will sentence the young person, taking into consideration the steps the young person has taken to follow their action and support plan, and address their risk factors.

Since its establishment at Parramatta Children's Court in 2015, over 150 Aboriginal and Torres Strait Islander young people have graduated from the YKC. Many more have benefitted from a culturally safe and supportive court environment that places them at the centre of the process – increasing their engagement, commitment and confidence.

YKC marked their 10-year anniversary on 7 February 2025. The milestone was celebrated on Dharug land in Parramatta and provided an opportunity for former graduates, legal practitioners, support agencies and judicial officers to reflect on the achievements of the young people whose lives have been positively transformed through this process.

On 1 November 2024, the Parramatta and Surry Hills Children's Court registry staff took part in Cultural Training lead by Uncle Dean Kelly and Auntie Calita. This training was held on Country at Parramatta Park, which allowed the court staff to have a hands-on experience to learn more about Aboriginal history, culture and their connection to the land.

#### The Winha-nga-nha List

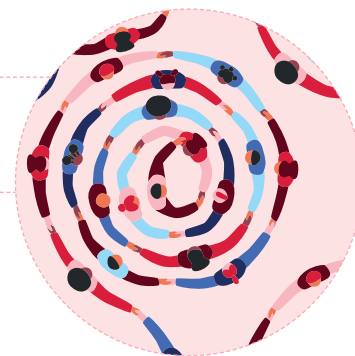
The Winha-nga-nha List is a dedicated court process for care and protection proceedings involving Aboriginal and Torres Strait Islander families at Dubbo Children's Court.

The Winha-nga-nha List commenced in September 2023, following a co-design process with Aboriginal community representatives and key stakeholders in response to Recommendation 125 of the Family is Culture Review Report. It is less formal than other care and protection proceedings with more time allocated to listen, talk and think about what is important for the children.

Families are welcome to invite extended family, Aboriginal Elders, respected community members or other support people to attend court with them. An Aboriginal Court Liaison Officer provides a point of contact for families coming to the Winha-nga-nha List as well as Aboriginal staff who are available to help families better understand the court process.

Since commencement in September 2023 to 30 June 2025, there have been a total of 246 appearances in the Winha-nga-nha List, involving 66 matters.

**Winha-nga-nha (pronounced Wi-nun-ga-na) is a word from the Wiradjuri language meaning to ‘know, think and remember.’**



## **Walama List**

Walama List is an alternative sentencing procedure being piloted at Downing Centre District Court. It aims to reduce the overrepresentation of Aboriginal people in custody in NSW and increase community participation and confidence in the criminal justice system. Eligible Aboriginal and/or Torres Strait Islander people who have matters before the NSW District Court may be referred to the program. Elders and Respected persons provide advice and cultural expertise to the Walama List Judge to inform sentences and case plans. The process takes a therapeutic and holistic approach to address underlying needs and risk factors and reduce reoffending.

There have been 61 participants who have successfully graduated from the program since its launch in February 2022, including 30 participants from July 2024 to June 2025.

## **Court Services Aboriginal Inclusion Unit**

### **School Based Aboriginal Trainees Program**

In December 2024, nine Year 12 students from across NSW completed the Aboriginal School-Based Traineeship Program with Court Services. Over two years, they balanced 100 days of work experience in Local Court registries while earning a Certificate in Business Administration and completing their Higher School Certificate. Their contributions provided valuable administrative support to the courts. Since graduating, several have pursued university studies, while four secured employment in Court Registries.

### **No Gammin Koori Pathways Program**

The No Gammin Koori Pathways Program supports Aboriginal and/or Torres Strait Islander people into entry-level roles in the Courts, Tribunals and Service Delivery (CTSD) division of DCJ, building their skills and confidence to succeed in their roles. In late 2024, eight candidates joined the program and completed a week-long induction in May 2025 to build further knowledge and skills of their roles and CTSD. Since then, another six candidates have been recruited into the program in July 2025. Recruits will be provided with vocational skills-based training in a Certificate IV in Business over the next 12 months.

### **The Koori Knockout – Bathurst 2024**

In October 2024, the Court Services Aboriginal Inclusion Unit hosted its first stall with DCJ at the 52nd NSW Aboriginal Rugby League Knockout (Koori Knockout) in Bathurst to promote the No Gammin Koori Pathways program and to raise awareness about career opportunities in Court Services more generally. The stall was incredibly popular and provided the opportunity to have a yarn about Court Services, the various specialist programs operating in courts and feedback on how Courts can serve the community better.

### **NSW Courts Cleansing Program**

The NSW Courts Cleansing Program aims to enhance the spiritual safety of courts through smoking ceremonies, purifying the space and allowing spirits to move on. The program prioritises those court buildings where a passing of an Aboriginal or non-Aboriginal person has occurred. The first cleansing ceremony took place at the Central District Court in February 2024, followed by the Surry Hills Children's Court in February 2025.

## **3.2.2 Supporting our justice programs**

### **District Court**

The District Court of NSW sits for 48 weeks per year at a number of locations throughout the state with resident Judges at the following country/regional locations: Albury/Griffith, Armidale/Tamworth, Bathurst/Orange, Coffs Harbour, Dubbo, Gosford, Lismore, Newcastle, Tamworth, Wagga Wagga and Wollongong.

In 2024–25, 67.8 per cent of criminal matters (Trial and Sentence) were completed within 12 months, and 98.9 per cent of criminal appeals were also completed within 12 months.

## Local Court

As at 30 June 2025, the Local Court finalised 80.5 per cent of appearances within six months, and 94.9 per cent within 12 months.

### Centralisation of bail determinations in NSW

In February 2025, a significant reform was implemented in the NSW Local Court system. Weekday bail determinations that were previously made by Registrars when Magistrates were on circuit or unavailable were transitioned exclusively to Magistrates. This change follows the November 2024 centralisation of bail determinations made on the weekend to a Judicial Officer ensuring that all bail decisions across NSW are now made by a Judicial Officer.

This reform highlights the longstanding and critical role that Court Services staff have played in bail proceedings. For many years, particularly in rural and regional areas, Registrars and other registry staff provided essential services to their communities. Prior to the recent changes, Authorised Justices were responsible for making bail decisions during weekends, public holidays, and other periods when Magistrates were unavailable.

To support the centralisation of bail decision-making, the Chief Magistrate established the Local Court Bail Division. This dedicated division was designed to streamline weekday adult bail matters and is currently comprised of a team of seven Magistrates operating via a virtual court using audio-visual technology with all parties appearing remotely.

From July 2025, the Bail Division began centralising weekday first appearance bail matters for regional NSW and selected Sydney metropolitan areas. This initiative aims to modernise bail proceedings, promote consistency across jurisdictions, and alleviate the workload of regional courts. By enabling local Magistrates to focus more on hearings and court lists, the Bail Division is expected to reduce delays and backlogs, ultimately improving access to justice across the state.



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## Victims Services

Victims Services provides access to counselling and financial assistance for victims of violent crime in NSW under the Victims Support Scheme. Victims Services promotes the Charter of Victims Rights and delivers related programs.

For further information about the Victims Support Scheme, refer to *Part 4.10 Report of the Commissioner of Victims Rights* of this volume.

## NSW Civil and Administrative Tribunal

The NSW Civil and Administrative Tribunal (NCAT) continues to deal with a range of matters, including tenancy issues and home building works, decisions on guardianship, administrative review of government decisions, professional discipline, and anti-discrimination matters.

NCAT is focused on being accessible and responsive to the needs of all its users and aims to resolve real issues in proceedings justly, quickly and with as little formality as possible.

During 2024–25, 73,724 applications were lodged across all NCAT divisions. Lodgements and finalisations in NCAT matters resulted in an overall clearance ratio of 95.9 per cent. NCAT has seen continued growth in the Guardianship Division, with a significant 10.7 per cent increase in application lodgements this year, marking the Tribunal's seventh consecutive year of rising application lodgements in this division.

## 3.2.3 Our other achievements

### Expansion of specialist courts

#### Child Sexual Offence Evidence Program

The Child Sexual Offence Evidence Program enables children who are complainants or prosecution witnesses to have their evidence pre-recorded, with the recording later played in court. The aim is to reduce the stress and trauma of giving evidence and support children to provide their best evidence.

A witness intermediary is also available to support the child's communication needs during both the police interview and the pre-recorded evidence hearing at court. Witness intermediaries have tertiary qualifications in speech pathology, social work, psychology, teaching or occupational therapy.

Throughout 2024–25, the Child Sexual Offence Evidence Program list Judge attended Dubbo, Wollongong, Newcastle, Lismore, Gosford, Wagga Wagga and Coffs Harbour to train Judges, Counsel (both Crown and Defence), court staff and witness intermediaries.

#### Sydney Drug Court

The Drug Court program is a joint justice and health intervention aimed at reducing drug dependency and reducing offending. It is proven to be more effective at reducing crime, and the intensive rehabilitation it provides costs less than imprisonment. The program also assists participants with housing, income stability, education, employment, relationship, and parenting supports.

The Drug Court program supervises the intensive, community-based rehabilitation of eligible, drug-dependent offenders who would otherwise be sentenced to full-time imprisonment. The expansion of the NSW Drug Court was a key recommendation of the 2020 *Special Commission of Inquiry into the Drug 'Ice'*.

The Sydney Drug Court catchment was expanded in the previous reporting year as part of a two-phase expansion process, refer to DCJ 2023–24 Annual Report, Part 3.2 Accessing Justice and Legal Services. Participant numbers continue to increase steadily due to the expanded catchment areas.

With the Sydney Drug Court now sitting full-time, the complement of Judges has increased. Her Honour Senior Judge Jane Mottley AM commenced sitting at Sydney Drug Court full-time in January 2025, and Judge Claire Giroto was appointed to sit full-time at Parramatta Drug Court. In addition, four more Drug Court Judges were appointed to support the four Drug Courts and to backfill two retiring Drug Court Judges.

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## 3.3 People have access to suitable housing

Through our Homes NSW division, we provide direct assistance to support people in immediate housing need. We are responsible for managing the policy settings and procurement of homelessness services, social, affordable housing and key-worker housing across NSW. Our Homes NSW division supports a range of programs and initiatives to prevent and reduce homelessness. These include Housing First approaches, crisis and transitional accommodation, assertive outreach and sustaining at-risk tenancies, and managing and building new social housing. We are building on these approaches and looking at new and innovative ways to address homelessness and rebuild the state's social housing system.

### 3.3.1 Increasing the supply of social and affordable housing

We aid people who are unable to access or maintain appropriate housing in the private rental market. Our focus is on growing the supply of social and affordable housing to support people experiencing housing stress and homelessness. Increased costs of living, rental affordability issues, and natural disasters across NSW have increased demand for social and low-cost housing. We are acting on a number of fronts to address the housing and rental crisis. We work to increase supply of social and affordable housing, including through direct delivery of public and Aboriginal housing in partnership with community housing and Aboriginal community housing partners.

#### Homes NSW housing delivery

In 2024–25, we completed 826 new social homes, against a target of 824 new social homes. Highlights include 70 social housing units delivered above the Waterloo Metro Station in Sydney's inner city, 65 apartments comprising 18 social, nine affordable and 38 private units in Wollongong, and the completion of a project in collaboration with the City of Newcastle in Wallsend.

AHO delivered 190 new homes in 2024–25, which included 146 state-owned homes and an additional 44 homes owned by ACHPs and delivered through grant programs.

#### Maintenance Reform

On 1 July 2024, we commenced maintenance reform with the new Responsive and Planned Maintenance contract for public housing properties. The Responsive and Planned Maintenance contract has been designed to deliver a better customer service experience for public housing tenants and ensure the works are delivered at a high standard.

In 2024–25, we spent \$729 million on repairs, maintenance and capital upgrades for public housing properties. This incorporates a portion of the additional \$810 million in capital maintenance funding to upgrade 30,000 properties over the four years to the end of the 2028–29 financial year. We have delivered capital upgrades to 14,797 properties in 2024–25 including 7,118 of the 30,000 properties from the additional funding.

We are co-contributing \$30.2 million over four years to 2026–27 alongside the Commonwealth to undertake energy efficiency upgrades to approximately 14,700 social housing properties under the Social Housing Energy Performance Initiative (SHEPI) program.

The SHEPI program will see over 24,000 social housing homes be eligible for upgrades such as heat pump hot water systems, reverse-cycle air conditioners, solar systems, ceiling insulation, and draught proofing.

The Commonwealth Government announced an expansion of the SHEPI program in March 2025 with \$145.3 million of further support from the Commonwealth Government. The expansion will allow around 13,500 NSW social housing homes to benefit from energy efficiency upgrades.

#### Regional housing delivery

In 2024–25, we received a \$70 million financing facility from TCorp to support its Regional Communities Program. This funding will support eight initial mixed-tenure land subdivision projects, helping unlock land for around 1,280 new homes – about 30 per cent of which are planned to be social and affordable housing.

New projects have been announced in Cooma, Forbes and Bega with planning underway in Tamworth and Albury. The sites in Cooma and Forbes were acquired from Crown Lands in early 2025. Construction commenced in Cooma in April 2025, and the civil works and subdivision are expected to be completed by March 2026.

Key worker housing

We support the stability and liveability of communities across regional and remote NSW through the provision of key worker housing for teachers and police. Key worker housing is an enabler of critical service delivery in locations where the Department of Education and NSW Police Force face challenges recruiting and retaining staff, and where the availability of housing from the private market is limited.

As at 30 June 2025, there are 1,399 homes for teachers and 671 homes for police across 298 NSW towns. In 2024–25 we completed 35 additional homes across 20 regional communities –24 teacher homes and 11 police homes. So far, we have delivered 178 new homes through the key worker housing program (137 for teachers and 41 for police) against the total four-year program target of 271 homes.

A further 83 homes are currently under construction and due for completion in 2025–26.

Education Housing Strategy

Homes NSW has worked in partnership with the Department of Education to develop the NSW Education Housing Strategy and Action Plan 2025–2027. The Education Housing Strategy was approved by NSW Cabinet in March 2025, and builds on the findings from the Education Housing Roundtable that was co-hosted by the Deputy Premier and the Minister for Housing on 29 August 2024.

The Education Housing Strategy aims to address critical housing shortages and maintenance challenges currently affecting teacher housing and outlines 35 actions that aim to improve the quality of and access to education housing in regional, rural and remote locations.

Teacher and Police Housing Upgrades

In 2024–25, we completed major refurbishment works on 79 teacher homes (48 Teacher Housing Authority and 31 Department of Education-owned homes). Heating, cooling and solar upgrades were completed across 143 teacher homes. As part of a security hardening pilot, 96 homes across Bourke, Moree, Goodooga, and Brewarrina were upgraded for security features.

In addition, major refurbishment work was completed on 16 police homes.

Modern Methods of Construction

We are scaling up our housing delivery ambitions through the adoption of Modern Methods of Construction (MMC) – a transformative approach that leverages prefabrication, modular systems and a standardised ‘kit-of-parts’ to deliver more homes, faster and more efficiently.

MMC is central to overcoming the challenges of rising construction costs, labour shortages and sustainability demands, while maintaining quality and improving long-term maintenance outcomes.

Our goal is to embed MMC as a mainstream delivery method, promoting standardisation to unlock efficiencies and economies of scale, and harness offsite manufacturing to reduce waste and improve cost and quality certainty. This strategic shift presents a powerful opportunity for stakeholders to collaborate in shaping a more resilient, scalable and sustainable housing system for NSW – one that delivers better outcomes for communities, sooner.

To meet the scale of NSW’s housing challenge, we need strong, sustained partnerships. We have partnered with the Building 4.0 Cooperate Research Centre, an industry-led research initiative funded by the Australian Government, to support the development of prototype, program implementation, measurement and evaluation.

In 2024–25, we have delivered 95 homes spanning small homes, Aboriginal housing, and teacher homes using MMC.

MMC includes prefabricated and modular construction techniques, offering multiple benefits:

|                                                                                                       |                                                                                                                     |                                                                                                             |                                                                                                                                    |
|-------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Speed</b></p> <p>Reduces project timelines significantly, getting homes to families faster.</p> | <p><b>Cost-efficiency</b></p> <p>Delivers savings through streamlined processes and increased volume and scale.</p> | <p><b>Environmental impact</b></p> <p>Minimises on-site waste and promotes sustainable design outcomes.</p> | <p><b>Workforce development</b></p> <p>Creates employment and training opportunities, particularly for Aboriginal communities.</p> |
|-------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|

## Social and Affordable Housing Fund

The Social and Affordable Housing Fund program has delivered 3,486 additional social and affordable homes across NSW. Homes were delivered by the end of 2024 and will operate for 25 years across the state, with over 30 per cent delivered in regional NSW.

The Social and Affordable Housing Fund providers report that 95 per cent of dwellings delivered under the Social and Affordable Housing Fund meet the Liveable Housing Australia guidelines – Silver standard.

### Total residents in homes delivered by the Social and Affordable Housing Fund as of 30 June 2025

|                    | Metro | Regional | Total |
|--------------------|-------|----------|-------|
| Total residents    | 3,308 | 1,510    | 4,818 |
| Social housing     | 2,217 | 1,177    | 3,394 |
| Affordable housing | 1,091 | 333      | 1,424 |

### Key resident demographic data as of 30 June 2025

Some residents in homes delivered by the Social and Affordable Housing Fund may appear in more than one demographic group.

|                                      | Metro | Regional | Total |
|--------------------------------------|-------|----------|-------|
| Older people                         | 1,814 | 760      | 2,574 |
| Older women                          | 1,340 | 464      | 1,804 |
| Under 25                             | 668   | 349      | 1,017 |
| Indigenous                           | 233   | 308      | 541   |
| Residents with disability            | 728   | 451      | 1,179 |
| Non-English-speaking background      | 1,008 | 30       | 1,038 |
| Women experiencing domestic violence | 89    | 48       | 137   |

## Community Housing Innovation Fund

In partnership with the community housing sector, the Community Housing Innovation Fund has delivered around 223 new homes in the 2024–25 financial year. In total, up to 600 new homes are planned for delivery by 2028.

### Community Housing Leasing Program

The Community Housing Leasing Program provides funding to Community Housing Providers (CHPs) to headlease properties from the private rental market to house eligible clients at risk of or experiencing homelessness.

In 2024–25, the Community Housing Leasing Program was funded \$93.3 million to headlease 5,940 properties through 22 participating CHPs to give providers flexibility to secure accommodation that meets client needs, particularly in areas where the option of purchasing properties is more expensive or limited for government. The market-based nature of the program allows CHPs to leverage additional outcomes and improve the cost-effectiveness of housing supply.

An additional \$5.3 million was provided to headlease 266 transitional housing properties, used to support people experiencing homelessness move to greater housing stability after a period of crisis housing.

Under the Community Housing Leasing Program, 197 headleased properties were sourced in partnership with Specialist Homelessness Services (SHS). These have funded the accommodation component of several

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homelessness programs, including Homeless Youth Assistance Program, Youth Initiative, Domestic Violence Response Enhancement and Northern Youth Project.

## The National Rental Affordability Scheme

The National Rental Affordability Scheme is an Australian Government affordable housing initiative, delivered in partnership with state and territory governments. The program is reaching its conclusion, with all allocations expiring by 30 June 2026. The initiative has successfully increased the supply of affordable housing to people in very low, low and moderate-income households, delivering rental housing with rents 20 to 25 per cent lower than market rates for a period of up to 10 years. As at 30 March 2025, 6,528 affordable homes have been delivered with National Rental Affordability Scheme incentives, including 1,531 studio and boarding house rooms, 3,455 apartments, 1,062 townhouses and 480 houses in both regional and Sydney metropolitan areas. CHPs that own properties with the scheme incentives will endeavour to retain rents at a reduced rate to market value following their expiry in the scheme.

## 3.3.2 Disaster Welfare Services

Disaster Welfare Services provides a central point for the coordination of evacuation centres and short-term accommodation during emergencies, such as bushfires and floods for people who cannot safely shelter with family and friends. Evacuation centres are safe places for people to shelter during a disaster where the public can access food, water, shelter and support.

The Disaster Welfare Services team supported an emergency response to Tropical Cyclone Alfred in March 2025 with 25 evacuation centres opened. There were 1,681 evacuees registered, with as many as 758 sleeping in evacuation centres on the busiest night and a total of 458 evacuees placed in emergency accommodation.

The Disaster Welfare Services team also supported the emergency response to the Mid-North Coast floods in May 2025 with 20 evacuation centres opened. There were 1,547 evacuees registered, with as many as 333 sleeping in evacuation centres on the busiest night and a total of 500 evacuees placed in emergency accommodation.

## 3.3.3 Supporting people experiencing homelessness

Homes NSW manages the SHS program, which funds NGOs to deliver a range of services and initiatives to support people who are experiencing or at risk of homelessness across NSW.

Services provided under contract include the provision of crisis and transitional accommodation, outreach, case management, and programs to support positive exits from institutional care.

## Specialist Homelessness Services

SHS providers work in partnership with other service providers, including those delivering drug and alcohol, domestic and family violence and mental health programs. These collaborations between local services help people at risk of becoming homeless to stay housed and those already homeless to find and keep a home.

All SHS providers operate using a *No Wrong Door* approach to people who are experiencing or are at risk of homelessness. This refers to the principle that a person will receive some support, or will be assisted to find support, whenever they access a service provider.

The SHS program will be commissioned to 2031 under new five-year contracts, commencing 1 July 2026. Homes NSW will work with local service providers through a commissioning procurement process that is the least disruptive to allow continued service delivery.

## Supporting Aboriginal Community-Controlled Organisations

We continue our support for ACCOs delivering SHS. DCJ has committed to investing in the Aboriginal Homelessness Sector Growth Project until 30 June 2031, beyond the original contract's term ending on 30 June 2026. Aboriginal Homelessness Sector Growth Project providers commenced services in 2023–24, which resulted in an additional four contracted ACCOs delivering SHS, including a joint working arrangement with two additional ACCOs joining the SHS sector.

Sector development work also maintains a strong focus on supporting ACCOs. Domestic Violence NSW, Yfoundations and Homelessness NSW entered a partnership to deliver the Homelessness Industry and Workforce Development Program in 2024–25, now extended to 2027. This program aims to ensure that DCJ-funded ACCOs are well supported across key issues related to SHS Workforce Development. In 2024–25, this included:

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- consultations with Dharriwaa Aboriginal Elders group in Far West NSW
  - providing supports to ACCOs across key issues related to SHS workforce development
  - facilitating six SHS First Nations Communities of Practice sessions with 91 attendees.

Our Homelessness Innovation Fund has supported a range of Aboriginal-led and Aboriginal-focused initiatives across NSW, demonstrating a strong commitment to culturally safe, community-driven approaches to homelessness reform. Eight successful proposals were either led by ACCOs, or to be designed or delivered in partnership with Aboriginal-led services or employees to meet the specific needs of Aboriginal communities.

## **Link2Home**

Link2Home, our homelessness telephone referral service, supported 39,062 households and individuals experiencing homelessness with referrals to SHS and Temporary Accommodation.

## **Sustaining Tenancies in Social Housing Program**

We partner with NGOs to deliver Sustaining Tenancies in Social Housing (STSH), a homelessness prevention and early intervention pilot, which commenced in 2019.

STSH provides 12-month person- and family-centred wraparound support to people living in Homes NSW properties at risk of losing their tenancy. STSH supports people to be safely housed, thereby avoiding homelessness and its significant costs to individuals, communities and government.

STSH runs in 11 sites across three metropolitan and three regional locations, and as at June 2025, STSH has supported 995 people living in at-risk tenancies.

## **3.3.4 Homelessness Innovation Fund**

In 2024–25, grants from the Homelessness Innovation Fund were offered through two grant streams: the Reforming Temporary Accommodation stream, which aimed to reduce the current demand and costs of temporary accommodation, and the Service Reform and Innovation stream, aimed at supporting service reform and innovation in homelessness services.

In 2024–25, the Homelessness Innovation Fund offered approximately \$26 million in grants to make game-changing homelessness services across the state a reality. A total 72 applications were successful in obtaining funding, with over 800 rooms of additional accommodation across crisis, transitional and longer-term models.

## **Reintegration Housing Support Program**

The Reintegration Housing Support Program (RHSP) supports people exiting custody, who are at risk of experiencing homelessness to secure and sustain long-term housing. RHSP provides wraparound psychosocial support to improve the wellbeing of people exiting custody, with the aim of reducing recidivism and homelessness.

RHSP is delivered by the Community Restorative Centre who are co-located in six Homes NSW offices across the state including three in the Sydney metropolitan area (Strawberry Hills, Mt Druitt, and Liverpool) and three in regional NSW (Coniston, Newcastle, and Dubbo).

Between 1 July 2024 and 30 June 2025, a total of 362 clients were accepted into RHSP. With support from specialist caseworkers and housing staff, around 40 per cent of clients have successfully secured a long-term housing solution.

## **Universal Screening and Supports**

Universal Screening and Supports is a prevention and early intervention program for young people in Albury. The Universal Screening and Supports uses a screening tool with all consenting students in Years 7 to 12 within participating schools. The tool identifies young people who may be at risk of homelessness, mental health and school disengagement. Students can also be referred to the program by the school, other support providers, or may be self-referred. Students and their families are provided with wraparound support to reduce the risk of homelessness and associated issues. Support is delivered through collaboration with other local services through a Communities of Schools and Services model. In 2024–25, 180 students were supported through the initiative.

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## Homeless Youth Assistance Program

The Homeless Youth Assistance Program provides a targeted and holistic response to unaccompanied children aged 12 to 15 years who are homeless or at risk of homelessness. It aims to reconnect children with their family, or wider support networks and facilitate transition to more appropriate long-term accommodation where a return to family is not possible.

### Youth Initiative

Youth Initiative targets young people leaving OOHC who are likely to be homeless or at risk of homelessness upon exit from care. It aims to divert this group from entering the homelessness service system through a combination of access to a personal advisor, education and employment mentoring, and transitional support and accommodation.

### Reducing rough sleeping

Annual street counts provide the NSW Government and partners with data at a point in time to track street homelessness and target programs aimed at reducing it. The 2025 NSW Street Count is the government's sixth annual street count and was completed between 4–26 February 2025. Over 370 local organisations were either consulted and/or partnered with DCJ to complete street counts in 415 towns and suburbs in 77 local government areas (LGAs) across NSW. These organisations included SHS, local councils and CHPs, as well as Aboriginal organisations, local community groups, NSW Health and NSW Police Force.

During the street counts, 2,192 people were counted sleeping rough.

From 1 July 2024 to 30 June 2025, assertive outreach services completed 2,751 assertive outreach patrols, had over 4,752 engagements with people sleeping rough and housed over 422 people who were sleeping rough into long-term accommodation.

### Supporting people with mental health needs

The Mental Health-Housing In-Reach Service pilot was established in July 2022 to support people who are rough sleeping, or at risk of rough sleeping, to transition from mental health units into long-term stable accommodation. The Mental Health-Housing In-Reach Service is a partnership between NGOs, delivering psychosocial supports; Local Health Districts, delivering clinical supports; and Homes NSW, providing housing support and solutions. From 1 July 2024 to 30 June 2025, the program supported more than 73 people in the Central Coast, Sydney, and South-Eastern Sydney Local Health Districts and housed 58 clients at program exit.

## 3.3.5 Supporting people to navigate the private rental market

In collaboration with our CHP partners, we continue to support people who are eligible for social housing to enter the private rental market.

During 2024–25, we provided 17,541 households with general Private Rental Assistance — an increase of 4.4 per cent from 2023–24 (16,808 households). The types of assistance provided under this funding group include:

- Rentstart Bond Loan is an interest-free loan, to assist eligible clients pay a rental bond for a tenancy under the *Residential Tenancies Act 2010*. We will provide a Rentstart Bond Loan for up to 100 per cent of the bond. Rentstart Bond Loan assisted 9,489 households in 2024–25.
- Rental Arrears (assistance) can help eligible tenants in the private rental market, who have fallen behind in rent payments due to hardship and are at risk of losing their tenancy.
- The Private Rental Brokerage and Tenancy Facilitation services provide practical support for people in accessing the private rental market.
- Rent Choice is a form of private rental assistance that helps clients, who have capacity to sustain a private rental tenancy, access safe and affordable housing in the private rental market. It provides a time-limited private rental subsidy for up to 36 months and facilitates access to support services, including training and employment opportunities, to build capacity for independent living. Homes NSW has a range of different Rent Choice products which target specific client cohorts (including clients fleeing domestic and family violence, youth, and veterans). In 2024–25, Homes NSW dedicated \$46.1 million to assist 6,133 clients under Rent Choice initiatives.

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- Homes NSW provided \$27.3 million to assist eligible clients with rental support in private tenancy arrangements under the Private Rental Subsidy scheme.

## Family Assist

Family Assist provides time-limited financial assistance to support families with an identified housing need to access appropriate, affordable and safe private rental accommodation. This allows restoration, where children are reunited with their families from OOHC, or preservation, where support is provided to families to prevent children from entering the OOHC system. Financial assistance is provided as a rental subsidy for up to five years following the establishment of a private tenancy. Brokerage of up to \$5,000 is available to assist clients with household items or in accessing training and employment. In 2024–25, 82 families accessed Family Assist.

## 3.3.6 Supporting strong local communities

We are committed to supporting a number of community programs to build community connections and strengthen local communities.

### Tenant Participation and Community Engagement program

In 2024–25, we continued our long-standing commitment to tenant participation by investing \$2.4 million in programs that empower residents and strengthen communities. Through the Tenant Participation and Community Engagement program, delivered in each district by partner agency Mission Australia until 31 December 2024, tenants were contacted to support accessing local services, fostering neighbourhood cohesion, and initiating community-driven activities.

An independent evaluation in 2024 found that while these activities were highly valued, the program could be strengthened by placing greater emphasis on amplifying tenant voices. Future initiatives formulated from January 2025 focus on establishing and strengthening formal structures to support tenant input into policy and program decisions within Homes NSW, ensuring a more inclusive and responsive housing system. The program was launched in mid-2025 and includes tenant consultative structures as well as small grants for tenant-led initiatives and capability training to facilitate greater tenant leadership.

### Community Greening

Community Greening is a state-wide partnership between Homes NSW and the Botanic Gardens of Sydney that has strengthened NSW social housing communities for 25 years. The program supports tenant engagement and participation, decreases isolation, supports health and wellbeing, facilitates skills development, and helps beautify the look and feel of social housing areas.

The program achieves positive outcomes by improving social cohesion and increasing food security. For example, the program's remote regional work with Aboriginal communities.

In 2024–25, 8,187 social housing tenants and local communities participated in greening activities. There were 897 visits to gardening communities and 1,705 training and education sessions delivered (online and face-to-face). During the year, 56 new gardens were created. Since 2000, 884 gardens have been supported.

The program will be extended in 2025–26, with a focus on continuing to increase its reach to Aboriginal communities and to work more closely with Homes NSW engagement teams across the districts to help deliver customer-driven service priorities by improving tenant engagement and other estate renewal efforts.

### Youth Development Scholarships program

Our Youth Development Scholarships program is delivered with the assistance of the Department of Education and supports young people to better attain education and employment outcomes.

The program assists young people living in social housing and in OOHC who are enrolled in education or training to complete their studies by offering \$1,000 to help with school expenses and secondary support services. The program focuses on new high school students in Years 10, 11 and 12 or equivalent at TAFE. Students who are successful in getting a scholarship can receive continued funding if they remain in education (including tertiary studies) and living in social housing.

More than 9,245 students have been supported by these scholarships since they were established in 2017 including 5,753 new students. Of these, 3,159 students are from Aboriginal and Torres Strait Islander background. In the 2025 academic year, 1,635 students will be awarded a scholarship, which can be spent on items to support their educational needs such as laptops, uniforms, textbooks and study furniture.

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## 3.4 Children and families are safe and supported

We support the safety and wellbeing of children, young people and families. We are committed to the work we do that supports the initiatives to protect children, increase permanency for children in OOHC, and to end domestic, family and sexual violence. We are committed to improving outcomes for children and families, by focusing on better prevention and early intervention. This will enable a more effective and sustainable child protection and domestic and family violence system.

### 3.4.1 Supporting strong Aboriginal families

Reducing the overrepresentation of Aboriginal children in the child protection system is a priority. We are focussed on strengthening families to prevent initial contact with the system and finding culturally appropriate solutions and restoration opportunities for families already in the system. We are committed to Closing the Gap Target 12, which seeks to reduce the rate of overrepresentation on 2019 numbers by 45 per cent by 2031. To achieve this, we are evaluating barriers within the current system and working with Aboriginal communities to design and implement solutions. We are also partnering with the Aboriginal community-controlled sector to build culturally appropriate support systems and enable local solutions.

#### Child Protection Assessment Project

A Partnership Agreement has been executed by DCJ, AbSec and ALS to progress the Child Protection Assessment Project. The Partnership Agreement provides the mechanism for how we will work in partnership to design, implement and evaluate the policies, practices, procedures and frameworks that govern statutory child protection assessment and decision making in NSW, that is consistent with the *Children and Young Persons (Care and Protection) Act 1998*. The Child Protection Assessment project will introduce a more culturally responsive way of assessing risk and support child protection assessment and decision making. It will strengthen and guide how DCJ works with children and families by understanding their individual strengths and needs.

#### Reducing the number of Aboriginal children in High-Cost Emergency Arrangements

We are committed to reducing the number of Aboriginal children in High-Cost Emergency Arrangements (HCEAs). From April 2025, there are now no children living in unaccredited emergency arrangements in NSW – which is an important milestone for the NSW Government and DCJ.

We continue to work with the Aboriginal community-controlled sector to identify funded OOHC placements for Aboriginal children and young people residing in HCEAs. We are developing new placement options to provide children with caring, accredited placement options to avoid or exit HCEAs.

We continue to maintain close oversight of every Aboriginal child and young person in a HCEA and continue to offer skilled practical casework support to Permanency Support Program casework teams, to undertake important work in finding family and building cultural connections for Aboriginal children.

#### Changes in how we approach assessment in child protection

We are committed to ensuring our assessments in child protection are contemporary, evidence-based and designed with Aboriginal people.

In September 2024, an Interim Assessment Approach replaced the Structured Decision-Making Risk Assessment for assessing risk.

These interim changes were made to improve visibility of decision-making in child protection and to more accurately align assessment and decision-making with legislation. We will continue to work in partnership with Aboriginal people as part of child protection assessment reform.

### 3.4.2 Keeping people safe from domestic, family and sexual violence

We have continued to deliver our commitment to keep people safe from domestic, family and sexual violence. Alongside other government agencies, we are working to improve support for domestic and family violence victim-survivors and expand programs that reduce the rate of violence against women and children.

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## Domestic and Family Violence Emergency Package

In 2024–25, we invested in the Domestic and Family Violence Emergency Package, a \$230 million investment over four years to support victim-survivors and expand programs that reduce rates of violence against women and children.

The emergency package offers a coordinated, multi-pronged response that will have an impact over the short, medium, and long-term by strengthening existing supports, investing in prevention and early intervention initiatives, and optimising the existing systems we have in place.

Key projects funded under this package include state-wide roll out of the Staying Home Leaving Violence (SHLV) program, expanded coverage for Integrated Domestic and Family Violence Services, uplift for the Women's Domestic Violence Court Advocacy Service (WDVCAS), expanding Specialist Workers for Children and Young People into more refuges, and implementing NSW's first dedicated Domestic, Family and Sexual Violence Primary Prevention Strategy.

### Staying Home Leaving Violence

The SHLV program is an important program that helps women, and their children remain safe in their homes, or home of their choice, after leaving a violent relationship. The program provides trauma-informed, intensive case management to address the barriers that prevent a victim-survivor from leaving a violent relationship.

As part of the Domestic Violence Emergency Package, the NSW Government committed \$48 million to roll out the SHLV program state-wide, expand the Integrated Domestic and Family Violence Services program and increase Aboriginal led delivery of domestic and family violence responses through processes of community co-design in 2024–25.

The state-wide expansion of SHLV focuses on extending the reach of existing services to 13 new LGAs in November 2024 and a tender process to allow existing and emerging providers an opportunity to apply for funding to cover 28 LGAs where there was limited or no service delivery.

In April 2025, 12 new services were awarded contracts to deliver SHLV and the program is now operational state-wide. This included two ACCOs to deliver Aboriginal led service delivery of SHLV across Oberon and Gunnedah.

Within the outcomes scope of SHLV, four Aboriginal place-based co-design models of service have been identified. These models are currently identified as Staying in Community Leaving Violence and are designed and driven by local Aboriginal Communities. DCJ will have Staying in Community Leaving Violence Aboriginal models of service commissioned in 2025–26.

### Integrated Domestic and Family Violence Services

The Integrated Domestic and Family Violence Services program is an integrated and coordinated response program that promotes flexible, local place-based and client-focussed services to address domestic and family violence among high-risk groups and priority communities.

The program works with both victim-survivors who have left a relationship and those who remain, focusing on maximising family safety. Integrated Domestic and Family Violence Services is a person-centred and trauma-informed case management model that promotes victim-survivor choice and safety through coordinated, local and client-focused services to offer tailored support to victim-survivors, their families and person using violence.

The Integrated Domestic and Family Violence Services program is expanding coverage from 11 to 17 locations across NSW, with the six new services funded under the domestic and family violence emergency package to be operational in late 2025. The focus of this expansion is to address domestic and family violence service gaps in regional and remote locations with high and unmet need and increase Aboriginal-led service delivery.

In addition to the expansion, the Integrated Domestic and Family Violence Services program specifications were reviewed and updated to support a whole-of-family safety response as recommended in the program's formal evaluation. The review and updated specifications were informed by consultation with the domestic and family violence sector and peak bodies. The program specifications have been updated to reflect current good practice, key legislative changes and to align with the NSW Domestic and Family Violence Plan 2022–2027.

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## Women's Domestic Violence Court Advocacy Service

Safer Pathway is NSW's flagship program that coordinates a collaborative, multi-agency response to victim-survivors of domestic and family violence across NSW. Within Safer Pathway, relevant government and non-government agencies work together to identify people experiencing domestic and family violence, share information and to offer them support to increase their safety and assist their recovery.

Safer Pathway is delivered by a state-wide network of support services, including WDVCS for female victim-survivors, and Local Support Services for male victim-survivors.

WDVCAS provides women experiencing domestic and family violence with information, advocacy, safety planning, referrals to local services for key needs (e.g., housing, counselling or financial services), and case-management support to clients with longer-term, intensive needs.

WDVCAS also support victim-survivors through the court process where needed and can connect clients with legal advice, for example, through Legal Aid NSW's Domestic Violence Unit or Domestic Violence Duty Scheme where these services are available. These services can provide clients with legal advice on matters including Apprehended Domestic Violence Orders, family law, immigration and other issues.

Legal Aid NSW administers NSW Government funding for WDVCS through service agreements with non-government providers. Legal Aid NSW also monitors WDVCS to ensure service agreement obligations are met and best practice service delivery is upheld.

The NSW Government invested \$24.1 million over four years of additional funding to WDVCS as part of the Emergency Package to help the service keep pace with increasing demand. This funding has been allocated in full to service providers for the 2024–25 financial year.

## Specialist Workers for Children and Young People

The Specialist Workers for Children and Young People program, aims to break the cycle of disadvantage and improve client outcomes for children and young people under 18 years of age residing at a women's refuge with their mother due to domestic and family violence.

Under the Domestic and Family Violence Emergency Package, an additional \$48.1 million was invested in the Specialist Workers for Children and Young People program to extend and expand the number of workers who provide youth-focussed, trauma-informed support to children and young people.

All existing contracts have been extended, and an additional 10 services identified and funded, bringing the total number of services under the program to 31 employing more than 55 workers in over 32 refuges across 80 LGAs.

The objectives of the program are to:

- determine which children and young people require specialist children's or youth support
- provide direct and tailored services and support to children and young people
- ensure those services and support are trauma-informed, child-centred and culturally safe
- support children and young people to access mainstream and specialist services.

## Pathways to Prevention: the NSW Strategy for the Prevention of Domestic, Family and Sexual Violence 2024–2028

The NSW Strategy for the Prevention of Domestic, Family and Sexual Violence 2024–2028, launched on 13 September 2024, sets out the framework to address the underlying beliefs and cultures that tolerate and, in too many cases, condone the use of gendered violence against women and children.

The NSW Government has committed \$38.3 million for implementation of this Strategy over four years through a range of initiatives that address the drivers of domestic, family and sexual violence.

Developed in consultation with over 200 individuals and organisations, including Domestic Violence NSW, Aboriginal stakeholders and Our Watch, the NSW Strategy for the Prevention of Domestic, Family and Sexual Violence 2024–2028 identifies three priority areas:

1. progressing prevention in priority settings
2. supporting Aboriginal-led prevention

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### 3. providing centralised support to prevention efforts across the state.

We have made significant progress in the first year, including:

- Allocated \$5.175 million under the Primary Prevention Multi-Year Partnership Grant Program to 11 organisations to undertake primary prevention activity (including engaging men and boys) in local communities.
- Implementing education in schools through the mandatory personal development, health and physical education syllabus. This involves providing age-appropriate education around building respectful relationships, developing skills to recognise and respond to unsafe situations, seeking assistance and protective strategies. This will be piloted through a 'whole of school' approach that engages teachers, staff and students.
- Implementing education in early childhood through support for the 'All In' project, delivered by the Women's and Girls' Emergency Centre. This program focuses on primary prevention of domestic and family violence through working with childcare centres, adopting a 'whole-of-service' approach by engaging educators, centre leaders, parents/carers and children.
- Launch of the NSW Multi-Sport Coalition. This Coalition is chaired by Dr Hannah Tonkin, the NSW Women's Safety Commissioner.
- Funding six ACCOs to deliver primary prevention programs, via both the Strategy and the Aboriginal Community Safety Grants program.
- Established partnerships with peak bodies to support the sector and uplift capability. Local Government NSW and Domestic Violence NSW have been funded to develop learning networks and the prevention workforce.
- Establishment of the Primary Prevention Advisory Group to provide advice to government on early activities to support the three priority areas. The Group is chaired by Dr Hannah Tonkin, NSW Women's Safety Commissioner.

### Reducing family violence and abuse against Aboriginal and Torres Strait Islander women and children

We are committed to reducing domestic and family violence experienced by Aboriginal families and communities by centring self-determination and prioritising co-designed, community-led responses. We are focusing on prevention, early intervention, healing and recovery for Aboriginal women, children and families, including people who use violence.

This commitment is underpinned by our responsibilities under Closing the Gap Target 13, which aims to reduce all forms of family violence and abuse against Aboriginal and Torres Strait Islander women and children by at least 50 per cent by 2031, as progress towards zero.

The **NSW Aboriginal Domestic Family and Sexual Violence Plan** is currently in development and will be launched in early 2026. This plan will serve as a framework, resource and practice guide for ACCOs, government and the broader sector to inform service delivery, policy and partnerships working towards reducing and responding to violence experienced by Aboriginal people. The NSW Aboriginal Domestic Family and Sexual Violence Plan will be underpinned by principles of culturally sound, trauma-informed practice. It will align with the existing National Aboriginal and Torres Strait Islander First Nations Action Plan 2023–2027, NSW Domestic and Family Violence Plan, NSW Sexual Violence Plan 2022–2027, and NSW Strategy for the Prevention of Domestic, Family and Sexual Violence 2024–2028.

Our work to keep Aboriginal families safe from violence aims to address service gaps with culturally informed, innovative service delivery models. We also aim to build the capabilities of ACCOs and NGOs and create a system based on Aboriginal knowledge and successful practices. The following projects are contributing to this work:

- Primary Prevention of Domestic, Family and Sexual Violence initiatives are being supported in several Aboriginal communities, providing evidence to build innovation and approaches that are informed and determined by Aboriginal people.

- The **Aboriginal Domestic and Family Violence Court Support Program** began taking clients in February 2025 in the communities of Moree and Gunnedah, and operates alongside the Chief Magistrates Office Domestic and Family Violence Specialised Court List. Five Aboriginal workers support Aboriginal families with Domestic Violence matters and Apprehended Domestic Violence Orders at the Moree and Gunnedah Local Courts. The program aims to improve outcomes for Aboriginal families and communities experiencing violence by providing a holistic, culturally responsive program as clients are coming into contact with the criminal justice system.
  - As at 30 June 2025, 19 clients have consented to the program with 13 located in Moree and six located in Gunnedah. Of these clients:
    - 18 are Persons Using Violence
    - one are Persons Experiencing Violence.
- We have supported four ACFCs and an Aboriginal Medical Service to expand their service provision to include frontline **Aboriginal Family Wellbeing & Violence Prevention** workers and coordinators. Twelve new frontline Aboriginal male and female specialist family violence workers have been established in Brewarrina, Lightning Ridge, Gunnedah, Mt Druitt and Tamworth. These teams provide prevention, early intervention, response, healing and recovery services to individuals and families impacted by violence, including people using violence.
- Awabakal has been selected to deliver the **Aboriginal Family Violence Healing Model**. The Healing Model provides support for Aboriginal families experiencing violence, as well as for people using violence where they wish to remain in contact as a family but want the violence to end. This program builds on the organisation's existing trauma-informed work to provide culturally responsive integrated support.
- **Toomelah Safehouse** is an interagency Aboriginal-led social reinvestment project co-designed with Toomelah Aboriginal community members, NSW Local Aboriginal Land Council and interagency partners to respond to a community identified need for safe houses, safe spaces and community education, particularly for persons at risk of and using violence.
- The **Community and Police Domestic and Family Violence Response Project** aims to build upon existing Aboriginal community support mechanisms. We have developed a co-designed service model with Aboriginal communities and police to provide a localised and shared response to domestic and family violence matters for Aboriginal communities. The project, being piloted in Grafton, involves two identified roles coordinating responses between community and police needs, educating both police and community.
- This year, we funded the **Aboriginal Community Safety Grant** program. There were 32 grants awarded to projects championing self-determination, early intervention, primary prevention and healing and recovery. The program aims to strengthen services for victim-survivors and increase funding for ACCOs already working to reduce and respond to family violence.

## Consent Reforms

The reforms introduced by the *Crimes Legislation Amendment (Sexual Consent Reforms) Act 2021* commenced on 1 June 2022. The reforms included introducing an affirmative consent standard in NSW by providing that:

- a person does not consent to sexual activity if they do not say or do anything to communicate consent, and
- an accused person's belief in consent will generally not be considered reasonable if they did not say or do anything to ascertain consent.

The reform package also included five new jury directions to address common misconceptions about consent and sexual offending and ensure a complainant's evidence is assessed fairly.

We are monitoring the operation of the reforms. A report on training on the consent reforms by justice agencies was tabled in Parliament in December 2024. A statutory review of the operation of the reforms must commence between 2 June 2025 and 2 December 2025 and be tabled in Parliament by 2 December 2026.

## Coercive Control

Coercive control is a pattern of behaviour which may include financial abuse, threats against pets or loved ones, tracking someone's movements, or isolating them from friends and family to control them. Coercive control has been strongly linked to intimate partner homicide.

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On 1 July 2024, the coercive control offence commenced in NSW as section 54D 'Abusive behaviour towards current or former intimate partners' in the *Crimes Act 1900*. The offence applies where an adult engages in a course of conduct that is abusive behaviour against a current or former intimate partner, with the intention of coercing or controlling that person. The offence carries a maximum penalty of seven years imprisonment.

The NSW Government launched an advertising campaign to raise public awareness and understanding of coercive control, using video, audio and static advertisements in May 2024. On 27 May 2024, a tailored campaign launched that was developed in consultation with and designed for CALD communities. On 4 June 2024, a tailored campaign was launched, developed in consultation with and designed for First Nations communities. The campaign was evaluated, and results show it has met its key objective in increasing awareness and understanding of coercive control.

Implementation and ongoing monitoring of these reforms is being overseen by the Coercive Control Implementation and Evaluation Taskforce, led by our Secretary and supported by multi-disciplinary reference groups to provide advice and recommendations.

### **Housing for women and children escaping domestic and family violence**

Core and Cluster is an innovative model that allows for independent living and privacy, while also providing access to supports. Under the Core and Cluster model, self-contained accommodation for women and children escaping domestic and family violence is located next to a 'core'.

This core provides access to services such as counselling, legal assistance, education and employment support. The program employs a range of different delivery approaches including use of government and non-government owned land, and working with CHPs, domestic and family violence specialist services and other organisations to deliver the refuges.

Accommodation and supports delivered through Core and Cluster refuges will increase the existing network of NSW Government funded women's refuges throughout the state. It is estimated that new refuges will support more than an additional 2,900 women and children each year.

The new Core and Cluster refuges are in areas of known high unmet demand, with a focus on regional and rural areas. Core and Cluster funding is being allocated through three tranches to expand the number of women's refuges across NSW. Procurement for all three tranches is complete, resulting in 49 projects being awarded funding.

We are actively partnering with non-government providers to ensure the timely delivery of Core and Cluster refuges. Of the 49 Core and Cluster funded projects:

- 36 are in regional and rural NSW to boost support to women and children in parts of the State with the greatest need
- nine are Aboriginal-led refuges to provide culturally appropriate services
- ten refuges commenced service delivery by 2024-25.

### **3.4.3 Keeping families together where possible**

All children deserve a safe and stable home. We want to support families with the services they need so that children and young people can stay safely at home or return home as soon as it is safe to do so. We continue to aim to keep at-risk families together, where possible.

DCJ provides services directly to children and families through the provision of casework by over 2,000 caseworkers employed by the Department across the state. Caseworkers employed by the Department work directly with children, young people, and their families to keep children safe from abuse and neglect, and provide support to families to enable them to keep their children safe and living together wherever possible. This may also include referrals to other services to provide additional support to children and families, including services specifically commissioned by DCJ such as Family Preservation and Targeted Earlier Intervention (TEI) services.

Family Preservation is a voluntary program that strengthens the ability of parents to respond to their children's needs and to create a safe and nurturing home. The primary objective of Family Preservation is to keep children safe at home with their families, and prevent removal, placement in OOH, and future contact with the child protection system. Family Preservation also aims to support children, young people, and families to achieve wider social benefits, including better educational attainment and improved health and wellbeing indicators.

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In 2024–25, the NSW Government invested more than \$160 million to provide more than 4,000 Family Preservation places. These services aim to provide practical support to promote parenting skills, family functioning and child development. They also provide therapeutic supports to address the trauma often experienced by children and young people in contact with the child protection system.

We are recommissioning Family Preservation services through a partnership approach to improve service quality and consistency, and improve the wellbeing and safety outcomes of children, young people and families.

In 2024–25, the Family Preservation programs we invested in were:

- Family Preservation (formerly Brighter Futures (including SafeCare) and Youth Hope)
- Intensive Family Preservation
- Intensive Family Based Services
- Resilient Families
- Multisystemic Therapy for Child Abuse and Neglect (MST-CAN®)
- Functional Family Therapy – Child Welfare (FFT-CW®)
- Permanency Support Program – Family Preservation
- Nabu.

## Family Preservation

We are redesigning the Family Preservation service system in NSW to improve the outcomes, experience, suitability, and accessibility for families who want to access and would benefit from working with a Family Preservation service.

For Aboriginal children, young people, and families this also means increasing culturally safe, responsive and community-led services that centre family-led decision-making.

The redesign aims to make Family Preservation services more responsive to family needs, and more effective at supporting families to achieve outcomes. We have worked with the sector and other partners on the redesign as part of recommissioning, and in readiness for new contracts in April 2026.

A central part of the redesign is the introduction of two new frameworks, the Families Together framework, and the Aboriginal Family Preservation framework. These frameworks present service providers with greater freedom and flexibility to design and deliver responsive, effective and tailored supports. The Aboriginal Family Preservation framework has been developed in partnership with AbSec and codesigned over two years with Aboriginal families, Aboriginal communities, and ACCOs. DCJ will be commissioning ACCOs to deliver Family Preservation services using the Aboriginal Family Preservation framework. Successful ACCOs will be able to use the framework to take the lead in developing Family Preservation models that are community-led, self-determined, and culturally safe.

In 2024–25, DCJ released:

- the [Finalising the Family Preservation foundational elements paper](#) summarising stakeholder feedback in response to the Discussion Paper and communicates DCJ's final position on key elements of the design.
- the [Family Preservation Program Specifications \(draft\)](#) which outlines the objectives, target groups, services to be delivered, and program outcomes for the redesigned Family Preservation Program. The specifications will continue to be developed until the new contracts with service providers start on 1 April 2026.
- the [Family Preservation Funding Approach](#) which outlines investment levels, funding allocation and costings that ensures the redesign is efficient, effective, and responsive to children, families and communities.
- open tender opportunities for *Families Together* and for ACCO-delivered *Aboriginal Family Preservation*. Single invitation tenders were released for MST-CAN®, and FFT-CW®, with procurement activities scheduled to continue throughout 2025.

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## Early intervention

In December 2024, DCJ published independent evaluations of the TEI<sup>2</sup>, and Family Connect and Support (FCS) programs<sup>3</sup>, DCJ's main early intervention programs. The TEI evaluation<sup>4</sup> found the program is having a positive impact on safety outcomes for families, including reducing child protection concern reports and the likelihood of children remaining in OOHC.

The FCS evaluation<sup>5</sup> found the program is associated with positive outcomes, with evidence of avoided statutory child protection involvement for families who engage with FCS and exit with needs met, in comparison to those who exited without their needs met.

Both evaluations provide a list of recommendations, which DCJ will use to inform early intervention program design, delivery and improvement.

The full evaluation interim and final reports can be accessed on the TEI and FCS webpages.

### 3.4.4 Transforming the out-of-home care system

DCJ is delivering an ambitious reform program across the entire OOHC system. These reflect the Government's commitment to building a high-performing and financially sustainable OOHC system.

The long-term vision and strategic direction for OOHC reform were outlined in the NSW Government's Reform Plan: Transforming the Out-of-Home Care System in NSW, released in February 2025. This plan sets a clear pathway for change, focused on improving outcomes for children and families, strengthening service delivery, and ensuring long-term system sustainability.

Throughout 2024–25, the NSW Government and DCJ have delivered a range of initiatives to strengthen the wellbeing and permanency outcomes for children and young people in OOHC. Key achievements include:

- Continued implementation of the HCEA Strategy Unit's work to significantly drive down the number of children in HCEAs by working to prevent entries and finding permanency placement options for children.
- The successful ban on emergency arrangements, with unaccredited providers for children in OOHC phased out by April 2025, marking a major milestone in child protection reform. This decisive action resolved a longstanding systemic issue that, at its peak, saw over 139 children placed in unsuitable arrangements. Following the ban, a steady decline was achieved through the identification of alternative care options and carefully managed transitions, ensuring safer and more appropriate environments for children and young people.
- Increased focus and progress on the transition of Aboriginal children in OOHC to the case management of ACCOs to support culturally safe care and support for these children.
- Increasing the system capacity of Intensive Therapeutic Care, by around 150 placements, to better align with placement demand and support transition of Intensive Therapeutic Care eligible children and young people from HCEAs.
- Focused strategies to reduce Intensive Therapeutic Care vacancies and maximise capacity to meet the placement needs of children and young people requiring therapeutic residential care.
- Continued enhancement to the caseworker practice guidance, in relation to permanency options such as restoration, guardianship and adoptions. This ensures caseworkers are equipped to pursue the permanency options that provide children and young people with the most stable, safe, loving and permanent homes.
- Introduction of internal carer assessment teams to provide quality assessments so that children in care are placed with carers that can support their wellbeing and meet their needs.

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2 2024 Taylor Fry, Social Ventures Australia (SVA) and Gamarada Universal Indigenous Resources Pty Ltd (G.U.I.R) Targeted Earlier Intervention Evaluation <https://dcj.nsw.gov.au/service-providers/deliver-services-to-children-and-families/targeted-earlier-intervention-program/targeted-earlier-intervention-evaluation.html>

3 2024 University of Sydney Research Centre for Children and Families and Curjio (2024) FCS Program Evaluation Final Report. Research Centre for Children and Families, The University of Sydney & Curjio Pty Ltd. <https://dcj.nsw.gov.au/content/dcj/familyconnectsupport/family-connect-and-support-home/resources/evaluation.html>

4 <https://dcj.nsw.gov.au/service-providers/deliver-services-to-children-and-families/targeted-earlier-intervention-program/targeted-earlier-intervention-evaluation.html>

5 <https://dcj.nsw.gov.au/content/dcj/familyconnectsupport/family-connect-and-support-home/resources/evaluation.html>

- Recruitment of more than 300 family time workers to support and supervise time between children in care and their families.
- Development of policy and guidelines that provide clear expectations for DCJ to respond to and address quality of care and safety concerns for children in OOHC, in alignment with the Office of the Children's Guardian Safe Standard of Care requirements.
- Commencement of the Waratah Care Cottages to provide safe, stable, accredited residential care homes enabling children and young people, in particular sibling groups, to exit HCEAs.
- Improved availability of support to foster carers to increase placement stability and wellbeing for children who remain in foster care.

### 3.4.5 Investing in carers

Emergency foster care recruitment functions were expanded to centralise the enquiry, probity, assessment and carer support functions of the foster care recruitment process from end-to-end, and since 11 November 2024, now includes recruitment of all types of foster carers.

On 3 February 2025, the HCEA Strategy Unit launched two new assessment teams, the Carer, Placement and Permanency Assessment team and the Fostering with DCJ assessment team.

The Carer, Placement and Permanency Assessment team is a centralised team dedicated to completing quality and culturally responsive carer and permanency assessments for DCJ case-managed children and young people in OOHC. This team is particularly focussed on relative and kinship carer authorisations, five-yearly reauthorisations and Guardianship assessments. Having a centralised team will enable the continuity of service delivery, create opportunities to continuously improve the processes and quality of assessments completed by DCJ, and build better understanding of child and carer household support needs. This will promote placement stability and social and emotional wellbeing.

The Fostering with DCJ assessment team is a centralised team dedicated to completing quality and holistic carer training and foster care assessments, creating an end-to-end authorisation process for DCJ foster carers.

Our ability to support authorised DCJ foster, and kinship carers has increased through operational, policy and structural supports, which include:

- recruiting and deploying additional carer support resources
- increasing access to and availability of psychologist and therapeutic supports for authorised DCJ foster and kinship carers
- increasing access to and referral of authorised DCJ foster and kinship carers to localised and specialised carer support networks and responsive training activities.

### Carer recruitment

DCJ is implementing a strategic, multifaceted, and phased communications approach to attract and recruit new foster carers. This approach is designed to guide prospective carers through the journey from initial consideration to enquiry and application.

As part of the wider multifaceted plan, DCJ is expanding its approach to targeted foster carer recruitment beyond previous social media callouts for individual children. This approach is being informed by best practice and current research around what attracts people to fostering.

### Annual Out-of-Home Care Carer Survey

We are developing an annual carer survey to collect and report accurate and meaningful data on carer experience. The annual carer survey aims to:

- **Understand carers' experiences:** We want to know how carers feel about key services like recruitment, training, and support. The survey will also ask about demographics, carer wellbeing, and any challenges that make caring difficult.
- **Identify trends in carer experiences:** We want to track trends in carers' experiences over time. This helps us see what is working and what needs to change.

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- **Improve services:** The survey will give us information to help us improve how we support and deliver services for carers.
  - **Amplify carers' voices:** Carers will have the chance to help design the survey and share their views directly in the survey. This will inform policies that affect them and help build a stronger partnership between carers and DCJ.

We will collect this information every year, allowing carers to provide ongoing and reflective feedback. DCJ is also developing other ways to get feedback on carer experience with specific services.

When carers are doing well and have positive experiences of caring, children in OOHC have better outcomes and more stable placements. It is therefore important that we regularly capture carer feedback to understand how carers are going and to improve our services and programs to meet their needs. We will use this information to tackle challenges early, continue to build a culture where carers feel respected and appreciated, and ensure their voices are heard and valued within the OOHC system.

## Support and training

Good carer support can come from natural, informal networks like friends, family, and community. To help foster carers with challenges that may arise, we offer the following supports:

- **Carer Check-Ins** are a free, voluntary therapeutic service designed to support carer wellbeing. Carers connect with a psychologist in an online session, share their care experiences, and may receive support to manage difficult behaviours, systemic concerns, and grief associated with placement change. The psychologist may offer strategies and resources to strengthen self-care routines and work to identify further support needs like training, skill building and referral opportunities.
- **Carer Drop-Ins** are free online sessions designed to inspire, support, and connect carers. Each session includes a 30-minute educational presentation followed by question time and the opportunity to chat with other carers. Drop-ins are facilitated by psychologists, with an amazing array of guest speakers. Current topics this term include understanding gender and sexuality, differing presentation of anxiety in children, advocating well for the children in your care, and encouraging good behaviour by using rewards and positive feedback.

## Young people transitioning from care

The Your Choice Your Future initiative was introduced on 1 February 2023. Since this time, over 2,900 care leavers have benefitted from this targeted financial support. The Independent Living Allowance is paid directly to care leavers to help with costs for accommodation and other essential needs, and the Staying on Allowance is paid directly to carers who continue to care for young people when they turn 18 years old.

In 2024–25, we completed the expansion of the Specialist Aftercare Program expansion to reach 800 care leavers across NSW with complex needs who will benefit from additional support. The program now includes mentoring and group work as well as intensive casework. More care leavers in regional areas will benefit from the program's expansion.

We also worked to strengthen the quality of transition planning and improve processes and systems to make it easier to access leaving and aftercare supports and provide opportunities such as helping young people obtain a driver licence, access training, study and employment – including through Smart and Skilled fee free courses and supported pathways to public sector traineeships and apprenticeships.

A total of three young people were awarded care leaver university scholarships this year with Charles Sturt University, supporting them to achieve their goals. At Western Sydney University, seven students have graduated since inception, and 13 are currently studying. Care leavers completed university studies with the help of these scholarships and gained employment in areas like nursing, teaching, policing and social work.

Partnerships with other government agencies are growing. Collaboration with Revenue NSW is helping to identify young people in care with fines and address fines before young people leave care, reducing the risk of financial hardship. Meanwhile, more than 35 young people in care each year complete the Safer Drivers Course for free as a result of partnership with Transport NSW.

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## 3.5 Communities are safe

In 2024–25, YJNSW continued its commitment to improving community safety by working with young people involved with, or at risk of involvement with, the criminal justice system. Our services focus on early intervention, diversion, rehabilitation and reintegration — ensuring young people are held accountable for their actions while being supported to make positive changes.

Across six Youth Justice Centres and 34 community offices, we delivered trauma-informed and culturally safe programs tailored to individual needs. These included access to healthcare, education, job training, life skills, and cultural supports. Our staff played a critical role in delivering these services to help young people reintegrate into their communities.

A key focus this year was investing in community-led, place-based programs that address the root causes of offending. We partnered with ACCOs and non-government providers to deliver programs that offer mentoring, cultural connection, family support and early intervention across NSW.

We also strengthened our long-term strategic direction through the YJNSW Strategic Plan 2024–2030, which aligns our work with the National Closing the Gap reforms and prioritises cultural safety, collaboration and evidence-based practice.

### Closing the Gap for Aboriginal young people

Despite continued efforts, the overrepresentation of Aboriginal young people involved with the Youth Justice system in NSW remains unacceptably high. YJNSW remains focused on achieving Closing the Gap Target 11—to reduce the proportion of Aboriginal children in detention by 30 per cent by 2031.

This target, which equates to fewer than 94 Aboriginal young people in detention on an average day, requires systemic change. This includes increasing Aboriginal leadership within YJNSW, embedding cultural accountability, shifting more funding and shared decision-making to ACCOs.

In September 2023, YJNSW launched a trial Bail Advocacy Program led by the ALS in Penrith and the Riverina, with Transforming Aboriginal Outcomes funding the initiative in South Sydney. This initiative is part of a combined effort to reduce avoidable short-term remand through culturally safe legal support.

We're also working to strengthen Aboriginal data sovereignty — ensuring Aboriginal people and communities have control over how data about them is collected, accessed, used and shared. This helps ensure our programs are genuinely informed by community needs to deliver more effective outcomes.

### 3.5.1 Initiatives to support Aboriginal clients and communities

YJNSW partners with ACCOs across the state to deliver culturally safe, community-led services for young people and families. These partnerships are central to place-based approaches that reflect local knowledge and respond to community needs.

Six of nine Youth on Track providers are ACCOs. Eight ACCOs deliver the Casework Support Program (CSP) in nine locations, and nine ACCOs have been appointed to deliver the SAY program across 10 communities. In Moree, where most clients are Aboriginal, ACCOs have been appointed to deliver the Bail Accommodation Program, CSP and SAY.

We are prioritising increasing Aboriginal people within the workforce and creating career pathways to strengthen leadership. Since the launch of our NSW Aboriginal Employment Plan 2024–2026 in April 2024, Aboriginal representation has increased from 14 per cent to 21 per cent, including in leadership roles. Our Aboriginal Strategic Coordination Unit has supported this growth through hiring manager training, targeted recruitment campaigns and community engagement during bulk recruitment. We also have an Aboriginal Staff Development Program which is seeing many Aboriginal staff develop their skills through temporary acting opportunities in higher graded roles.

To build greater retention, the Aboriginal Strategic Coordination Unit has supported delivery of healing days, shared culturally appropriate resources (such as Guidelines for Cultural Supervision, the Aboriginal Practice Mandate and the Aboriginal Employment Plan), and hosted regional and state-wide staff conferences. Our 2024 Aboriginal Staff Conference had a record attendance, with 100 Aboriginal and Torres Strait Islander staff gathering to connect, reflect and grow their practice.

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All our YJNSW employees are expected to uphold the Aboriginal Practice Mandate and be familiar with the Working with Aboriginal and Torres Strait Islander People Best Practice Guide and Cultural Respect Framework. These tools reinforce how staff must collaborate with Aboriginal colleagues as cultural experts and ensure respectful, culturally responsive support for young people and families.

In March 2025, we launched our first cohort of Anti-Racism Champions, volunteer staff who lead by example, speak out against racism and foster culturally safe environments across our workplaces.

### 3.5.2 Supporting young offenders

YJNSW provides a range of targeted supports to help young people reduce reoffending and successfully return to community life. In 2024–25, we prioritised early intervention, culturally safe diversion and evidence-based rehabilitation through the following programs.

#### Youth on Track

Youth on Track is an early intervention service that provides a range of flexible and culturally appropriate supports to young people aged 10–17 involved with or at risk of involvement with the justice system. The program aims to empower young people and their families to achieve change in the young person's behaviour and safety, through the provision of case management, cultural and practical supports that build on the young person's strengths, addressing areas of concern and increasing prosocial behaviours.

Youth on Track early intervention services were recommissioned in 2024, with six new ACCO providers commencing. New ACCO providers carried out a community co-design process to establish the program to reflect local needs and strengths, utilising local community knowledge to shape service delivery. Supports include case management, mentoring, prosocial modelling, family support, cultural activities, prosocial activities, and individual and group programs, all of which focus on the young person's needs and strengths, building connections and trust over time, with culture at the centre.

YJNSW has partnered with new and existing providers to implement a range of changes to improve the program including:

- Change in eligibility, removing requirement for formal contact with police, supporting earlier intervention. This means that young people at risk of ongoing involvement with the justice system can be referred. This has resulted in an increase in referrals for young people aged 10–14 years, who make up 67 per cent of referrals, and a drop in the average age of clients (now 13.7).
- Opening referrals to community and increasing referral pathways with schools, police, health, families and community. These changes resulted in an increase in referrals from schools, who are now the highest referral pathway (40 per cent) with community referrals at 20 per cent.
- Partnering with providers to adapt and re-design the program to embed cultural responsiveness within all aspects of the program, such as development of a culturally appropriate assessment process, and tailored training for staff.
- New ACCO providers carrying out a community co-design process to establish the program to reflect local needs and strengths, utilising local knowledge and community to shape the service delivery, ensuring it meets local need.

Since being fully operational from June 2024, 234 young people successfully engaged in the program (73 per cent of these young people identify as Aboriginal). Of these, 76 per cent of young people in the program have achieved their goals, 72 per cent have engaged in prosocial activities and 68 per cent have increased engagement at school or in employment. These positive outcomes and increase in protective factors contribute to reducing the risk of offending or reoffending.

#### Safe Aboriginal Youth

The SAY program provides supervised evening activities and safe transport for Aboriginal young people aged 12–18 who are unsupervised and at risk in the community after hours. The program is delivered in multiple locations by ACCOs. This financial year, 3,220 young people were supported by the program with a large proportion of these young people being Aboriginal (95 per cent), and majority being male, with an average age of 14–17 years.

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## Casework Support Program

The CSP provides practical support to help young people at risk of ongoing involvement with the criminal justice system to achieve positive change in their lives. The program focuses on young people being supervised by YJNSW, young people transitioning from custody into the community, young people with a Youth Justice Conference referral and young people receiving bail support. The program provides a range of practical and strengths-based supports that are responsive to the needs of each young person.

In 2024–25, 396 young people engaged in the program (62 per cent identified as Aboriginal, 80 per cent were male and 20 per cent female), with 233 completing the program successfully. The program helps young people achieve a range of goals and positive outcomes, 67 per cent of young people completed the program having achieved all their goals –engaging in employment and education, financial support, prosocial activities which contribute to reducing risk of offending through increased protective factors, and pro-social behaviour. A total of 78 per cent of young people achieved their goals regarding engagement with employment, education and getting their driver licence.

YJNSW has recently completed the recommissioning of Stage 1 of the CSP, meaning that eight ACCOs will be delivering the CSP in nine locations across NSW, in partnership with local Youth Justice Community Offices in Dubbo, Bourke, Kempsey, Newcastle, Maitland, Taree, Coffs Harbour, Orange, Tamworth and Moree. This is a \$10.7 million investment over the next five years.

## Broadmeadow Children's Court Program

A local wraparound initiative supporting young people before Broadmeadow, Raymond Terrace and Singleton Courts. The multi-agency initiative ensures that young people coming before the court have the right supports in place to divert them from the criminal justice system.

## Cockatoo Initiative and My Path

Early intervention initiatives informed by data, research, young people and community voices, for eight–17-year-olds. Young people and families are provided one-on-one, and group supports, therapeutic interventions, casework, advocacy navigating systems, enhanced access to specialist supports, coordination of community responses and brokerage. The Cockatoo Initiative is active in the Riverina Police District, and My Path within the Penrith Police Area Command.

## Short-Term Remand Programs

A community and youth-led initiative that aims to align police and court bail decision-making to reduce the number of young people experiencing avoidable short-term remand. Support includes specialised legal advice, youth hubs, casework support, cultural mentoring, brokerage and accommodation, with the initiative servicing young people within the South Sydney and the Riverina Police districts.

## Bail Accommodation and Support Service

The Bail Accommodation and Support Service provides short-term accommodation for 12–17-year-olds at risk of remand due to unstable housing. A central after-hours intake service enables police and courts to access suitable accommodation 365 days a year.

In 2024–25:

- 119 young people were accommodated with our SHS placement providers. Of this total, 59 per cent identified as Aboriginal.
- There was a significant increase in 12–14-year-olds accessing the Bail Accommodation and Support Service. The Bail Accommodation and Support Service team has worked collaboratively with other departments to introduce early intervention and ongoing support for young people and their families.

## Moree Bail Accommodation Program

A community-designed, place-based service for Aboriginal young people in Moree, offering culturally safe accommodation and wraparound support. This initiative is being developed and delivered in partnership with a local ACCO consortium, who have committed to collaborating in partnership with community to ensure that the service model is fit for purpose in Moree. Though the program is still under development, the initiative will offer early intervention and diversionary response for Moree.

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## A Place to Go Program and A Place to Go House

A coordinated multi-agency response supporting young people in contact with the criminal justice system, particularly those on remand. Support includes accommodation, case management and support from health, education and community services.

## Rural Residential Alcohol and Other Drug Rehabilitation

The service offers a 24-hour staffed, intensive residential treatment program that takes a holistic approach to care for young people contact with the criminal justice system, focusing on addressing alcohol and other drug issues, mental health and wellbeing issues, educational, social and health needs.

The services are located in Coffs Harbour and Dubbo. Both residential centres are staffed 24 hours a day and offer a stable and secure environment where young people can make positive changes. The program is for young people who are 13 to 18 years of age and clients of YJNSW with a history of significant alcohol and other drug use and offending behaviour.

In 2024–25, 20 young people were supported at the Dubbo Rural Rehabilitation Service, with 19 identifying as Aboriginal. In Coffs Harbour, 22 young people were supported, with 20 identifying as Aboriginal.

Both services embed a strong focus on culture in all aspects of program design, delivery and ongoing quality improvement. This includes recruitment of Aboriginal staff, delivery of culturally responsive supports, activities and healing services. For example, Lives Lived Well (Coffs Harbour) have an agreement in place with the Glen, an ACCO residential drug and alcohol centre in the Central Coast, for the provision of regular ongoing advice and guidance on culturally responsive treatment and healing services, staff mentoring and client recreation activities. The service has weekly visits from local Elders to educate both staff and young people about local art and sharing cultural stories and employs local Elders to provide cultural support to staff and young people.

The Mac River Centre in Dubbo engages local Aboriginal businesses and Elders to provide regular cultural programs, cultural art programs and one-on-one mentoring for young people. Yarn Safe Circles are held each week for young people, informed by the voice of young people on what they want to focus on.

## Family Worker (Domestic and Family Violence Program)

YJNSW funds nine Domestic and Family Violence Family Worker roles to provide a range of culturally responsive, therapeutic counselling and practical support services to families and young people aged 12–18 years impacted by domestic and family violence. This support empowers families to make positive decisions to achieve change in their young person's behaviour, safety and ongoing cultural and practical support needs. Currently, five of the nine roles are delivered by ACCOs.

In 2024–25, 84 referrals were made with 38 per cent being made for both the family and young person wanting support together, 37 per cent for young people alone and 15 per cent for family alone (i.e., parents, grandparents, guardians).

Feedback overall was positive, with over 68 per cent of referrals completed successfully with goals being achieved around emotional regulation, respecting boundaries, healthy relationships, reduced conflict/violence in the home and engagement in prosocial activities. Of the referrals, 50 per cent were for families and young people who identified as Aboriginal.

## Youth Justice Conferencing

Youth Justice Conferencing is a restorative justice process that brings young people, families, victims, and community together to repair harm. Conferences are tailored to cultural needs, with Aboriginal Elders participating where appropriate. In 2024–25, 43 per cent of participants identified as Aboriginal.

## 3.6 Communities are diverse, engaged and cohesive

We provide a range of programs and services to improve wellbeing and promote community participation, social inclusion and cohesion. Part of our work includes supporting seniors to live active and inclusive lives, as well as striving to achieve better outcomes for people with disability. We are also focused on initiatives to recognise the contribution of carers and volunteers, and to support women and LGBTQIA+ communities in NSW.

Beyond our work in the community, DCJ acknowledges the importance of supporting a more inclusive and diverse workforce. The NSW Government aspires to achieve a world-class public service, aiming to implement best practice productivity and digital capability. It endeavours to raise awareness of veterans' employability post-service through the Veterans Employment Program (VEP) and drive public sector diversity by 2025. This includes having 61.5 per cent of senior leadership roles held by women, increasing the number of Aboriginal people in senior leadership roles and ensuring 5.6 per cent of government sector roles are held by people with disability.

### 3.6.1 Employing more Aboriginal people in our organisation

We have continued to work towards achieving our objectives under the DCJ AES 2021–2025 by enabling divisions to increase representation of Aboriginal employees across all divisions, salary bands and work locations. This has been achieved through creating entry-level employment pathways, a strong leadership pipeline and offering an extensive range of centrally-driven programs, alongside local initiatives. A strong emphasis has been placed on improving employee career development, retention and building a culturally capable and inclusive workforce. Significant success has been achieved in workforce diversity representation, with DCJ exceeding its targets for Aboriginal employment.

#### Our targets

- **Aboriginal workforce representation:** There has been an increase from 4.5 per cent (2020) to 9.3 per cent (2025) in Aboriginal workforce representation, surpassing the 7.5 per cent target. Representation across all salary bands has also exceeded the 3 per cent benchmark.
- **Diverse Leadership Pipeline:** Over 6 per cent of Aboriginal employees are now in the succession pipeline, exceeding targets.
- **Aboriginal Senior Leadership:** The number of Aboriginal employees in senior roles has increased from six (2020) to eleven (2025).

There has been a considerable increase in the number of Aboriginal staff members in the DCJ workforce, particularly in divisions with dedicated Aboriginal resources to drive initiatives that promote career opportunities and development.

The Aboriginal leadership pipeline (Clerk Grades 9/10–11/12) has seen an overall increase from 8.1 per cent in 2021–22 (target was set on this basis) to 9.2 per cent in 2024–25.

DCJ delivered three bespoke leadership programs; Lead my Team to nine Aboriginal leaders, Lead the Way to three Aboriginal leaders, and Inclusive Leadership Workshop to 11 Aboriginal leaders. In total, 23 Aboriginal leaders participated in these programs to develop essential leadership skills.

### 3.6.2 Employing veterans in the NSW public sector

#### Veterans Employment Program

The VEP was created for the purpose of helping veterans find roles in the NSW public sector. It was one of the key priorities in the NSW Veterans Strategy 2021–2024 and remains a key priority in the NSW Veterans Strategy 2025–2030. Over 3,700 veterans have been employed in new roles in the NSW public sector since VEP began.

The original target set in November 2018, was for the NSW Government to hire an additional 1,000 veterans by September 2023. In October 2022, the VEP announced 1,626 veterans employed in the NSW public sector since October 2018 and the NSW Government committed to a new target of 2,000 veterans to be employed in new roles to the end of 2026. In the 30 months to 30 March 2025, a further 1,274 veterans gained employment across the public sector, slightly ahead of target.

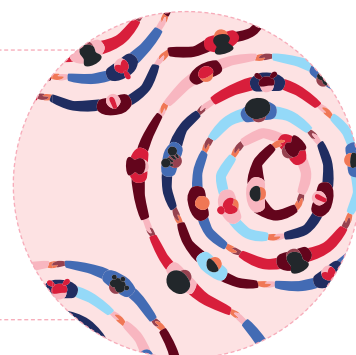
In 2024–25, the following local councils also established a Local Government VEP. This is in addition to the 18 local councils that established Local Government VEPs between September 2020–2024.

- Bellingen Shire Council
- Liverpool City Council
- Port Macquarie-Hastings Council
- Central Coast Council
- Mid-Coast Council
- Snowy Valleys Council
- Federation Council
- Mid-Western Regional Council
- Wollongong City Council
- Goulburn Mulwaree Council
- Narrabri Shire Council
- Yass Valley Council
- Hawkesbury City Council.

### **Ranks to Recognition Program**

Our partnership with TAFE NSW continues to grow and will be extended for a further five years. The Ranks to Recognition program is a comprehensive support system for veterans and their families transitioning to civilian life. It provides tailored education and training pathways, financial assistance through fee exemptions and recognition of prior learning, and flexible online learning options. The program also extends support to a veteran's spouse/partner, ensuring a family-inclusive approach. With access to dedicated coordinators, career advice, and counselling, participants receive holistic guidance.

**Strong partnerships with Defence, community, and local government networks further enhance the program's reach and impact, making the Ranks to Recognition program a trusted and effective pathway for post-service success.**



### **3.6.3 Supporting seniors to live active and inclusive lives**

We continue to advance a coordinated approach to supporting seniors, with a focus on inclusion, wellbeing, and social connection. Targeted initiatives are improving participation, reducing isolation, and reaching diverse communities across the state. Ongoing collaboration between government and community partners is helping to build a more inclusive and equitable NSW.

#### **The Ageing Well in NSW Seniors Strategy 2021–2031**

The Ageing Well in NSW: Seniors Strategy 2021–2031 is being implemented through five, two-year action plans. The action plans are monitored by an interdepartmental committee of key NSW Government agencies who are responsible for delivering actions. Representatives from the NSW Ministerial Advisory Council on Ageing, Ageing Peaks, NSW Stolen Generations Organisations and NGOs are also part of the committee.

The Ageing Well in NSW: Action Plan 2025–2026 is the third action plan for the Ageing Well in NSW Seniors Strategy. It aligns with the broader Ageing Well in NSW Seniors Strategy and builds upon previous Action Plans. The 2025–2026 Action Plan includes 80 actions with a focus on delivering opportunities and benefits to seniors in harder to reach communities. This includes Aboriginal and Torres Strait Islander people, people from

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diverse backgrounds, carers, people living in rural, remote and regional areas, and LGBTQIA+ communities. More information about the 2025–2026 Action Plan is available on the DCJ website.

In early 2025, the report card for the Ageing Well in NSW Action Plan 2023–24 was released, highlighting key initiatives and achievements. This report card is also available on the [DCJ website](#).

### **Connecting Seniors Grant Program**

In September 2024, a second round of the Connecting Seniors Grant Program was launched, building on the success of the initial round. This program is designed to foster social connections and reduce isolation among older people, specifically those aged 65 and over, or 50 and over for Aboriginal people. The program aligns with Priority Area 3: Participating in Inclusive Communities under the Ageing Well in NSW: Seniors Strategy 2021–2031.

A total of 28 grants were awarded to a diverse range of organisations, including ACCOs, multicultural-led organisations, local government councils, and not-for-profit community organisations. The projects commenced in February 2025 and will conclude by February 2026. More information about the Connecting Seniors Grant Program and funded projects is available on the DCJ website.

### **The NSW Seniors Card program**

We continue to support the NSW Seniors Card program, which aims to reduce the cost of living for cardholders to live happy, healthy and more engaged lives within their communities.

The program consists of two cards: the Seniors Card and Senior Savers Card, which enable NSW permanent residents over the age of 60 to receive discounted products and services.

The NSW Seniors Card program increased its membership base with more than 85,000 new Seniors Card and Senior Savers Card members and more than 500 new participating businesses added to the program in 2024–25.

### **Seniors' Stories**

In its 10th year, the Seniors' Stories writing competition continued to celebrate the life experiences and contribution of seniors through their stories, with 1,000 stories now published. The theme of Seniors' Stories Volume 10 was 'What made me', and more than 500 entries were received.

Stories were printed in English as well as the native language of authors from CALD backgrounds. This has included translations into languages such as: Chinese, French, Greek, Spanish, Vietnamese, and Urdu. The book was also released in audio formats across the Audible, Spotify and Kobo listening platforms and available on the Seniors Card website.

### **Other initiatives to support seniors**

#### **NSW Seniors Festival**

The 2025 NSW Seniors Festival took place from 3 to 16 March 2025 and included the NSW Premier's Gala Concerts, the Seniors Festival Expo, the NSW Seniors Regional Christmas Concerts and the NSW Seniors Festival Comedy Shows. The Festival attracts an estimated 500,000 people at almost 50 DCJ-run and sponsored events across the state.

The theme for 2025 was 'Time to Shine'. The expo featured 105 exhibitors, giveaways, live entertainment and more.

The NSW Seniors Festival Grants Program forms a key part of the festival. Each year the NSW Government provides funding for councils and organisations to run activities for people over 60 during the festival. In 2025, NSW Seniors Festival grants were awarded to 35 organisations across the state.

The Premier's Gala Concerts were held on 12 and 13 March 2025 as part of the NSW Seniors Festival and featured performances by Todd McKenny, Rob Mills, Prinnie Stevens and Tarryn Stokes.

## **3.6.4 Better outcomes for people with disability**

During 2024–25, the overall percentage of employees with disability in DCJ was 7.7 per cent. For further information regarding the diversity of our workforce, including people with disability, see *Part 4.1 People*.

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## Increasing the proportion of people with disability employed in the government sector

The workforce representation for people with a disability within DCJ increased from 3.3 per cent in 2020 to 7.7 per cent in 2025, exceeding the NSW sector target of 5.6 per cent. This year, several initiatives were launched to increase disability employment, including:

- Partnering with Swinburne University to inform a pilot employment pathway for people with intellectual disabilities to be launched in 2026.
- Participating in the Australian Disability Network (ADN) 'Stepping Into' Program, offering six intern placements in 2024.
- Achieving Level 3 'Excel' of the Carer + Employers accreditation program with Carers NSW.
- Maintaining our ADN Disability Confident Recruiter status, ensuring our recruitment and selection practices have been independently validated as accessible and inclusive for people with a disability.
- Delivering DCJ's three bespoke leadership programs; Lead my Team to 13 employees with a disability, Lead the Way to three employees with a disability and Inclusive Leadership Workshop to 18 employees with a disability. In total, 34 employees with disability were supported and encouraged to focus on building critical leadership skills.
- Completing several NSW Disability Inclusion Action Plan 2020–2024 priorities that support access to meaningful employment. Further details about our disability inclusion action plan (DIAP) achievements and strategies are detailed in *Part 5.5 Disability Inclusion Action Plan*.
- Being gold members of the ADN and participating in their Access and Inclusion Index every two years. In May 2025, we were:
  - ranked second nationally out of 44 organisations
  - ranked first out of 37 State Government and Territory sector organisations across Australia
  - awarded Best in Class for Workplace Adjustments
  - awarded Best in Class for Candidate Experience.
- Continuing the work of the DCJ Accessibility Community of Practice, a staff network connecting colleagues interested in accessibility. This community of practice allows staff to share skills, collaborate, generate ideas, solve problems and support each other to deliver accessible communications at DCJ.
- Continuing to promote the Disability Inclusion Channel, a digital learning experience to enhance knowledge and practices in disability inclusion for individuals, leaders and teams.
- Continuing to support our Disability Employee Network (DEN), with over 400 members. The network aims to empower, encourage and promote opportunities for employees with disability. It works to improve attitudes and awareness of disability across the department. It serves as a forum for staff with disability to consult on workplace related issues.
- Supporting employees with carer's responsibilities through the DCJ Carers' Network. The network encourages contributions to our policies, procedures and strategies, aiming to promote a workplace culture that ensures equity of opportunity and non-discrimination.

Alongside the Department of Customer Service and the Office of the Public Service Commissioner, we are leading an interagency project to enhance the accuracy of public sector diversity data, with a focus on disability, for NSW Government employees.

We are also leading work on Get Skilled Access to support the public sector in activities including:

- employment-specific initiatives for NSW Health
- developing inaugural DIAPs for NSW Police and NSW Fire and Rescue, which will incorporate actions to enhance the employment of people with disability
- supporting disability inclusion action planning for DCJ and the Department of Customer Service.

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## Other initiatives to support people with disability

### NSW Disability Inclusion Plan

DCJ is leading the development of the NSW Disability Inclusion Plan 2026–2029, which will include actions to improve the lives of people with disability. We are working with NSW government departments to identify actions for inclusion. The NSW Disability Inclusion Plan will be released at the end of 2025.

### DCJ Disability Inclusion Action Plan

We have started developing the DCJ DIAP 2026–2029, which will outline how DCJ aims to become a more inclusive organisation for clients, employees, and the community.

The DIAP is being developed in partnership with Get Skilled Access, who have run focus groups with the Disability Council, community members, and disability peak bodies, and conducted a survey. We're also consulting with the DCJ DEN and the DCJ Carers Group. The DCJ DIAP will be released at the end of 2025.

### The Disability Advocacy Futures Program

The Disability Advocacy Futures Program continues to fund 19 organisations across NSW to provide individual, systemic and representational advocacy to people with disability to support their access to NSW Government and mainstream services. The Disability Advocacy Futures Program also funds a grants program to build capacity and innovation across the advocacy sector.

### Commonwealth Accessible Australia

We play a key role in administering the Commonwealth Accessible Australia funding, replacing Changing Places in 2025. Changing Places are larger than standard accessible toilets for people with disability with high support needs and their carers. In 2024–25, we established two grant administration processes through which one Local Council received funding for a Changing Places facility and 12 other applications were processed and referred to the Department of Social Services for eligibility assessments.

### Supporting the NSW Disability Council NSW

We provide secretariat support for the Disability Council NSW, which provides advice on disability matters to the NSW Government and has responsibilities under the *Disability Inclusion Act 2014* for reporting on DIAPs across the sector.

## NSW Government response to and implementation of the Disability Royal Commission final report

We led the development of the NSW Government Response to the Disability Royal Commission (DRC), released on 31 July 2024. The response was developed in partnership with the Australian Government and other states and territories, and through close consultation with people with disability and organisations that support them. The response set out a broad disability reform agenda for NSW, looking across both the DRC final report and the National Disability Insurance Scheme Review.

Since releasing the response, we have been working to support progress implementing the DRC recommendations. We led development of NSW updates for the National Interim Update 2024, released on 23 December 2024. The NSW Government provided an update on progress achieved in the areas of disability advocacy, school enrolment and disability inclusion. We have worked with the Commonwealth, other states and territories and NSW agencies to develop the first National DRC Progress Report, which is expected to be released in late 2025. The National DRC Progress Report will report on all 222 DRC recommendations.

### 3.6.5 Compliance with Carers (Recognition) Act 2010

We recognise the invaluable contribution that unpaid carers make to our society, and serve as the public sector agency responsible for implementing and reviewing the *Carers (Recognition) Act 2010*.

The NSW Carers Charter, which forms a part of the *Carers (Recognition) Act 2010*, contains 13 guiding principles for NSW public sector human service agencies on issues of significance for carers, including respect and recognition, inclusion in decision-making, and access to services they may need.

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A carer, for the purposes of this Act, is an individual who provides ongoing personal care, support and assistance to any other individual who needs it because that other individual:

- is a person with a disability within the meaning of the *Disability Inclusion Act 2014*
- has a medical condition (including a terminal or chronic illness)
- has a mental illness, or
- is frail and aged.

During 2024–25, we have supported carers in a variety of ways, as described below.

### Consultation and liaison with Carers

The NSW Carers Advisory Council, established under the *Carers (Recognition) Act 2010*, engages with and advances the interests of Carers by providing advice to the NSW Government on legislation, policy and other matters relating to carers. DCJ provides secretariat support to the council.

The majority of council members have:

- current or previous experience of being a carer
- diverse backgrounds and expertise
- come from a range of metropolitan and regional areas in NSW.

The council met four times during 2024–25 and has provided the NSW Minister responsible for carers with advice on issues relating to carers, including:

- digital access for carers in regional, rural and remote NSW
- loss of Commonwealth funding for NSW carers of children and young people with a disability
- the multigenerational workforce and unpaid care in state public sector organisations
- foundational supports for carers of children with disability.

### NSW Carers Strategy

The NSW Carers Strategy: Caring in NSW 2020–2030 (the NSW Carers Strategy) is a whole-of-government and whole-of-community 10-year plan. This strategy supports NSW public sector agencies to meet obligations under the *Carers (Recognition) Act 2010*. It aims to recognise and value carers and ensure carers are consulted on policy matters that impact on them.

The NSW Carers Strategy has four priority areas:

- Priority 1 – Carers have better access to information, services and supports
- Priority 2 – Carers will be recognised, respected and empowered
- Priority 3 – Carers have improved financial wellbeing and economic opportunities
- Priority 4 – Carers have better health and wellbeing.

The NSW Carers Strategy is supported by action plans every two years. The first action plan in 2020–2022 included 29 actions, with 19 being completed, one cancelled, and the remainder being ongoing commitments. The second action plan for the calendar years 2023 and 2024 contains 27 actions. The final report for this action plan shows eight actions have been completed, nine are on track actions which will be included in the third action plan, and 10 actions are ongoing for the whole NSW Carers Strategy. The third action plan for 2025–2026 contains 25 actions led or supported by 10 NSW Government agencies and the peak NSW Carers organisation, Carers NSW.

An interdepartmental committee led the action planning and encouraged collaboration between public service agencies on the NSW Carers Strategy. It will further inform progress against current and future action plans of the NSW Carers Strategy.

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## Carers Week

The annual National Carers Week was held from 13 to 19 October 2024. The NSW Government launched a campaign to raise awareness of carers and their contributions to our community.

The campaign included media and communication resources to celebrate the dedication and hard work of carers and acknowledge their contributions. It included web, social media, and traditional media elements to increase the communities' understanding of the substantial role of carers, as well as promoting support services available to those selfless family members and neighbours who don't identify as carers.

We have funded 405 grants for Carers Week. The grants were used to hold community events or activities across NSW, including pamper packages for hospital attendees, morning teas, luncheons and movie days.

## Educational strategies

Carers NSW is supported and funded by DCJ, to deliver carer initiatives which support the NSW Carers Strategy. The carer employment initiative Carers + Employers program comprises both network membership and workplace accreditation. The program defines best practice standards for supporting staff with caring responsibilities to improve carers' career opportunities. We are leading an action in the third action plan to increase NSW Government agencies' participation in the program.

### 3.6.6 Supporting volunteering in NSW

#### NSW Volunteering Strategy and initiatives

The NSW Volunteering Strategy 2020–2030 sets out a 10-year plan for the NSW volunteering sector. Volunteering enriches the lives of volunteers, strengthens local communities and benefits all of NSW.

We are responsible for the implementation of the NSW Volunteering Strategy 2020–2030 which is critical to ensuring our state's volunteering sector continues to grow, is resilient to a range of pressures, is sustainable and thrives.

In recent years, the volunteering sector in NSW has experienced a range of challenges, including significant natural disasters, the COVID-19 pandemic, and cost of living and operating pressures. These have placed significant strain on the sector, seeing increasing demands placed on the sector, rising costs and affordability concerns, volunteer fatigue and burnout, volunteer participation transition to new or more flexible forms of volunteering, changes in the use of technology, and in some circumstances the loss of volunteers.

In 2021, the NSW State of Volunteering Report calculated that there were over 5.1 million volunteers. In contrast, the 2023 NSW State of Volunteering Report calculated that there were 4.3 million volunteers.

The NSW Volunteering Sector contributes \$178 billion<sup>6</sup> to the social and economic wellbeing of our state.

The NSW Volunteering Strategy 2020–2030 has three key focus areas:

- Focus Area 1 – Growth and support: which aims to increase participation in volunteering; and make volunteer recruitment, retention and management easier by building the capacity of the sector.
- Focus Area 2 – Knowledge: which aims to improve understanding of volunteering in NSW.
- Focus Area 3 – Value: which aims to enhance recognition of the value of volunteering and the contributions made by volunteers in NSW.

The NSW Volunteering Strategy 2020–2030 is reported on through the release of Report Cards every two years.

Initiatives underway and delivered to date include the following:

- NSW Volunteer Recruitment Portal in collaboration with SEEK Volunteer – ongoing since 2017.
- Sponsorship of the NSW Volunteering Conference – annual and ongoing support in collaboration with The Centre for Volunteering (state peak for volunteering).
- NSW Volunteering Taskforce 2022–2024, including release of the NSW Volunteering Taskforce Report in July 2023, and provision of further advice on sector priorities in 2024. The recommendations of the Taskforce are shaping our actions and response to the needs of our state's volunteering sector.

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<sup>6</sup> 2023 NSW State of Volunteering Report, [www.nsw.gov.au/volunteering](http://www.nsw.gov.au/volunteering)

- NSW Volunteer Charter, developed and released in November 2023, with ongoing promotion and sector capacity building underway.
- NSW Youth Volunteering Guidelines, developed and released in May 2024, with ongoing promotion and sector capacity building underway.
- NSW Disability Inclusion Volunteering Guidelines, developed and released in May 2025, with promotion and sector capacity building underway.
- NSW State of Volunteering Research Initiative, which is ongoing and has seen the release of the following reports in collaboration with The Centre for Volunteering: 2021 and 2023 NSW State of Volunteering Reports; 2022 NSW State of Volunteering Focus Group Report on Multicultural Volunteering; five 2024 NSW State of Volunteering Focus Group Reports spanning Women in Volunteering, Volunteering and Youth, Older Persons and Volunteering, Volunteering in Sport, Rural and Regional Volunteering. The third NSW State of Volunteering Report is underway with the Report due for release by the end of 2025.
- National Volunteer Week celebration and volunteer recognition activities annually each May.
- Sponsorship, annual and ongoing, of the NSW Community Sports Awards with Sport NSW – Community Club of the Year category, which recognises the vital contributions of community sporting clubs that rely on volunteers.
- Sponsorship, annual and ongoing, of the NSW Volunteer of the Year Awards in collaboration with The Centre for Volunteering who own and run the Awards. The Minister responsible for Volunteering, The Hon. Jodie Harrison, is Patron of the Awards. In 2024, over 139,000 volunteers were recognised for their contributions across NSW. The Award cycle for 2025 is underway. In 2025, additional ongoing support for the Awards was established through the sponsorship of the Young Volunteer of the Year award category, by the Minister for Youth, The Hon. Rose Jackson MLC. Also, in 2025 the Minister for Emergency Services, The Hon Jihad Dib, established an additional award category as part of this initiative recognising Emergency Service Volunteers.

### 3.6.7 Supporting women across NSW

In 2024–25, 71.9 per cent of DCJ's senior leadership roles were held by women. We also achieved 72.3 per cent female representation in the senior leadership pipeline, which includes employees in the top two non-executive salary bands as defined by the NSW Public Service Commission.

#### Increasing the proportion of senior leadership roles held by women

We have undertaken a wide range of initiatives this year to increase the representation of women in leadership roles at DCJ, including:

- Providing the opportunity for 139 women leaders to participate in sector programs. These programs include:
  - NSW Leadership Academy Executive Essentials Program (46 commenced)
  - NSW Leadership Academy Executive Excellence Program (six commenced)
  - NSW Leadership Academy Aboriginal Career and Leadership Development Program (11 commenced)
  - ANZSOG Towards Strategic Leadership (25 commenced)
  - ANZSOG Applied Ethics Program (24 commenced)
  - ANZSOG Executive Master of Public Administration Program (10 commenced)
  - Public Sector Management Program (eight commenced)
  - University of Sydney Dr John Yu Fellowship (LGBTQIA+ and Multicultural) (nine commenced).
- Delivering DCJ's three bespoke leadership programs Lead my Team to 139 women, Lead the Way to 80 women and Inclusive Leadership Workshop to 248 women. In total, 467 female leaders were supported and encouraged to focus on building critical leadership skills.

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## Promoting fairness across community and workforce

The DCJ Gender Equality Action Plan is a three-year plan, developed by all NSW Government departments as part of the NSW Government's commitment under the NSW Women's Strategy 2023–2026 and the Women's Opportunity Statement, now known as the Gender Equality Budget Statement. The DCJ Gender Equality Action Plan will promote gender equality for women, men and gender diverse people through equitable access and treatment across its services to the wider NSW community and its workforce. DCJ was required to develop and submit the plan to Women NSW by 30 June, and it went live on 1 July 2025. Annual reporting to Women NSW will occur each year, and work now commences on division-level implementation planning.

### 3.6.8 Supporting LGBTQIA+ Communities

#### A ban of LGBTQ+ Conversion practices

The *Conversion Practices Ban Act 2024* commenced on 4 April 2025. Under this Act, harmful LGBTQ+ conversion practices seeking to change or suppress an individual's sexual orientation or gender identity are banned in NSW.

The *Conversion Practices Ban Act 2024* prohibits LGBTQ+ conversion practices in NSW. It creates a civil complaints scheme to allow people to report conversion practices to Anti-Discrimination NSW. It also provides a targeted criminal law response for the most serious conversion practices where people have suffered substantial harm.

Conversion practices, which are sometimes referred to as 'conversion therapy' or suppression practices, are based on the false ideology that LGBTQ+ people have a 'disorder' or require treatment. These practices can include psychological or medical interventions, counselling, or subtle and repeated messages that LGBTQ+ people can change or suppress their sexual orientation or gender identity with faith or effort.

Anyone who delivers or provides a conversion practice that causes substantial mental or physical harm that either endangers an individual's life or is substantial, with the intention of changing or suppressing that person's sexual orientation or gender identity, will commit a criminal offence and can face up to five years in prison.

Anti-Discrimination NSW may also provide targeted education or carry out investigations relating to conversion practices.

# Management and accountability



## 4.1 People

The Department of Communities and Justice (DCJ), comprises of four NSW Government entities; DCJ, the Aboriginal Housing Office (AHO), Land and Housing Corporation (LAHC), and the Teacher Housing Authority of NSW (THA). The Workforce statistics data is disaggregated by these entities.

As of 30 June 2025, the department had 16,204 highly skilled and dedicated staff.

### Workforce statistics

**Table 1: Total number of DCJ employees by employment category by year**

| Department of Communities and Justice | 2022–23       | 2023–24       | 2024–25          |
|---------------------------------------|---------------|---------------|------------------|
| Ongoing                               | 21,369        | 22,544        | 13,573           |
| Temporary                             | 1,533         | 1,781         | 1,451            |
| Senior Executives <sup>1</sup>        | 243           | 299           | 291 <sup>2</sup> |
| Casual                                | 663           | 694           | 540              |
| Others                                | 274           | 325           | 349              |
| <b>Total</b>                          | <b>24,082</b> | <b>25,643</b> | <b>16,204</b>    |

Source: Workforce Profile Report 2024–25.

This table represents all employees by employment category for DCJ in its entirety, including AHO, LAHC and THA. Corrective Services NSW was part of the department in previous years, but it is no longer included in 2024–25. No comparative data has been restated in the annual report to reflect this change.

1 In accordance with the *Government Sector Employment Act 2013*, all Senior Executive employees are now subject to common public service senior executive employment contracts and are covered by the conditions of employment and guidelines for the Senior Executive.

2 Senior Executives for 2024–25 includes 55 non-executive employees who were temporarily receiving an allowance to act as a senior executive.

Of the total workforce statistics data, the entities numbers have been disaggregated below.

**Table 1a: Number of employees by employment category in 2024–25, specifically by entity**

|                                | AHO        | LAHC       | THA       |
|--------------------------------|------------|------------|-----------|
| Ongoing                        | 116        | 502        | 25        |
| Temporary                      | 60         | 12         | 3         |
| Senior Executives <sup>1</sup> | 6          | 28         | 1         |
| Casual                         | -          | -          | -         |
| Others                         | -          | -          | -         |
| <b>Total</b>                   | <b>182</b> | <b>542</b> | <b>29</b> |

**Table 2: Number of DCJ employees by ANZSCO group at workforce census period<sup>1</sup>**

| Occupational group by headcount        | 2022–23       | 2023–24       | 2024–25       |
|----------------------------------------|---------------|---------------|---------------|
| Managers                               | 2,335         | 2,564         | 1,816         |
| Professionals                          | 5,856         | 6,888         | 5,392         |
| Technicians and Trade Workers          | 694           | 772           | 240           |
| Community and Personal Service Workers | 8,663         | 8,516         | 2,646         |
| Clerical and Administrative Workers    | 6,484         | 6,838         | 6,078         |
| Sale Workers                           | 9             | 19            | 22            |
| Machinery Operators and Drivers        | 28            | 32            | -             |
| Labourers                              | 13            | 14            | 10            |
| <b>Total</b>                           | <b>24,082</b> | <b>25,643</b> | <b>16,204</b> |

Source: Workforce Profile Report 2024–25.

<sup>1</sup> Occupational group counts are made using NSW Government standard headcount and ANZSCO groupings reported in accordance with NSW Public Service Commission Workforce Profile specifications. The headcount number is consistent with the methodology used for the NSW Public Sector reported through the annual workforce profile and required under TPG25-10a.

**Table 2a: Number of employees by ANZSCO group at workforce census period 2024–25**

| Occupational group by headcount        | AHO        | LAHC       | THA       |
|----------------------------------------|------------|------------|-----------|
| Managers                               | 40         | 150        | 2         |
| Professionals                          | 21         | 97         | 4         |
| Technicians and Trade Workers          | -          | 87         | 1         |
| Community and Personal Service Workers | -          | 2          | -         |
| Clerical and Administrative Workers    | 121        | 206        | 9         |
| Sale Workers                           | -          | -          | 13        |
| Machinery Operators and Drivers        | -          | -          | -         |
| Labourers                              | -          | -          | -         |
| <b>Total</b>                           | <b>182</b> | <b>542</b> | <b>29</b> |

## Senior Executive grades and remuneration

**Table 3: Number of DCJ Public Service Senior Executives employed in each band**

| Public Service Senior Executive Band   | 2022–23    |      | 2023–24    |      | 2024–25                |      |            |
|----------------------------------------|------------|------|------------|------|------------------------|------|------------|
|                                        | Female     | Male | Female     | Male | Female                 | Male | Non-binary |
| 1 (Director)                           | 121        | 72   | 147        | 92   | 146                    | 86   | 1          |
| 2 (Executive Director/Chief Executive) | 26         | 14   | 33         | 17   | 38                     | 10   | -          |
| 3 (Deputy Secretary)                   | 3          | 6    | 4          | 5    | 4                      | 5    | -          |
| 4 (Secretary)                          | -          | 1    | -          | 1    | -                      | 1    | -          |
| <b>Total</b>                           | <b>243</b> |      | <b>299</b> |      | <b>291<sup>1</sup></b> |      |            |

Source: Workforce Profile Report 2024–25. This table includes all employees in public service senior executive roles as at census date of 30 June 2025.

1 Senior Executives for 2024–25 includes non-executive employees who were temporarily receiving an allowance to act as a senior executive.

**Table 3a: Number of Public Service Senior Executives employed in each band in 2024–25, by entity**

| Public Service Senior Executive Band   | AHO      |      | LAHC      |      | THA      |      |
|----------------------------------------|----------|------|-----------|------|----------|------|
|                                        | Female   | Male | Female    | Male | Female   | Male |
| 1 (Director)                           | 2        | 3    | 9         | 15   | -        | 1    |
| 2 (Executive Director/Chief Executive) | 1        | -    | 2         | 1    | -        | -    |
| 3 (Deputy Secretary)                   | -        | -    | -         | 1    | -        | -    |
| 4 (Secretary)                          | -        | -    | -         | -    | -        | -    |
| <b>Total</b>                           | <b>6</b> |      | <b>28</b> |      | <b>1</b> |      |

Source: Workforce Profile Report 2024–25. This table includes all employees in public service senior executive roles as at census date of 30 June 2025.

**Table 4: Average remuneration of Public Service Senior Executives employed in each band**

| Public Service Senior Executive Band   | 2022–23                   | 2023–24                   | 2024–25 <sup>1</sup>      |                 |
|----------------------------------------|---------------------------|---------------------------|---------------------------|-----------------|
|                                        | Average remuneration (\$) | Average remuneration (\$) | Average remuneration (\$) | Range (\$)      |
| 1 (Director)                           | 247,544                   | 247,690                   | 234,160                   | 201,350–287,200 |
| 2 (Executive Director/Chief Executive) | 327,889                   | 323,611                   | 319,931                   | 287,201–361,300 |
| 3 (Deputy Secretary)                   | 454,825                   | 446,409                   | 438,453                   | 361,301–509,250 |
| 4 (Secretary) <sup>2</sup>             | 623,300                   | 623,300                   | 626,300                   | 626,300         |

Source: Workforce Profile Report 2024–25.

<sup>1</sup> Senior Executives for 2024–25 includes non-executive employees who were temporarily receiving an allowance to act as a senior executive.

<sup>2</sup> The Secretary is the sole Band 4 Executive in DCJ and his remuneration is subject to a special determination of the Statutory and Other Offices Remuneration Tribunal (SOORT).

## 4.2 Consultants

DCJ, and its related entities, follow the definition of consultants, as set by the NSW Procurement Board. The NSW Procurement Board defines a consultant as a person or organisation engaged under contract on a temporary basis to provide recommendations or professional advice to assist decision-making by management.

### DCJ – Consultancies equal to or over \$50,000

| Consultant                      | Project description                                                                                                                                                                             | Amount (\$)* |
|---------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| <b>Actuarial Advice</b>         |                                                                                                                                                                                                 |              |
| Deloitte                        | Provide actuarial advice on professional indemnity insurance policies for NSW solicitors                                                                                                        | 92,138       |
| <b>Environmental</b>            |                                                                                                                                                                                                 |              |
| Aurecon Australasia             | Develop the Circularity Action Plan to support the Department's commitment to minimising scope 3 carbon emissions from purchase of goods and services                                           | 50,243       |
| EY                              | Develop the climate change strategy to align with NSW's net zero and climate resilience targets                                                                                                 | 103,541      |
| <b>Information Technology</b>   |                                                                                                                                                                                                 |              |
| University of Technology Sydney | Provide strategic advice and practical guidance on developing, procuring and implementing artificial intelligence within CSNSW                                                                  | 105,400      |
| <b>Management Services</b>      |                                                                                                                                                                                                 |              |
| Coxswain Alliance Pty Ltd       | Develop the Operational Excellence Framework for the implementation of the Homes Response Centre                                                                                                | 120,000      |
| Coxswain Alliance Pty Ltd       | Develop a visual management board for Homes NSW to support insights into decision making and improve organisational performance                                                                 | 68,000       |
| Deloitte                        | Provide strategic advice on rolling over the Capital Planning Limit funding model and making the required changes to the model                                                                  | 127,206      |
| Heal Trafficking                | Develop and delivered the 'It's Healthy to Fight Modern Slavery' initiative in accordance with the 2025 Action Plan                                                                             | 50,000       |
| Impact Policy Pty Ltd           | Provide advisory services on the co-design of the Aboriginal Governance Arrangements model                                                                                                      | 234,665      |
| Impact Policy Pty Ltd           | Provide advisory services on the co-design of the Moree Bail Accommodation program                                                                                                              | 350,000      |
| Inca Consulting                 | Evaluate the sexual violence program and develop strategies to engage with stakeholders                                                                                                         | 215,227      |
| Inside Policy Pty Ltd           | Evaluate the NSW Government's investment in Justice Reinvestment which includes a process evaluation, interim outcomes evaluation and an options paper to inform any future economic evaluation | 136,364      |

| Consultant                               | Project description                                                                                                                                                | Amount (\$)* |
|------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| Inside Policy Pty Ltd                    | Provide advice, guidance and operational assistance on the Domestic and Family Violence framework                                                                  | 100,282      |
| James Martin Institute for Public Policy | Explore opportunities and provide recommendations for implementing a system-wide reorientation toward a relationship-based child protection model                  | 81,813       |
| KPMG                                     | Develop the Digital Case File Treasury Business Case and Digital Case File Target Operating Model                                                                  | 246,358      |
| Mind Tribes Pty Ltd                      | Develop a strategy and provide advice on how the Department can best communicate with cohorts across the Department that have varying levels of racial literacy    | 73,450       |
| Publicis Sapient Australia Pty Ltd       | Provide due diligence and advice on improving efficiency in delivering technology and digital capabilities across the Department                                   | 136,234      |
| Publicis Sapient Australia Pty Ltd       | Develop strategic business case for the refresh of audio-visual link technology across the Department                                                              | 189,069      |
| RPS AAP Consulting Pty Ltd               | Develop future case requirements on the Youth Justice Customer Information Management System                                                                       | 227,225      |
| Societel Consulting Pty Ltd              | Provide advisory services in relation to the OOHC reform and uplift program                                                                                        | 194,740      |
| The Insight Partnership                  | Review the NSW Carers Strategy 2020–2030 for recognising and supporting carers in NSW                                                                              | 87,150       |
| The Trustee for Karabena Consulting      | Provide advice on data in the Linked Data Asset concerning Aboriginal young people in OOHC and the justice system                                                  | 100,000      |
| The Trustee for The Rooftop Trust        | Develop and provide advisory services in relation to the Monitoring, Evaluation and Learning Framework                                                             | 136,195      |
| Thirriwirri Pty Ltd                      | Conduct review and provide recommendations identifying steps needed to create and maintain safe working environments for the Aboriginal child protection workforce | 56,823       |
| <b>Organisational Review</b>             |                                                                                                                                                                    |              |
| ARTD P/L                                 | Develop and provide policy recommendations in relation to the Domestic, Family and Sexual Violence program                                                         | 79,720       |
| ARTD P/L                                 | Perform operational review of the Core and Cluster program to advise areas of improvement                                                                          | 74,039       |
| Beamible Pty Ltd                         | Evaluate and provide advice on the customer service function transformation relating to housing services                                                           | 196,250      |
| Coxswain Alliance Pty Ltd                | Review and provide advice on the current structure of Homes NSW Contact Centre, Link2Home and RentStart                                                            | 135,000      |
| Coxswain Alliance Pty Ltd                | Assess the rent collection process in Homes NSW and provide recommendations for areas of improvement                                                               | 270,000      |

| Consultant                       | Project description                                                                                                                            | Amount (\$)* |
|----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| Inside Policy Pty Ltd            | Review the SHLV outreach and technology pilots to assess the outcomes and effectiveness of the model                                           | 159,570      |
| KPMG                             | Evaluate and advise on the appropriateness and effectiveness of the Aboriginal Guardianship Support Model                                      | 136,317      |
| Maureen Hanly Consulting Ptd Ltd | Review health services at correctional centres and provide independent expert recommendations based on review findings                         | 54,725       |
| PM Logic                         | Conduct a health check and develop a new accountability framework for the OOHC program                                                         | 100,000      |
| QVC Solutions Pty Ltd            | Provide advice on implementing changes to the current project management methodology used within the Information and Digital Services division | 135,000      |
| Taylor Fry Pty Ltd               | Identify high level costs and benefits of current state and options for reform for forensic patients with cognitive impairment                 | 133,636      |
| The Centre for Volunteering      | Develop a report to assess the value of the NSW volunteering sector and provide detailed insights and recommendations on key findings          | 50,000       |
| Yulang Indigenous Evaluation     | Evaluate the Youth on Track Early Intervention program and provide recommendations on areas of improvement                                     | 100,000      |
| <b>Training</b>                  |                                                                                                                                                |              |
| Scyne Advisory Ptd Ltd           | Develop and deliver a Correctional Practice Toolkit to the Correctional Practice team                                                          | 64,510       |

\* Amount excludes GST and is rounded to nearest dollar.

DCJ generally records contractor costs in the financial year when work is performed. However, some projects may have been completed in the previous financial year and the costs of those projects (such as Societal Consulting Pty Ltd) are included in the table above and in the Department's FY 25 financial statements in Volume 3.

## Consultancies under \$50,000

| Nature of services    | Number of engagements | Amount (\$)* |
|-----------------------|-----------------------|--------------|
| Finance/Tax           | 1                     | 25,000       |
| Management Services   | 13                    | 279,143      |
| Organisational Review | 12                    | 275,114      |

\* Amount excludes GST and is rounded to nearest dollar.

## LAHC – Consultancies equal to or over \$50,000

| Consultant                     | Project description                                                                                           | Amount (\$)* |
|--------------------------------|---------------------------------------------------------------------------------------------------------------|--------------|
| <b>Management Services</b>     |                                                                                                               |              |
| KPMG                           | Financial Commercial Advisory to support Homes NSW's Housing Australia Future Fund Facility Round 1           | 180,600      |
| FTI Consulting (Australia) Pty | Economic and financial analysis advisory                                                                      | 276,466      |
| MBB Group Pty Ltd              | LAHC Portfolio Management Advisory, Capital Works review and Property and Investment Committee re-engineering | 187,968      |
| Coxswain Alliance Pty Limited  | Vacant Restoration Program-investigation and consultancy                                                      | 148,500      |

\* Amount includes GST and is rounded to nearest dollar.

## Consultancies under \$50,000

| Nature of services                                                                   | Number of engagements | Amount (\$)* |
|--------------------------------------------------------------------------------------|-----------------------|--------------|
| Strategic Advisory and Program Management Modern Methods of Construction consultancy | 1                     | 12,320       |
| Workforce Planning Services-New Maintenance Contract Model consultancy               | 1                     | 17,175       |
| Capital Works Program Review -New Supply Program                                     | 1                     | 9,897        |

\* Amount includes GST and is rounded to nearest dollar.

## AHO – Consultancies

There were no consultancies for AHO.

## THA – Consultancies

There were no consultancies for THA.

## 4.3 International travel

DCJ employees made a total of 36 overseas visits in 2024–25. The table below lists the overseas visits taken, and the main purpose of those visits.

### Department of Communities and Justice

| Business Unit / Division               | Destination             | Purpose of visit                                                                                               | Number of Staff |
|----------------------------------------|-------------------------|----------------------------------------------------------------------------------------------------------------|-----------------|
| Advocate for Children and Young People | Wellington, New Zealand | Attended the Australian and New Zealand Children's Commissioners, Guardians and Advocates meeting              | 1               |
| Child Protection and Permanency        | Auckland, New Zealand   | Escorted young person back to Australia                                                                        | 2               |
| Child Protection and Permanency        | Auckland, New Zealand   | Contractor convening a Family Group Conference on behalf of Community Services Centres                         | 1               |
| Child Protection and Permanency        | Auckland, New Zealand   | Contractor holding a Family Group Conference on behalf of Community Services Centres                           | 1               |
| Child Protection and Permanency        | Auckland, New Zealand   | Attended a Family Group Conference and home visit of young person under care                                   | 1               |
| Child Protection and Permanency        | Auckland, New Zealand   | Attended to undertake a carer assessment                                                                       | 1               |
| Child Protection and Permanency        | Nadi, Fiji              | Accompanied young person for birth family contact                                                              | 1               |
| Child Protection and Permanency        | Wellington, New Zealand | Attended the annual Interstate Liaison Conference                                                              | 3               |
| Child Protection and Permanency        | Wellington, New Zealand | Attended Australian New Zealand School of Government (ANZSOG) Executive Master of Public Administration Course | 4               |
| Courts Tribunals Service Delivery      | Kuala Lumpur, Malaysia  | Attended the 19th Conference of Chief Justices of Asia and Pacific                                             | 2               |
| Courts Tribunals Service Delivery      | Auckland, New Zealand   | Attended the Pacific Judicial Conference 2025                                                                  | 2               |
| Courts Tribunals Service Delivery      | Auckland, New Zealand   | Attended 2025 Senior Courts Judges' Conference hosted by the Chief Justice of New Zealand                      | 1               |
| Courts Tribunals Service Delivery      | Auckland, New Zealand   | Attended Australasian Institute of Judicial Administration Oration                                             | 1               |
| Courts Tribunals Service Delivery      | Queenstown, New Zealand | Attended Trans-Tasman Bar Conference 2024: The Timeless Value of Insight and Wisdom                            | 1               |
| Courts Tribunals Service Delivery      | Wellington, New Zealand | Attended ANZSOG Executive Master of Public Administration Course                                               | 1               |

| Business Unit / Division          | Destination                          | Purpose of visit                                                                                                                                                                                                                             | Number of Staff |
|-----------------------------------|--------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| DCJ Corporate                     | Bangkok, Thailand and Nairobi, Kenya | Consult for the Asia-Pacific UN Committee on the Elimination of Racial Discrimination in Bangkok. Speaker at the UN Responsible Business and Human Rights forum in Bangkok. Invited speaker for Survivor Alliance World Congress in Nairobi. | 1               |
| DCJ Corporate                     | Wellington, New Zealand              | Attended Executive Director Forum ANZSOG Fellows Program                                                                                                                                                                                     | 1               |
| Homes NSW                         | Wellington, New Zealand              | Attended ANZSOG Executive Master of Public Administration Course                                                                                                                                                                             | 2               |
| Land and Housing Corporation      | Copenhagen, Denmark                  | Attended Denmark as a part of an official delegation visit                                                                                                                                                                                   | 1               |
| Law Reform and Legal Services     | Singapore                            | International Corrections and Prisons Association Annual Conference 2024                                                                                                                                                                     | 1               |
| Law Reform and Legal Services     | Wellington, New Zealand              | Attended ANZSOG Executive Master of Public Administration Course                                                                                                                                                                             | 1               |
| Strategy Policy and Commissioning | Auckland and Wellington, New Zealand | Accompanied Minister Washington to meet with New Zealand Children's Commissioner and meetings with New Zealand public service providers and family support providers                                                                         | 1               |
| Strategy Policy and Commissioning | Wellington, New Zealand              | Attended ANZSOG Executive Master of Public Administration Course                                                                                                                                                                             | 3               |
| Transforming Aboriginal Outcomes  | Auckland and Wellington, New Zealand | Accompanied Minister Washington to meet with New Zealand Children's Commissioner and meetings with New Zealand public service providers and family support providers                                                                         | 1               |
| Youth Justice                     | Vancouver, Canada                    | Attended a youth-focused Transatlantic Network Against Extremism                                                                                                                                                                             | 1               |

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## 4.4 Privacy management

DCJ's privacy obligations are set out in the *Privacy and Personal Information Protection Act 1998* (PPIP Act).

Under section 4B(1)(a) of the PPIP Act and clause 5A of the Privacy and Personal Information Protection Regulation 2019, CSNSW is regarded as part of and included in DCJ and is not regarded as a separate agency for the purposes of the PPIP Act, in respect of all its functions. The information reported by DCJ in relation to privacy management is inclusive of CSNSW.

In accordance with section 33 of the PPIP Act, DCJ publishes a Privacy Management Plan (PMP) on its website at: [Privacy Management Plan | Communities and Justice](#). A review of the PMP commenced during the reporting period, with the revised PMP expected to be finalised and published in 2025–26.

### Privacy training

The Open Government, Information and Privacy (OGIP) Unit, DCJ Legal, continued to deliver training outlining DCJ's privacy obligations. Training was delivered to business units within the Divisions, including Child Protection and Permanency, CSNSW, and Corporate Services.

The OGIP maintains mandatory privacy e-learning modules — Privacy and You and Mandatory Data Breach Notification Training — for all DCJ staff. These modules are currently under review and will be updated for release in 2025–26, ahead of the next mandatory completion cycle.

The OGIP facilitated a webinar in June 2025 to recognise Privacy Awareness Week. The webinar consisted of a panel discussion and presentation on the theme Privacy – It's Everyone's Business, focussing on privacy obligations when using artificial intelligence in the workplace.

### Privacy policies and practices

DCJ continues to review collection notices, consent forms, and other privacy requirements for the programs and services it delivers to ensure they are fit for purpose and comply with the PPIP Act.

DCJ commenced a review of its Data Breach Response Plan which is expected to be completed in 2025–26. The Plan was last comprehensively updated with the introduction of the Mandatory Notification of Data Breaches Scheme in November 2023.

### Privacy advice

The OGIP continues to provide privacy advice to DCJ business areas about a range of privacy issues, including privacy by design for new projects, information sharing practices, and the management of data breaches.

### Internal reviews

DCJ received 60 applications for internal review under section 53 of the PPIP Act during the reporting period.

DCJ finalised 45 internal review applications in 2024–25, which included six applications carried forward from 2023–24. Twenty-one applications were carried forward to 2025–26.

Of the 45 applications finalised:

- eight resulted in a finding of a breach of the PPIP Act
- 19 did not result in a finding of a breach of the PPIP Act
- six were withdrawn by the applicant
- five did not provide sufficient information for an investigation to be conducted
- three were rejected as they were not lodged within the time allowed by the PPIP Act
- one did not satisfy the statutory requirements for internal review applications under section 53(3) of the PPIP Act
- one related to matters excluded from the operation of the PPIP Act
- one did not identify the relevant conduct to which section 53 of the PPIP Act applies
- one was rejected as the applicant was not an "aggrieved person" for the purposes of section 53 of the PPIP Act.

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## Privacy access

DCJ received eight applications for access to personal information under section 14 of the PPIP Act (access requests) in 2024–25.

Four access requests were completed during the reporting period and four were carried forward to 2025–26.

## Privacy amendments

DCJ received four applications for the amendment of personal information under section 15 of the PPIP Act (amendment requests) in 2024–25.

Four amendment requests were completed during the reporting period, including one request that was carried forward from 2023–24. One amendment request was carried forward to 2025–26.

## Section 45 complaints

During the reporting period, one complaint was made to the Privacy Commissioner about DCJ under section 45 of the PPIP Act. The complaint has not been finalised as of 30 June 2025.

## Mandatory Notification of Data Breaches Scheme (Part 6A)

During the reporting period, DCJ finalised 11 eligible data breaches under the Mandatory Notification of Data Breaches Scheme established by Part 6A of the PPIP Act.

## 4.5 Infrastructure program

This section lists major works in progress, including the cost of those works to date and the estimated dates of completion. It also includes details of any significant delays, cancellations, or cost overruns in major works.

### DCJ Infrastructure program

#### DCJ – Major works 2024–25

| Project description                                                         | Total estimated cost (\$'000) <sup>1</sup> | Cost up to 30 June 2025 (\$'000) <sup>2</sup> | Expected completion |
|-----------------------------------------------------------------------------|--------------------------------------------|-----------------------------------------------|---------------------|
| <b>New Works</b>                                                            |                                            |                                               |                     |
| New Social Housing                                                          | 9,641,100                                  | 884,261                                       | 2034                |
| <b>Delay</b>                                                                |                                            |                                               |                     |
| Bail System Improvements to Support Domestic Violence Response <sup>3</sup> | 1,153                                      | 1,153                                         | 2025                |
| Increasing Youth Justice Capacity <sup>3</sup>                              | 1,000                                      | -                                             | 2025                |
| Sustaining Critical Infrastructure Program Phase 2 <sup>4</sup>             | 85,438                                     | 85,438                                        | 2025                |
| <b>Works in Progress<sup>4</sup></b>                                        |                                            |                                               |                     |
| Aboriginal Children and Family Centre Program                               | 62,338                                     | 7,038                                         | 2026                |
| Regional Key Worker Housing                                                 | 36,219                                     | 12,981                                        | 2026                |
| Lismore Courthouse Resilience Improvement                                   | 1,945                                      | 121                                           | 2026                |
| Establish the Industrial Court of NSW                                       | 33,797                                     | 8,922                                         | 2027                |
| Digital Court Reform Program Refresh                                        | 7,816                                      | 3,054                                         | 2027                |
| <b>Completed works</b>                                                      |                                            |                                               |                     |
| Maintaining Disability Assets <sup>5</sup>                                  | 821                                        | 821                                           | 2025                |
| Expansion of Audio-Visual Link Facilities                                   | 17,915                                     | 17,941                                        | 2025                |
| NSW Police Force Housing -Flood Housing Program                             | 2,997                                      | 4,157                                         | 2025                |
| Drug Court Expansion <sup>6</sup>                                           | 6,894                                      | 6,894                                         | 2025                |
| Deaths in Custody - Anti-ligature program <sup>6</sup>                      | 747                                        | 747                                           | 2025                |
| Transform Prisoner Rehabilitation <sup>6</sup>                              | 37,159                                     | 37,159                                        | 2025                |

1 “Total estimated cost” is the latest approved estimated cost for the whole project.

2 Cost up to 30 June 2025 is the total cost from project inception through to 30 June 2025.

3 These capital projects are both “New” and “Delay(ed)” projects as at 30 June 2025.

4 “Works in Progress” and “Delay” includes capital projects that require 2024–25 funding to be carried forward to 2025–26. This funding is not guaranteed and will not be included in “Total estimated cost” until the carry forwards are formally approved by Treasury.

5 “Maintaining Disability Assets” capital project is both a “New” and “Completed” Work in 2024–25.

6 These capital projects were transferred to CSNSW as part of the 2024–25 Machinery-of-Government decision to create CSNSW as a separate legal entity. The amounts reported in the above table represent the capital expense prior to Machinery-of-Government.

## DCJ – Major assets by category in 2024–25

| Asset description   | Number of assets |
|---------------------|------------------|
| Land and building   | 1,149            |
| Plant and equipment | 58               |
| Intangible asset    | 18               |

## DCJ – Major acquisitions in 2024–25

In 2024–25, the New Social Housing capital project program has achieved the agreed expenditure target of \$884 million.

## DCJ – Total number and total value of properties disposed of in 2024–25

| Total number of properties disposed | Total value of properties disposed (\$'000) |
|-------------------------------------|---------------------------------------------|
| 2                                   | 8,840                                       |

## LAHC Infrastructure program

### LAHC – Major works 2024–25

| Project description                                  | Total estimated cost (\$'000) <sup>1</sup> | Cost up to 30 June 2025 (\$'000) <sup>2</sup> | Expected completion |
|------------------------------------------------------|--------------------------------------------|-----------------------------------------------|---------------------|
| <b>New Works</b>                                     |                                            |                                               |                     |
| Social Housing - Asset Improvement                   | 1,286,360                                  | 408,666                                       | 2027–28             |
| <b>Works in Progress</b>                             |                                            |                                               |                     |
| Social Housing New Supply – Pilot for Modular Homes  | 8,001                                      | 653                                           | Multiple            |
| Social Housing New Supply – Regional Housing Program | 152,463                                    | 1,441                                         | Multiple            |
| Social Housing New Supply – Other Programs           | 1,593,666                                  | 253,510                                       | Multiple            |
| Social Housing Accelerator Agreement                 | 423,319                                    | 117,298                                       | Multiple            |
| <b>Completed works</b>                               |                                            |                                               |                     |
| Social Housing New Supply – Pilot for Modular Homes  | -                                          | 1,553                                         | 2024–25             |
| Social Housing New Supply – Other Programs           | -                                          | 694,381                                       | 2024–25             |
| Social Housing Accelerator Agreement                 | -                                          | 60,068                                        | 2024–25             |

<sup>1</sup> Total estimated cost is the estimated cost for the whole project.

<sup>2</sup> Cost up to 30 June 2025 is the total cost from project inception through to 30 June 2025.

## LAHC – Major assets by category

| Asset description   | Number of assets |
|---------------------|------------------|
| Land and building   | 9,522            |
| Plant and equipment | -                |
| Intangible asset    | -                |

## LAHC – Major acquisitions in 2024–25

In 2024–25, there were no major acquisitions made by the Land and Housing Corporation.

## LAHC – Total number and total value of properties disposed of in 2024–25<sup>1</sup>

| Total number of properties disposed | Total value of properties disposed ('\$000) |
|-------------------------------------|---------------------------------------------|
| 177                                 | 102,500                                     |

<sup>1</sup> Excludes assets vested to the Minister administering the *Housing Act 2001*, and equity transfers to the Aboriginal Housing Office.

## THA Infrastructure program

### THA – Major works 2024–25

| Project description                          | Total estimated cost (\$'000) <sup>1</sup> | Cost up to 30 June 2025 (\$'000) <sup>2</sup> | Expected completion |
|----------------------------------------------|--------------------------------------------|-----------------------------------------------|---------------------|
| <b>New Works</b>                             |                                            |                                               |                     |
| No new works in 2024–25                      |                                            |                                               |                     |
| <b>Works in Progress</b>                     |                                            |                                               |                     |
| Regional Key Worker Housing New Supply – THA | 99,865                                     | 70,489                                        | 2026                |
| New Housing – Department of Education        | 7,970                                      | 4,951                                         | 2026                |
| <b>Completed works</b>                       |                                            |                                               |                     |
| Salesforce Portal                            | 2,462                                      | 2,608                                         | 2025                |

<sup>1</sup> Total estimated cost is the estimated cost for the whole project.

<sup>2</sup> Cost up to 30 June 2025 is the total cost from project inception through to 30 June 2025.

## THA – Major assets by category

| Asset description   | Number of assets |
|---------------------|------------------|
| Land and building   | -                |
| Plant and equipment | -                |
| Intangible asset    | -                |

## THA – Major acquisitions in 2024–25

In 2024-25, there were no major acquisitions made by the Teacher Housing Authority NSW.

## THA – Total number and total value of properties disposed of in 2024–25

| Total number of properties disposed | Total value of properties disposed (\$'000) |
|-------------------------------------|---------------------------------------------|
| 1                                   | 200                                         |

## AHO Infrastructure program

### AHO – Major works 2024–25

| Project description                                  | Total estimated cost (\$'000) <sup>1</sup> | Cost up to 30 June 2025 (\$'000) <sup>2</sup> | Expected completion |
|------------------------------------------------------|--------------------------------------------|-----------------------------------------------|---------------------|
| <b>New Works</b>                                     |                                            |                                               |                     |
| Aboriginal Housing – New Supply                      | 358,900                                    | -                                             | 2031                |
| Social Housing Accelerator Fund                      | 10,816                                     | -                                             | 2027                |
| <b>Works in Progress</b>                             |                                            |                                               |                     |
| Aboriginal Housing – New Supply                      | 302,428                                    | 26,761                                        | 2034                |
| Aboriginal Housing Maintenance Program               | 105,639                                    | 12,161                                        | 2031                |
| Repairs and maintenance of title transfer properties | 86,270                                     | 8,077                                         | 2034                |
| Social Housing Accelerator Fund                      | 31,467                                     | 11,113                                        | 2027                |
| <b>Completed works</b>                               |                                            |                                               |                     |
| Housing Package                                      | 89,218                                     | 88,838                                        | June 2025           |
| Flood Recovery                                       | 9,000                                      | 9,367                                         | June 2025           |
| Social Housing Accelerator Fund                      | 30,600                                     | 30,702                                        | June 2025           |

<sup>1</sup> Total estimated cost is the estimated cost for the whole project.

<sup>2</sup> Cost up to 30 June 2025 is the total cost from project inception through to 30 June 2025.

## AHO – Major assets by category

| Asset description   | Number of assets |
|---------------------|------------------|
| Land and building   | 813              |
| Plant and equipment | -                |
| Intangible asset    | -                |

AHO – Major acquisitions in 2024–25

In 2024-25, there were no major acquisitions made by the Aboriginal Housing Office.

AHO – Total number and total value of properties disposed of in 2024–25

| Total number of properties disposed | Total value of properties disposed (\$'000) |
|-------------------------------------|---------------------------------------------|
| 6                                   | 4,370                                       |

4.6 Cost benefits of machinery of government changes

Machinery of government changes

Machinery of government (MoG) changes are formally set out in Administrative Arrangements Orders, which are prepared by the Premier's Department under direction from the Premier and issued as legislative instruments under the *Constitution Act 1902*.

The Administrative Arrangements Orders relevant to the 2024–25 financial year were announced on:

- 16 August 2024, Administrative Arrangements (Administrative Changes—Corrective Services NSW) Order 2024, effective from 1 October 2024.
- Under the MOG changes:
- CSNSW is established as a Public Service agency
  - The CSNSW branch of DCJ, other than the Professional Standards and Investigations division of the branch, is transferred to CSNSW.

Cost and benefits of machinery of government changes

This change will make CSNSW a more accountable and transparent agency, with the Commissioner directly accountable to the Minister. This will help support the ongoing cultural and organisational change in CSNSW in response to the Special Commission of Inquiry into Offending by Former Corrections Officer Wayne Astill at Dillwynia Correctional Centre.

The role of Commissioner of Corrective Services will be brought in line with other frontline commissioner roles in the NSW Government, like Fire and Rescue NSW, NSW Rural Fire Service and NSW State Emergency Services. DCJ will continue to have an oversight role for CSNSW and will be responsible for overseeing independent investigations and disciplinary processes. The total associated costs relating to the CSNSW MoG change were minimal, with no additional costs incurred outside business-as-usual activities and internal resources. DCJ continues to support CSNSW within the existing 2024–25 budget.

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## 4.7 Child Safe Action Plan

The Child Safe Scheme, and its 10 Child Safe Standards, commenced on 1 February 2022. It is overseen by the Office of the Children's Guardian and responds to recommendations of the Royal Commission into Institutional Responses to Child Sexual Abuse. The Child Safe Scheme provides an evidence-based framework to support organisations that deliver services to children and young people to be child safe. This is achieved by improving organisational culture, operations, and environments to prevent the abuse and neglect of children and young people, and to improve responses if it does occur.

DCJ, in accordance with its obligations as a prescribed agency under the *Children's Guardian Act 2019*, released its Child Safe Action Plan (CSAP) for 2023–2027, endorsed by the Children's Guardian, in April 2023. The CSAP outlines the strategies and tasks DCJ will implement over the life of the plan to improve child safety within DCJ, and the broader child protection sector across NSW. It details activities being undertaken to build awareness about the importance of child safety; build the capability of child safe organisations to implement the Child Safe Standards; and improve the safety of children in services provided by DCJ and its related bodies (organisations it funds to provide services to children).

The ultimate outcomes DCJ seeks through the implementation of the CSAP are:

- NSW children and young people are safe in the organisations where they learn, play, and live
- reduction in child abuse in organisational settings
- improved reporting of and responses to child abuse.

The DCJ CSAP can be found at: [The Child Safe Action Plan | Communities and Justice](#).

### Child Safe Action Plan implementation

The implementation of the CSAP is an ongoing process to drive continual improvement to child safety across the department's functions and services and those of our funded service partners. The plan focuses on:

- promoting the Child Safe Standards and educating stakeholders about child safety and child rights
- assessing departmental risks and identifying opportunities for service and process improvements
- establishing a framework for monitoring, evaluation, and continual improvement.

During 2024–25, DCJ:

- Launched the Child Safe Policy in October 2024, following an extensive consultation process with internal and external stakeholders. The Child Safe Policy has been uploaded to the DCJ Child Safe webpage at [Child safe related policies | Communities and Justice](#). Multiple channels were used to communicate the policy to DCJ employees, contracted service providers and the community. The Child Safe Policy provides the overarching framework outlining DCJ's approach to ensuring child safety, providing guidance for staff in their interactions with children, and establishing measures to safeguard their wellbeing. It also sets out how DCJ values and, respects children and young people, how it ensures they are informed about and can share their views on matters affecting them and informs stakeholders of rules that apply to adults who interact with children and young people. The Child Safe Policy is consistent with and complemented by a wide range of other policies and procedures for child safety, which are cross-referenced in the policy itself.
- Progressed the review and update of DCJ policies and procedures to clearly align with the obligations and objectives of the Scheme and Standards. This included reviewing a number of Child Protection and OOHCC Casework Practice Mandates and YJNSW policies and procedures.
- Commenced a review of the DCJ Code of Ethical Conduct to ensure alignment with the Scheme and Standards.
- Continued planning for a Child Safe training package for DCJ staff. The Child Safe webpages on DCJ's website were updated in March 2025 with additional resources, information and links to Office of the Children's Guardian resources for related bodies to assist them to develop good practice in being a child safe organisation.

- Collaborated with the Office of the Children's Guardian to deliver multiple information and training sessions for DCJ staff and service providers on the Scheme and Standards, including: a webinar for DCJ staff in October 2024, which provided a broad introduction to the Scheme and Standards and how they apply to DCJ; a webinar in March 2025 aimed at DCJ-funded service providers; and a webinar in May 2025 aimed at ACCOs funded by DCJ to provide child and family related services.
- Conducted the second annual survey of DCJ staff to continue to gauge levels of awareness of the Scheme and Standards, and general understanding of child safety issues. In 2025, 736 survey responses were received, representing a 36 per cent increase in responses from the first survey in 2024. Results indicated that staff awareness of the Scheme and Standards, and DCJ's obligations as a child safe organisation and prescribed agency have increased year on year.
- Made progress in supporting implementation of the Child Safe Standards by related bodies by delivering targeted webinars, updating information and resources on the DCJ webpages and widely promoting the Child Safe Policy. DCJ will continue to promote the Child Safe Standards and associated resources for related bodies.

## 4.8 NSW Government response to Royal Commission into Institutional Responses to Child Sexual Abuse

DCJ continues to implement agreed actions under the NSW Government response to the Royal Commission into Institutional Responses to Child Sexual Abuse. Key updates on DCJ's progress in 2024–25 are outlined below.

DCJ and NSW Health have designed and co-commissioned the Pathways to Safety and Support pilot to improve access to collaborative interagency responses that ensure safety and support for children and young people presenting with, and impacted by, problematic and harmful sexual behaviours (PHSB). The Pathways to Safety and Support pilot will establish a centralised intake and referral hub with locally based Family Support, Counselling and Coordination roles designed to support children and young people up to the age of 17 years who have displayed PHSB.

The Benevolent Society will deliver the Pathways to Safety and Support pilot across the Hunter New England Local Health District from August 2025 to 30 June 2026. The pilot will build on existing tertiary services such as NSW Health Safe Wayz program and New Street Services by increasing capacity in the non-government sector to provide early intervention to problematic sexual behaviours by children and young people.

DCJ and NSW Health are also co-commissioning a PHSB Clearinghouse and Strategic Research to Practice Alliance to bring together expertise on PHSB and develop and drive the long-term 'research to practice' agenda on PHSB. The Research to Practice Alliance will provide a high-quality, accessible evidence base on effective approaches to identifying, preventing, and responding to PHSB, and strengthen workforce capability by offering practical support to professionals working with children, young people, and their parents or carers.

The Disrupting Child Sexual Exploitation project, aimed at improving the response to child sexual exploitation for children and young people in residential care, concluded in 2024. DCJ, the NSW Police Force, the University of Sydney, and MacKillop Family Services contributed funding to pilot the Disrupting Child Sexual Exploitation project in Blacktown. In 2024–25, the Australian Research Council developed several research articles in relation to the Disrupting Child Sexual Exploitation project, exploring workforce capacities and policing approaches.

DCJ has made improvements to further embed the Aboriginal and Torres Strait Islander Child Placement Principle into casework practice, aligning with recommendation 12.20 of the Royal Commission into Institutional Responses to Child Sexual Abuse. In April 2025, DCJ implemented a comprehensive suite of updates to its information management system, including a new functionality to formally record the involvement of Support Network Members, such as family, friends and community, in field assessments, meetings and consultations. Processes for recording information about a child's Indigenous status have also been significantly improved to support accurate and early identification and correction. Updates have also been made to ensure thorough documentation of cultural information gathering and Active Efforts undertaken to support family preservation; restore children to their parents where they have been removed; or if that is not possible, place them with family, kin or community.

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DCJ is working to better support children with disability in OOHC, which will build on efforts to implement recommendation 12.21 of the Royal Commission into Institutional Responses to Child Sexual Abuse. An e-learning module is being developed for DCJ staff working directly with people with disability, including children and families. DCJ is also developing a Disability Resource Kit to increase the knowledge, competency and confidence of staff working with people with disability.

DCJ is continuing to work collaboratively with all jurisdictions, the Aboriginal Leadership Group and Aboriginal stakeholders to implement Safe and Supported: the National Framework for Protecting Australia's Children 2021–2031. This 10-year framework was developed in response to recommendations of the Royal Commission into Institutional Responses to Child Sexual Abuse, and aims to improve the lives of children, young people and families experiencing disadvantage or who are vulnerable to abuse and neglect. In addition to progressing a range of jurisdictional and national activities, DCJ is co-leading the following with Secretariat of National Aboriginal and Islander Child Care and the Australian Capital Territory:

- Action 5.d. of the Safe and Supported: Aboriginal and Torres Strait Islander First Action Plan 2023–2026 – report annually on state/territory Aboriginal and Torres Strait Islander Child Placement Principle indicators and progress towards implementation of national indicators.
- Action 8.a. of the Safe and Supported: First Action Plan 2023–2026 – enhance capacity and capability for all child and family organisations to implement the five elements of the Aboriginal and Torres Strait Islander Child Placement Principle to the standard of active efforts.

Progress on Safe and Supported actions is monitored through the Safe and Supported governance structure and reported to the Shared Decision-Making Committee, comprising of Community Services Ministers and the Aboriginal and Torres Strait Islander Leadership Group.

DCJ is also continuing to work with all jurisdictions to implement the National Strategy to Prevent and Respond to Child Sexual Abuse 2021–2030. DCJ, with the Victorian Department of Education, has continued to lead national work to develop models to implement the national child safety and wellbeing information sharing scheme recommended by the Royal Commission.

## 4.9 The Surveillance Devices Act 2007 and Report of the Surveillance Devices Commissioner

### Statistical information about section 45A of the *Surveillance Devices Act 2007*

| Section 45A <i>Surveillance Devices Act 2007</i>                                                                                                                                                                                                                 |                                                                                                    | 2024–25 |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|---------|
| The number of matters in which the advice of the Attorney General has been sought in respect of a prospective application for a warrant*<br>* This does not include applications made for the extension of an initial warrant or variation of an initial warrant | Notices received pursuant to section 17(5A) and section 25(5A) in relation to pending applications | 798     |
|                                                                                                                                                                                                                                                                  | Notices culminating in consultation (Attorney General's delegate with applicant agency)            | 277     |
|                                                                                                                                                                                                                                                                  | Consultation culminating in further development of warrant application                             | 238     |
| The number of applications for a warrant that have been made                                                                                                                                                                                                     |                                                                                                    | 796     |
| The number of applications in which the Attorney General was heard before the Judge or Magistrate in the determination of the application                                                                                                                        | Written submissions                                                                                | 147     |
|                                                                                                                                                                                                                                                                  | In-person submissions                                                                              | 1       |
| The number of applications that were withdrawn before being determined                                                                                                                                                                                           | Notices served pursuant to section 17(5A) but application not made to eligible Judge               | 8       |
|                                                                                                                                                                                                                                                                  | Applications made to eligible Judge but withdrawn prior to determination                           | 3       |
| The number of applications that were refused                                                                                                                                                                                                                     |                                                                                                    | 24      |
| The number of warrants in respect of which a direction was given under section 52(1) to supply information to a person about the warrant or use of a surveillance device (or both)                                                                               |                                                                                                    | 0       |

### Report of the Surveillance Devices Commissioner

#### Introduction

The Surveillance Devices Commissioner (SD Commissioner) exercises functions of the Attorney General under Parts 3 and 5 of the *Surveillance Devices Act 2007* (the SDA) through a delegation under section 51B of the Act. The functions involve the SD Commissioner:

- receiving notice of pending warrant applications
- retaining a right to be heard on each application
- receiving reports in relation to the use made by applicant agencies of the surveillance devices authorised by issued warrants.

In addition to these delegated legislative functions, the SD Commissioner exercises a general leadership role in promoting the objects of the SDA and ensuring the integrity and efficacy of its administration.

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## Regulation of Surveillance Device Act warrant application

The SD Commissioner received notices of pending applications by law enforcement agencies and exercised (or refrained from exercising) the right to be heard on each application. The SD Commissioner, in exercising these functions used his position to ensure that eligible Judges are placed in a primary position to make the assessments as to the merit or otherwise of applications. The SD Commissioner reviewed each pending application and worked with applicant agencies to address any apparent deficiencies. In appropriate circumstances the SD Commissioner furnished written submissions to assist the presiding eligible Judge or to otherwise protect the public interest.

The SD Commissioner continued to work with applicant agencies to enhance the processes associated with SDA warrant applications. He provided advice in written materials and in lectures to applicant agencies in relation to preferred forms of information for use in warrant applications and preferred ways of representing such information. He similarly provided guidance in relation to maintaining a concise and relevant strategic focus in the preparation of warrant applications.

## Regulation of ‘use’ of Surveillance Device Act authority

The SD Commissioner received reports on the use of SDA authority that were required from law enforcement agencies under section 44 of the SDA. He routinely sought clarification when the information provided fell short of statutory requirements and responded to disclosed SDA breaches or any other apparent malpractice.

## Accountability and data use

In the reporting year, the SD Commissioner continued to promote the provision of an expanded report on SDA operations to Parliament under section 45 of the SDA. The SD Commissioner prepared and submitted feedback reports to each applicant agency.

During 2024–25, the Office of the SD Commissioner introduced a revamped web page within the DCJ website. This can be accessed at [NSW Surveillance Devices Commissioner](#). This site now provides a one-stop-shop for all publicly available information in relation to the administration of the SDA and the operations of the SD Commissioner. An extended annual report by the SD Commissioner can also be accessed at this site.

## 4.10 Report of the Commissioner of Victim Rights

### As required by section 13(5) *Victims Rights and Support Act 2013 (NSW)*

Under the direction of the Commissioner of Victims Rights, Victims Services provides access to counselling and financial assistance to victims of violent crime in NSW under the Victims Support Scheme, promotes the Charter of Victims Rights and delivers programs to support victims of crime.

### Providing access to victims support under the Victims Support Scheme

#### Applications received for victims support

##### Total applications received by support type

|                                | All applications | Applications where victim identifies as Aboriginal and Torres Strait Islander <sup>1</sup> |                                      |
|--------------------------------|------------------|--------------------------------------------------------------------------------------------|--------------------------------------|
|                                |                  | Number of applications                                                                     | Percentage of total (%) <sup>3</sup> |
| Counselling                    | 35,520           | 6,367                                                                                      | 17.9                                 |
| Financial Support <sup>2</sup> | 9,521            | 1,930                                                                                      | 20.3                                 |
| Recognition Payment            | 23,066           | 5,128                                                                                      | 22.2                                 |

<sup>1</sup> It is optional for applicants to disclose whether they are of Aboriginal and Torres Strait Islander origin.

<sup>2</sup> This includes financial support applications for immediate needs and economic loss and funeral expenses.

<sup>3</sup> Percentage of total applications received for support type.

##### Total applications received by gender and support type

| Gender       | Counselling   | Financial support <sup>1</sup> | Recognition payment |
|--------------|---------------|--------------------------------|---------------------|
| Female       | 27,586        | 7,804                          | 16,947              |
| Male         | 7,686         | 1,657                          | 6,037               |
| Non-specific | 248           | 60                             | 82                  |
| <b>Total</b> | <b>35,520</b> | <b>9,521</b>                   | <b>23,066</b>       |

<sup>1</sup> This includes financial support applications for immediate needs, economic loss and funeral expenses.

## Applications received by act of violence (all)

|                                            | Counselling   |                         | Financial Support <sup>1</sup> |                         | Recognition payment |                         |
|--------------------------------------------|---------------|-------------------------|--------------------------------|-------------------------|---------------------|-------------------------|
|                                            | Applications  | Percentage of total (%) | Applications                   | Percentage of total (%) | Applications        | Percentage of total (%) |
| Domestic/<br>Family<br>Violence<br>(adult) | 14,086        | 39.7                    | 6,929                          | 72.8                    | 8,953               | 38.8                    |
| Domestic/<br>Family<br>Violence<br>(child) | 6,790         | 19.1                    | 340                            | 3.6                     | 1,721               | 7.5                     |
| Sexual<br>Assault<br>(adult)               | 2,708         | 7.6                     | 336                            | 3.5                     | 2,110               | 9.1                     |
| Sexual<br>Assault<br>(child)               | 7,049         | 19.8                    | 234                            | 2.4                     | 4,671               | 20.3                    |
| Homicide                                   | 216           | 0.6                     | 180                            | 1.9                     | 148                 | 0.6                     |
| Other acts of<br>violence                  | 4,671         | 13.2                    | 1,502                          | 15.8                    | 5,463               | 23.7                    |
| <b>Total</b>                               | <b>35,520</b> | <b>100</b>              | <b>9,521</b>                   | <b>100</b>              | <b>23,066</b>       | <b>100</b>              |

<sup>1</sup> This includes financial support applications for immediate needs, economic loss and funeral expenses.

## Applications received by act of violence (where victim identifies as Aboriginal and Torres Strait Islander<sup>1</sup>)

|                                   | Counselling  |                         | Financial Support <sup>2</sup> |                         | Recognition payment |                         |
|-----------------------------------|--------------|-------------------------|--------------------------------|-------------------------|---------------------|-------------------------|
|                                   | Applications | Percentage of total (%) | Applications                   | Percentage of total (%) | Applications        | Percentage of total (%) |
| Domestic/ Family Violence (adult) | 2,422        | 38.0                    | 1,502                          | 77.8                    | 2,207               | 43.0                    |
| Domestic/ Family Violence (child) | 1,253        | 19.7                    | 100                            | 5.2                     | 398                 | 7.8                     |
| Sexual Assault (adult)            | 370          | 5.8                     | 54                             | 2.8                     | 354                 | 6.9                     |
| Sexual Assault (child)            | 1,457        | 22.9                    | 51                             | 2.6                     | 1,141               | 22.3                    |
| Homicide                          | 27           | 0.4                     | 6                              | 0.3                     | 11                  | 0.2                     |
| Other acts of violence            | 838          | 13.2                    | 217                            | 11.3                    | 1,017               | 19.8                    |
| <b>Total</b>                      | <b>6,367</b> | <b>100</b>              | <b>1,930</b>                   | <b>100</b>              | <b>5,128</b>        | <b>100</b>              |

1 It is optional for applicants to disclose whether they are of Aboriginal and Torres Strait Islander origin.

2 This includes financial support applications for immediate needs, economic loss and funeral expenses.

## Applications for counselling

### Outcomes of counselling applications

|           | All applications | Applications where victim identifies as Aboriginal and Torres Strait Islander <sup>1</sup> |
|-----------|------------------|--------------------------------------------------------------------------------------------|
| Total     | 35,707           | 6,408                                                                                      |
| Approved  | 35,678           | 6,402                                                                                      |
| Dismissed | 21               | 2                                                                                          |
| Withdrawn | 8                | 4                                                                                          |

Note: Applications determined may include applications received from previous financial years.

1 It is optional for applicants to disclose whether they are of Aboriginal and Torres Strait Islander origin.

## Outcomes of counselling applications by act of violence

|                                                                                            |                                  | Total         | Approved      | Dismissed | Withdrawn |
|--------------------------------------------------------------------------------------------|----------------------------------|---------------|---------------|-----------|-----------|
| All applications                                                                           | Domestic/Family Violence (adult) | 14,153        | 14,143        | 7         | 3         |
|                                                                                            | Domestic/Family Violence (child) | 6,844         | 6,842         | 2         | 0         |
|                                                                                            | Sexual Assault (adult)           | 2,728         | 2,723         | 3         | 2         |
|                                                                                            | Sexual Assault (child)           | 7,085         | 7,083         | 2         | 0         |
|                                                                                            | Homicide                         | 219           | 216           | 2         | 1         |
|                                                                                            | Other acts of violence           | 4,678         | 4,671         | 5         | 2         |
|                                                                                            | <b>Total</b>                     | <b>35,707</b> | <b>35,678</b> | <b>21</b> | <b>8</b>  |
| Applications where victim identifies as Aboriginal and Torres Strait Islander <sup>1</sup> | Domestic/Family Violence (adult) | 2,440         | 2,439         | 1         | 0         |
|                                                                                            | Domestic/Family Violence (child) | 1,255         | 1,255         | 0         | 0         |
|                                                                                            | Sexual Assault (adult)           | 374           | 372           | 0         | 2         |
|                                                                                            | Sexual Assault (child)           | 1,465         | 1,465         | 0         | 0         |
|                                                                                            | Homicide                         | 25            | 24            | 0         | 1         |
|                                                                                            | Other acts of violence           | 849           | 847           | 1         | 1         |
|                                                                                            | <b>Total</b>                     | <b>6,408</b>  | <b>6,402</b>  | <b>2</b>  | <b>4</b>  |

Note: Applications determined may include applications received from previous financial years.

<sup>1</sup> It is optional for applicants to disclose whether they are of Aboriginal and Torres Strait Islander origin.

## Applications for financial assistance for immediate needs

### Outcomes of claim items for financial assistance for immediate needs<sup>1</sup>

|           | All claim items | Claim items where victim identifies as Aboriginal and Torres Strait Islander <sup>2</sup> |
|-----------|-----------------|-------------------------------------------------------------------------------------------|
| Total     | 35,117          | 7,826                                                                                     |
| Approved  | 12,972          | 2,486                                                                                     |
| Dismissed | 22,144          | 5,340                                                                                     |
| Withdrawn | 1               | 0                                                                                         |

Note: Applications determined may include applications received from previous financial years.

<sup>1</sup> An application may claim multiple expenses/costs. Each expense/cost is a separate claim item.

<sup>2</sup> It is optional for applicants to disclose whether they are of Aboriginal and Torres Strait Islander origin.

## Outcomes of claim items for financial assistance for immediate needs by act of violence<sup>1</sup>

|                                                                                      |                                  | Total         | Approved      | Dismissed     | Withdrawn |
|--------------------------------------------------------------------------------------|----------------------------------|---------------|---------------|---------------|-----------|
| All claims                                                                           | Domestic/Family Violence (adult) | 29,038        | 10,695        | 18,342        | 1         |
|                                                                                      | Domestic/Family Violence (child) | 1,358         | 444           | 914           | 0         |
|                                                                                      | Sexual Assault (adult)           | 1,142         | 336           | 806           | 0         |
|                                                                                      | Sexual Assault (child)           | 333           | 120           | 213           | 0         |
|                                                                                      | Homicide                         | 379           | 250           | 129           | 0         |
|                                                                                      | Other acts of violence           | 2,867         | 1,127         | 1,740         | 0         |
|                                                                                      | <b>Total</b>                     | <b>35,117</b> | <b>12,972</b> | <b>22,144</b> | <b>1</b>  |
| Claims where victim identifies as Aboriginal and Torres Strait Islander <sup>2</sup> | Domestic/Family Violence (adult) | 6,685         | 2,149         | 4,536         | 0         |
|                                                                                      | Domestic/Family Violence (child) | 386           | 126           | 260           | 0         |
|                                                                                      | Sexual Assault (adult)           | 215           | 51            | 164           | 0         |
|                                                                                      | Sexual Assault (child)           | 66            | 19            | 47            | 0         |
|                                                                                      | Homicide                         | 4             | 2             | 2             | 0         |
|                                                                                      | Other acts of violence           | 470           | 139           | 331           | 0         |
|                                                                                      | <b>Total</b>                     | <b>7,826</b>  | <b>2,486</b>  | <b>5,340</b>  | <b>0</b>  |

Note: Applications determined may include applications received from previous financial years.

1 An application may claim multiple expenses/costs. Each expense/cost is a separate claim item.

2 It is optional for applicants to disclose whether they are of Aboriginal and Torres Strait Islander origin.

## Top five reasons for dismissal — claim items for financial assistance for immediate needs<sup>1</sup>

| Top five financial assistance for immediate needs claim items by dismissal reason | All         |                         | Where victim identifies as Aboriginal and Torres Strait Islander <sup>2</sup> |                                      |
|-----------------------------------------------------------------------------------|-------------|-------------------------|-------------------------------------------------------------------------------|--------------------------------------|
|                                                                                   | Claim items | Percentage of total (%) | Claim items                                                                   | Percentage of total (%) <sup>3</sup> |
| Act of violence - no offence/violent conduct -19(1)(a) and (b)                    | 4,916       | 22.2                    | 847                                                                           | 15.9                                 |
| Expense immediate needs - not urgent/not health, safety, wellbeing                | 4,780       | 21.6                    | 1,209                                                                         | 22.6                                 |
| Expense - not a direct result of the act of violence                              | 3,771       | 17.0                    | 948                                                                           | 17.8                                 |
| Expense - conditions of previous approval not met                                 | 3,364       | 15.2                    | 1,187                                                                         | 22.2                                 |
| Maximum cap reached                                                               | 2,671       | 12.1                    | 591                                                                           | 11.1                                 |

Note: Applications determined may include applications received from previous financial years.

1 An application may claim multiple expenses/costs. Each expense/cost is a separate claim item.

2 It is optional for applicants to disclose whether they are of Aboriginal and Torres Strait Islander origin.

3 Percentage of dismissed claim items where victim identifies as Aboriginal and Torres Strait Islander.

## Applications for financial assistance for economic loss

### Outcomes of claim items for financial assistance for economic loss<sup>1</sup>

|           | All claim items | Claim items where victim identifies as Aboriginal and Torres Strait Islander <sup>2</sup> |
|-----------|-----------------|-------------------------------------------------------------------------------------------|
| Total     | 5,437           | 466                                                                                       |
| Approved  | 2,535           | 188                                                                                       |
| Dismissed | 2,895           | 278                                                                                       |
| Withdrawn | 7               | 0                                                                                         |

Note: Applications determined may include applications received from previous financial years.

1 An application may claim multiple expenses/costs. Each expense/cost is a separate claim item.

2 It is optional for applicants to disclose whether they are of Aboriginal and Torres Strait Islander origin.

## Outcomes of claim items for financial assistance for economic loss by act of violence<sup>1</sup>

|                                                                                      |                                  | Total        | Approved     | Dismissed    | Withdrawn |
|--------------------------------------------------------------------------------------|----------------------------------|--------------|--------------|--------------|-----------|
| All claims                                                                           | Domestic/Family Violence (adult) | 1,555        | 477          | 1,077        | 1         |
|                                                                                      | Domestic/Family Violence (child) | 147          | 45           | 102          | 0         |
|                                                                                      | Sexual Assault (adult)           | 328          | 148          | 180          | 0         |
|                                                                                      | Sexual Assault (child)           | 675          | 304          | 371          | 0         |
|                                                                                      | Homicide                         | 288          | 196          | 92           | 0         |
|                                                                                      | Other acts of violence           | 2,444        | 1,365        | 1,073        | 6         |
|                                                                                      | <b>Total</b>                     | <b>5,437</b> | <b>2,535</b> | <b>2,895</b> | <b>7</b>  |
| Claims where victim identifies as Aboriginal and Torres Strait Islander <sup>2</sup> | Domestic/Family Violence (adult) | 119          | 32           | 87           | 0         |
|                                                                                      | Domestic/Family Violence (child) | 13           | 3            | 10           | 0         |
|                                                                                      | Sexual Assault (adult)           | 53           | 28           | 25           | 0         |
|                                                                                      | Sexual Assault (child)           | 76           | 16           | 60           | 0         |
|                                                                                      | Homicide                         | 19           | 6            | 13           | 0         |
|                                                                                      | Other acts of violence           | 186          | 103          | 83           | 0         |
|                                                                                      | <b>Total</b>                     | <b>466</b>   | <b>188</b>   | <b>278</b>   | <b>0</b>  |

Note: Applications determined may include applications received from previous financial years.

1 An application may claim multiple expenses/costs. Each expense/cost is a separate claim item.

2 It is optional for applicants to disclose whether they are of Aboriginal and Torres Strait Islander origin.

## Top five reasons for dismissal — claim items for financial assistance for economic loss

| Top five financial assistance for economic loss claim items by dismissal reason <sup>1</sup> | All         |                         | Where victim identifies as Aboriginal and Torres Strait Islander <sup>2</sup> |                                      |
|----------------------------------------------------------------------------------------------|-------------|-------------------------|-------------------------------------------------------------------------------|--------------------------------------|
|                                                                                              | Claim items | Percentage of total (%) | Claim items                                                                   | Percentage of total (%) <sup>3</sup> |
| Expense - not a direct result of the act of violence                                         | 1,394       | 48.2                    | 125                                                                           | 45.0                                 |
| Act of violence - no offence/violent conduct - 19(1)(a) and (b)                              | 333         | 11.5                    | 28                                                                            | 10.1                                 |
| Expense loss of earnings – actual loss not established                                       | 202         | 7.0                     | 17                                                                            | 6.1                                  |
| Documentary evidence unverified                                                              | 108         | 3.7                     | 14                                                                            | 5.0                                  |
| Expense – conditions of previous approval not met                                            | 101         | 3.5                     | 15                                                                            | 5.4                                  |

Note: Applications determined may include applications received from previous financial years.

1 An application may claim multiple expenses/costs. Each expense/cost is a separate claim item.

2 It is optional for applicants to disclose whether they are of Aboriginal and Torres Strait Islander origin.

3 Percentage of dismissed claim items where victim identifies as Aboriginal and Torres Strait Islander.

## Applications for recognition payment

### Outcomes of recognition payment applications

|           | All applications | Applications where victim identifies as Aboriginal and Torres Strait Islander <sup>1</sup> |
|-----------|------------------|--------------------------------------------------------------------------------------------|
| Total     | 22,054           | 4,670                                                                                      |
| Approved  | 12,305           | 2,300                                                                                      |
| Dismissed | 4,384            | 947                                                                                        |
| Withdrawn | 1                | 1                                                                                          |
| Lapsed    | 5,364            | 1,422                                                                                      |

Note: Applications determined may include applications received from previous financial years.

1 It is optional for applicants to disclose whether they are of Aboriginal and Torres Strait Islander origin.

## Outcomes of recognition payment applications by act of violence

|                                                                                            |                                  | Total         | Approved      | Dismissed    | Withdrawn | Lapsed       |
|--------------------------------------------------------------------------------------------|----------------------------------|---------------|---------------|--------------|-----------|--------------|
| All applications                                                                           | Domestic/Family Violence (adult) | 8,749         | 3,999         | 1,724        | 0         | 3,026        |
|                                                                                            | Domestic/Family Violence (child) | 1,635         | 995           | 271          | 0         | 369          |
|                                                                                            | Sexual Assault (adult)           | 1,938         | 1,199         | 468          | 0         | 271          |
|                                                                                            | Sexual Assault (child)           | 4,442         | 2,986         | 888          | 0         | 568          |
|                                                                                            | Homicide                         | 183           | 119           | 57           | 1         | 6            |
|                                                                                            | Other acts of violence           | 5,107         | 3,007         | 976          | 0         | 1,124        |
|                                                                                            | <b>Total</b>                     | <b>22,054</b> | <b>12,305</b> | <b>4,384</b> | <b>1</b>  | <b>5,364</b> |
| Applications where victim identifies as Aboriginal and Torres Strait Islander <sup>1</sup> | Domestic/Family Violence (adult) | 2,054         | 846           | 356          | 0         | 852          |
|                                                                                            | Domestic/Family Violence (child) | 379           | 199           | 64           | 0         | 116          |
|                                                                                            | Sexual Assault (adult)           | 296           | 169           | 72           | 0         | 55           |
|                                                                                            | Sexual Assault (child)           | 1,049         | 618           | 266          | 0         | 165          |
|                                                                                            | Homicide                         | 17            | 6             | 8            | 1         | 2            |
|                                                                                            | Other acts of violence           | 875           | 462           | 181          | 0         | 232          |
|                                                                                            | <b>Total</b>                     | <b>4,670</b>  | <b>2,300</b>  | <b>947</b>   | <b>1</b>  | <b>1,422</b> |

Note: Applications determined may include applications received from previous financial years.

<sup>1</sup> It is optional for applicants to disclose whether they are of Aboriginal and Torres Strait Islander origin.

## Applications awarded a recognition payment by category of payment

A recognition payment is a lump sum payment made in acknowledgment of the trauma suffered by a victim of an act of violence or act of modern slavery. The *Victims Rights and Support Act 2013* sets out the four categories of recognition payments:

- **Category A** payments are only available to family victims of an act of violence involving homicide
- **Category B** payments are available to primary victims of an act of violence involving certain sexual offences
- **Category C** payments are available to primary victims of an act of violence involving certain sexual offences, assault resulting in grievous bodily harm and physical assault of a child that involves a series of related acts
- **Category D** payments are available to primary victims of an act of violence involving certain sexual offences, a robbery involving violence and an assault not resulting in grievous bodily harm.

## Applications awarded a recognition payment by category of payment

|                         |                                  | All applications | Applications where victim identifies as Aboriginal and Torres Strait Islander <sup>1</sup> |
|-------------------------|----------------------------------|------------------|--------------------------------------------------------------------------------------------|
| Category A              |                                  | 116              | 6                                                                                          |
| Category B <sup>2</sup> | Sexual Assault (adult)           | 702              | 93                                                                                         |
|                         | Sexual Assault (child)           | 2,263            | 458                                                                                        |
|                         | <b>Total</b>                     | <b>2,965</b>     | <b>551</b>                                                                                 |
| Category C              | Domestic/Family Violence (adult) | 315              | 87                                                                                         |
|                         | Domestic/Family Violence (child) | 589              | 104                                                                                        |
|                         | Sexual Assault (adult)           | 503              | 71                                                                                         |
|                         | Sexual Assault (child)           | 562              | 125                                                                                        |
|                         | Other acts of violence           | 991              | 182                                                                                        |
|                         | <b>Total</b>                     | <b>2,960</b>     | <b>569</b>                                                                                 |
| Category D              | Domestic/Family Violence (adult) | 3,491            | 735                                                                                        |
|                         | Domestic/Family Violence (child) | 361              | 86                                                                                         |
|                         | Sexual Assault (adult)           | 188              | 29                                                                                         |
|                         | Sexual Assault (child)           | 208              | 44                                                                                         |
|                         | Other acts of violence           | 2,016            | 280                                                                                        |
|                         | <b>Total</b>                     | <b>6,264</b>     | <b>1,174</b>                                                                               |

Note: Applications determined may include applications received from previous financial years.

<sup>1</sup> It is optional for applicants to disclose whether they are of Aboriginal and Torres Strait Islander origin.

<sup>2</sup> May include sexual assault in a domestic relationship.

## Top five reasons for dismissal — applications for recognition payment

| Top five recognition payment by dismissal reason                | All          |                         | Where victim identifies as Aboriginal and Torres Strait Islander <sup>1</sup> |                                      |
|-----------------------------------------------------------------|--------------|-------------------------|-------------------------------------------------------------------------------|--------------------------------------|
|                                                                 | Applications | Percentage of total (%) | Applications                                                                  | Percentage of total (%) <sup>2</sup> |
| Act of violence – no offence/violent conduct - 19(1)(a) and (b) | 2,266        | 51.7                    | 469                                                                           | 49.5                                 |
| Section 39 – Evidence does not verify injury                    | 476          | 10.9                    | 131                                                                           | 13.8                                 |
| Section 39 – Evidence does not establish act of violence        | 463          | 10.6                    | 90                                                                            | 9.5                                  |
| Act of violence considered on another application               | 369          | 8.4                     | 95                                                                            | 10.0                                 |
| Act of violence – no injury - 19(1)(c)                          | 168          | 3.8                     | 26                                                                            | 2.7                                  |

Note: Applications determined may include applications received from previous financial years.

1 It is optional for applicants to disclose whether they are of Aboriginal and Torres Strait Islander origin.

2 Percentage of dismissed applications where victim identifies as Aboriginal and Torres Strait Islander.

## Service standards

| Service                                                  | Service standard    | 2024–25 Median      |
|----------------------------------------------------------|---------------------|---------------------|
| Response time on Victims Access Line                     | Less than 2 minutes | 1 minute 12 seconds |
| Registering applications                                 | 2 days              | 1 day               |
| Time to determine counselling                            | 2 days              | 1 day               |
| Time to determine financial assistance — immediate needs | 14 days             | 8 days              |
| Time to determine financial assistance — economic loss   | 28 days             | 17 days             |
| Time to determine recognition payments                   | 90 days             | 70 days             |

Note: All days are calendar days.

## Average amount awarded

| Act of Violence                  | Immediate Needs (\$) | Economic Loss (\$) | Recognition Payment (\$) |
|----------------------------------|----------------------|--------------------|--------------------------|
| Total (for all acts of violence) | 3,619                | 2,733              | 4,473                    |
| Domestic/Family Violence (adult) | 3,940                | 2,650              | 2,186                    |
| Domestic/Family Violence (child) | 3,917                | 4,606              | 3,956                    |
| Sexual Assault (adult)           | 2,997                | 2,089              | 6,570                    |
| Sexual Assault (child)           | 2,898                | 1,997              | 8,467                    |
| Homicide                         | 2,082                | 2,324              | 10,088                   |
| Other acts of violence           | 1,789                | 3,012              | 2,661                    |

Once an applicant is found to be eligible for support, maximum amounts provided are fixed by regulation according to the applicable category of recognition payment and expenses or lost earnings claimed as a result of the act. Amounts may be paid over five years, as claims for financial assistance remain open for that period. As a result, this data does not represent the total an individual victim may receive over the life of their claim.

## Victims support given

In 2024–25, the following was provided in victims support:

- \$48.8 million was paid in counselling support to victims of crime
- \$18.5 million was awarded for financial assistance for immediate needs
- \$2.3 million was awarded for financial assistance for economic loss
- \$55.0 million was awarded for recognition payments.

## Breakdown of victims support given by act of violence type

|                                  | Paid in counselling support (\$million) | Awarded for financial assistance for immediate needs (\$million) | Awarded for financial assistance for economic loss (\$million) | Awarded for recognition payments (\$million) |
|----------------------------------|-----------------------------------------|------------------------------------------------------------------|----------------------------------------------------------------|----------------------------------------------|
| Domestic/Family Violence (adult) | 14.4                                    | 16.0                                                             | 0.5                                                            | 8.7                                          |
| Domestic/Family Violence (child) | 9.3                                     | 0.6                                                              | 0.06                                                           | 3.9                                          |
| Sexual Assault (adult)           | 3.4                                     | 0.4                                                              | 0.1                                                            | 7.9                                          |
| Sexual Assault (child)           | 16.6                                    | 0.2                                                              | 0.2                                                            | 25.3                                         |
| Homicide                         | 0.3                                     | 0.2                                                              | 0.1                                                            | 1.2                                          |
| Other acts of violence           | 4.8                                     | 1.1                                                              | 1.3                                                            | 8.0                                          |
| <b>Total</b>                     | <b>48.8</b>                             | <b>18.5</b>                                                      | <b>2.3</b>                                                     | <b>55.0</b>                                  |

## Applications for reviews

The *Victims Rights and Support Act 2013* provides a mechanism for internal review of decisions regarding applications made for victims support. Victims may lodge additional information when requesting an internal review which may increase the amount awarded.

There were 2,697 requests for internal review lodged in 2024–25. For the 3,226 requests finalised in 2024–25:

- 1,307 requests were approved and awarded an increased amount of victims support
- 276 requests were approved for the same amount of victims support
- 1,628 requests were dismissed
- 15 requests were withdrawn.

Note: Requests finalised may include requests received from previous financial years.

Under the *Victims Rights and Support Act 2013*, victims not satisfied with recognition payment decisions can lodge an application with the NCAT.

In 2024–25 there were 88 applications for external review lodged in NCAT relating to victims support matters. 78 applications were finalised:

|                                                         | External review relating to victims support matters |
|---------------------------------------------------------|-----------------------------------------------------|
| Dismissed affirming the Commissioner's decision         | 17                                                  |
| Dismissed with variation to the Commissioner's decision | N/A                                                 |
| Withdrawn by the applicant                              | 7                                                   |
| Settled prior to hearing                                | 38                                                  |
| Set aside the Commissioner's decision                   | 16                                                  |

Note: Applications finalised may include applications received from previous financial years.

## Recovering amounts paid from convicted offenders

Part 5 of the *Victims Rights and Support Act 2013* enables payments made to victims under the Victims Support Scheme to be recovered from persons found guilty of the crime relating to the payments. If the offender does not pay the restitution amount, that amount will be transferred to Revenue NSW for debt collection.

Financial information relating to restitution orders is disclosed in the Department's financial statements in Volume 3.

In 2024–25, there were 1,698 restitution orders issued. For the 333 objections determined in 2024–25:

|                             |     |
|-----------------------------|-----|
| Restitution order confirmed | 286 |
| Restitution order reduced   | 25  |
| Restitution order revoked   | 22  |

Note: Objections determined may include objections received from previous financial years.

In 2024–25, there were 19 applications for external review lodged in NCAT relating to restitution orders. 20 applications were finalised:

|                                                         | External review relating to restitution orders |
|---------------------------------------------------------|------------------------------------------------|
| Dismissed affirming the Commissioner's decision         | 2                                              |
| Dismissed with variation to the Commissioner's decision | 8                                              |
| Withdrawn by the applicant                              | 3                                              |
| Settled prior to hearing                                | 7                                              |
| Set aside the Commissioner's decision                   | 0                                              |

Note: Applications finalised may include applications received from previous financial years.

In 2024–25 there was one application to the NSW Court of Appeal, made by an offender, relating to a restitution order. That appeal was dismissed.

## Providing information to victims of crime

### Raising awareness about victims support

In 2024–25, Victims Services delivered 48 presentations, including tailored information sessions, to various forums and government and NGOs to raise awareness about the Victims Support Scheme and educate attendees about the available support, eligibility and how to access support.

In total, 747 people attended the sessions, including representatives from domestic, family and sexual violence support services, programs and services supporting children and young people, health and medical services, the NSW Police Force and YJNSW, as well as general medical practitioners and religious and community leaders.

### Improved information and resources about the Victims Support Scheme

A new Victims Support Scheme Fact Sheet for Family Members of a Homicide Victim was published in December 2024. This fact sheet, along with an updated Family Victims Travel Expense Claim form, is now available on a dedicated webpage on the Victims Services website which consolidates relevant information and access to forms for family members of homicide victims.

Additional form improvements delivered in 2024–25 include the revised Claim for Immediate Needs Support Package, Claim for Expenses and Application for an Internal Review.

### Enabling access to support for family members of a road crime victim

Legislative amendments to the *Victims Rights and Support Act 2013*, introduced by the *Victims Rights and Support Amendment (Victims Support Counselling) Act 2024*, came into effect on 1 February 2025. The amendments extend the counselling support available through the Victims Support Scheme to family members of someone who died as a result of a road crime in NSW.

A new Application for Counselling for a Family Member of a Road Crime Victim and a dedicated webpage outlining the available support, eligibility and how to apply were published on the Victims Services website, enabling family members of road crime victims to access information and apply for counselling support from 1 February 2025.

## Service Complaints

There were 40 complaints about service delivery received in 2024–25. Of these, 25 related to counsellors engaged under the Victims Support Scheme.

41 complaints were resolved, and 11 complaints are pending as at 30 June 2025.

Note: Service complaints resolved and pending may include service complaints received from previous financial years.

Operational policies, procedures and practice are regularly reviewed and updated to improve delivery of services. Complaints raising systematic issues are considered routinely as part of ongoing continuous improvement work.

## Charter of Victims Rights

The Charter of Victims Rights ensures that a victim is treated with courtesy, compassion, and respect.

The Commissioner receives complaints from victims of crime about alleged breaches of the Charter of Victims Rights by NSW government agencies and government-funded organisations, and endeavours to resolve these complaints under the *Victims Rights and Support Act 2013*.

In 2024–25, the Commissioner received 25 complaints under the Charter of Victims Rights:

| Agency                                            | Complaints received |
|---------------------------------------------------|---------------------|
| NSW Health                                        | 2                   |
| NSW Office of the Director of Public Prosecutions | 3                   |
| NSW Police Force                                  | 17                  |
| Department of Communities and Justice             | 3                   |
| Corrective Services NSW                           | 1                   |
| Other <sup>1</sup>                                | 4                   |

Note: A charter complaint may relate to more than one agency

<sup>1</sup> Charter complaint relates to an agency not covered under the Charter of Victims Rights

In 2024–25, 21 complaints under the Charter of Victims Rights were finalised:

| Agency                                            | Complaints finalised |
|---------------------------------------------------|----------------------|
| NSW Health                                        | 2                    |
| NSW Office of the Director of Public Prosecutions | 2                    |
| NSW Police Force                                  | 14                   |
| Department of Communities and Justice             | 3                    |
| Corrective Services NSW                           | 1                    |
| Other <sup>1</sup>                                | 4                    |

Note: Four charter complaints are pending as at 30 June 2025. Charter complaints finalised and pending may include charter complaints received from previous financial years. A charter complaint may relate to more than one agency.

<sup>1</sup> Charter complaint relates to an agency not covered under the Charter of Victims Rights.

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## 4.11 Risk management and insurance

### Risk management activities

DCJ is committed to the proactive management of risk, recognising that risk management is an integral part of sound management practice and an essential element of good corporate governance. DCJ maintains an effective Enterprise Risk Management Framework (ERMF) to comply with the NSW Treasury Policy: Internal Audit and Risk Management for the General Government Sector (TPP20-08) and consistent with ISO31000:2018 Risk Management Standard.

DCJ's ERMF aims to provide greater assurance that it will achieve its objectives and realise its outcomes by minimising threats and seizing opportunities. It realises this using a consistent risk management process wherever decisions are being made. This includes projects, functions, and activities at all levels.

The ERMF sets out the arrangements for the management of risk within the Department, promoting a risk aware culture and providing a tool for leadership to manage existing and emerging risks across all activities.

### Business Continuity Management

The DCJ Business Continuity Management approach is closely aligned with international best practices, including the Business Continuity Management Systems standard (ISO 22301:2019), and the NSW Treasury's Organisational Resilience: Practitioner Guide for NSW Public Sector Organisations (TPP18-07). This alignment provides a consistent and structured framework for enhancing organisational resilience through robust business continuity planning and plans. The approach is specifically designed to minimise disruption to the Department's critical services, systems, and processes, and to enable a coordinated, cross-divisional response to operational disruptions.

The DCJ Business Continuity Management Policy reinforces this approach by setting minimum requirements to implement appropriate controls and processes across the department. The Business Continuity Management policy has had a renewed focus this year to provide a stronger focus on compliance, expanded policy functions and resources, as well as a response structure which, if required, can be scaled according to impact and risk to better align with criticality.

The policy has been effectively applied at DCJ to support major incidents, including IT outages and extreme weather events. In March 2025, Ex-Tropical Cyclone Alfred significantly threatened DCJ staff, services, and infrastructure in Northern NSW, a region still recovering from prior flood events. The Resilience and Emergency Coordination Team was activated to lead the Department's emergency response, initiating early warnings, activating the Emergency Management Model, and developing a Regional Preparedness Plan. Throughout the event, the team coordinated cross-agency meetings, supported business continuity planning and plans activations, and managed site closures, enabling regional teams to focus on local operations to ensure continuity of service.

A commitment to continuous improvement underpins the DCJ Business Continuity Management policy, with regular reviews and updates to policies, procedures, and operational processes. This ensures the Department remains responsive to emerging risks and evolving conditions and improving its capability to mitigate future disruptions.

### Internal audit

In accordance with TPP20-08, DCJ maintains an Internal Audit function which provides independent and objective assurance and advisory services designed to improve the Department's operations, risk management, controls and governance processes.

Internal Audit is headed by the Chief Audit Executive, who reports functionally to the Audit and Risk Committee (ARC). The purpose, authority and responsibility of Internal Audit are set out in its Charter, approved by the Secretary.

During 2024–25, Internal Audit undertook various reviews across DCJ business areas, including Homes NSW entities (LAHC, AHO and THA), in accordance with the approved Internal Audit Plan and as requested by management.

Internal Audit services were delivered under a co-sourced service delivery model i.e., using a combination of in-house resources and appropriately qualified third-party service providers.

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## Audit and risk committees

In line with the requirements of TPP20-08, DCJ operates a principal department-led and a collaborative shared ARC. During 2024–25 the principal department-led i.e., DCJ ARC provided oversight for:

- DCJ
- Crown Solicitor's Office
- Legal Profession Admission Board, and
- Office of the Ageing and Disability Commissioner.

The DCJ ARC also continued to provide oversight for CSNSW as part of the transition arrangement under the MoG changes that established CSNSW as a Public Service agency from 1 October 2024.

A collaborative shared arrangement was established for an independent Homes NSW ARC following the MoG change effective 1 February 2024. During 2024–25, the Homes NSW ARC provided oversight for LAHC, AHO, and THA.

As per the respective Audit and Risk Committee Charters, the DCJ and Homes NSW ARC continued its advisory role in assisting the Accountable Authorities of the participating agencies with relevant and timely advice on their entities' governance processes, risk and control activities in addition to external accountability obligations.

During the year, the Chief Audit Executive reported to the DCJ and Homes NSW ARCs on the most significant internal audit findings, reports and related recommendations. In addition, members of senior management from various business areas were invited to give deep dive presentations focusing on their key risks.

The DCJ ARC which is composed of five independent members including the Chair has met seven times in 2024–25. The number of meetings each independent member attended are as follows:

- Independent Chair, Jan McClelland – seven
- Independent Member, Ian Gillespie – seven
- Independent Member, Malcom Clinch – six
- Independent Member, Jennifer Palmer – five
- Independent Member, Sally Pearce – six
- Independent Member, Abby Bloom – one
- Independent Member, Chistine Feldmanis – one.

The Homes NSW ARC which is composed of three independent members including the Chair has met seven times in 2024–25. The number of meetings each independent member attended are as follows:

- Independent Chair, Jan McClelland – seven
- Independent Member, Ian Gillespie – seven
- Independent Member, Alan Zammit – seven.

## Insurance for DCJ and John Williams Memorial Charitable Trust

Insurance is provided for all major assets and significant risks through the NSW Government self-insurance scheme – the NSW Treasury Management Fund. This includes workers compensation, motor vehicle, property, public and legal liability and miscellaneous insurance cover.

QBE Insurance historically managed DCJ's workers compensation product, however from July 2025 all new claims are managed by Allianz with existing claims to transition to Allianz in September 2025. Gallagher Bassett (with the support of icare Technical Claims Leaders) manages the department's General Lines insurance related products e.g. Motor Vehicle, Property, Liability and Miscellaneous.

DCJ monitors its claims experience regularly through strategic quarterly engagements with icare and their claim service provider (QBE Insurance and Allianz) with a focus on workplace health and safety and establishing timely return to work outcomes. Refer to *Part 5.1 Work health and safety* for further information on workers compensation insurance claims and cost statistics.

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## Number of claims, costs incurred and average cost for the department in 2024–25

|                        | No. of claims | Total costs of accidents \$ <sup>1</sup> | Average cost \$ |
|------------------------|---------------|------------------------------------------|-----------------|
| Motor vehicle accident | 701           | 4,153,263                                | 5,925           |
| Property               | 76            | 10,693,416                               | 140,703         |
| Miscellaneous          | 2             | 42,307                                   | 21,153          |

Source: icare Portal Dashboard

<sup>1</sup> Total costs incurred = Latest estimate + amount paid – amount recovered. This is used to understand the whole and true value of a claim.

## Public Liability Claims

The estimated outstanding value of potential claims in 2024–25 against the current public liability policy (subject to Treasury Managed Fund actuarial assessment) is \$217,413,466.

## 4.12 Internal audit and risk management attestation statements

### Internal Audit and Risk Management Attestation Statement for the 2024–25 Financial Year for the Department of Communities and Justice

I, Michael Tidball am of the opinion that the Department of Communities and Justice has internal audit and risk management processes in operation that are, excluding the exemptions or transitional arrangements described below, compliant with the seven (7) Core Requirements set out in the *Internal Audit and Risk Management Policy for the General Government Sector*, specifically:

| Core Requirements                                                                                                                                                                                                                                                                                                                         | For each requirement, please specify whether compliant, non-compliant, or in transition |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|
| <b>Risk Management Framework</b>                                                                                                                                                                                                                                                                                                          |                                                                                         |
| 1.1 The Accountable Authority shall accept ultimate responsibility and accountability for risk management in the agency.                                                                                                                                                                                                                  | Compliant                                                                               |
| 1.2 The Accountable Authority shall establish and maintain a risk management framework that is appropriate for the agency. The Accountable Authority shall ensure the framework is consistent with AS ISO 31000:2018.                                                                                                                     | Compliant                                                                               |
| <b>Internal Audit Function</b>                                                                                                                                                                                                                                                                                                            |                                                                                         |
| 2.1 The Accountable Authority shall establish and maintain an internal audit function that is appropriate for the agency and fit for purpose.                                                                                                                                                                                             | Compliant                                                                               |
| 2.2 The Accountable Authority shall ensure the internal audit function operates consistent with the International Standards for Professional Practice for Internal Auditing.                                                                                                                                                              | Compliant                                                                               |
| 2.3 The Accountable Authority shall ensure the agency has an Internal Audit Charter that is consistent with the content of the 'model charter'.                                                                                                                                                                                           | Compliant                                                                               |
| <b>Audit and Risk Committee</b>                                                                                                                                                                                                                                                                                                           |                                                                                         |
| 3.1 The Accountable Authority shall establish and maintain efficient and effective arrangements for independent Audit and Risk Committee oversight to provide advice and guidance to the Accountable Authority on the agency's governance processes, risk management and control frameworks, and its external accountability obligations. | Compliant                                                                               |
| 3.2 The Accountable Authority shall ensure the Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'.                                                                                                                                                                                         | Compliant                                                                               |

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## Membership

The independent chair and members of the Audit and Risk Committee are:

- Independent Chair 1, Jan McClelland, 1 August 2024 to 31 July 2027 (*1 February 2024 to 31 July 2024 appointed as an Independent Member for a six-month transition period prior to being appointed as the Independent Chair*)
- \*Independent Chair 2, Carolyn Burlew, 1 August 2019 to 31 July 2024
- Independent Member 1, Ian Gillespie, 14 July 2021 to 13 July 2028
- Independent Member 2, Malcolm Clinch, 1 August 2024 to 31 July 2028
- Independent Member 3, Sally Pearce, 1 August 2024 to 31 July 2027
- Independent Member 4, Jennifer Palmer, 1 August 2024 to 31 July 2027
- Independent Member 5, Christine Feldmanis, 1 August 2019 to 31 July 2024
- Independent Member 6, Abby Bloom, 1 August 2019 to 31 July 2024

**\*Note:** Former Independent Chair, Carolyn Burlew's contract ended on 31 July 2024. Carolyn was on leave in July and hence did not attend any meetings in FY2024-25.

## Shared Arrangements

I, Michael Tidball advise that the Department of Communities and Justice has entered into an approved shared arrangement with the following agencies:

- Crown Solicitor's Office
- Legal Profession Admission Board
- Office of the Ageing and Disability Commissioner

The resources shared include the Audit and Risk Committee, the Chief Audit Executive and the internal audit functions. The shared Audit and Risk Committee is a Principal Department Led Shared Audit and Risk Committee.



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Michael Tidball  
Secretary  
**Department of Communities and Justice**  
30 September 2025

Agency Contact:  
Lakshmi Satyanarayana  
Director Internal Audit and Chief Audit Executive  
Contact: [cae@dcj.nsw.gov.au](mailto:cae@dcj.nsw.gov.au)

## Internal Audit and Risk Management Attestation Statement for the 2024–25 Financial Year for the Aboriginal Housing Office

I, Michael Tidball, Secretary, am of the opinion that the Aboriginal Housing Office has internal audit and risk management processes in operation that are compliant with the seven (7) Core Requirements set out in the *Internal Audit and Risk Management Policy for the NSW Public Sector*, specifically:

### Core Requirements

#### Risk Management Framework

- |     |                                                                                                                                                                                                                       |           |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| 1.1 | The Accountable Authority shall accept ultimate responsibility and accountability for risk management in the agency.                                                                                                  | Compliant |
| 1.2 | The Accountable Authority shall establish and maintain a risk management framework that is appropriate for the agency. The Accountable Authority shall ensure the framework is consistent with AS/NZS ISO 31000:2018. | Compliant |

#### Internal Audit Function

- |     |                                                                                                                                                                          |           |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| 2.1 | The Accountable Authority shall establish and maintain an internal audit function that is appropriate for the agency and fit for purpose.                                | Compliant |
| 2.2 | The Accountable Authority shall ensure the internal audit function operates consistent with the International Standards for Professional Practice for Internal Auditing. | Compliant |
| 2.3 | The Accountable Authority shall ensure the agency has an Internal Audit Charter that is consistent with the content of the 'model charter'.                              | Compliant |

#### Audit and Risk Committee

- |     |                                                                                                                                                                                                                                                                                                                                       |           |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| 3.1 | The Accountable Authority shall establish and maintain efficient and effective arrangements for independent Audit and Risk Committee oversight to provide advice and guidance to the Accountable Authority on the agency's governance processes, risk management and control frameworks, and its external accountability obligations. | Compliant |
| 3.2 | The Accountable Authority shall ensure the Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'.                                                                                                                                                                                         | Compliant |

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## **Membership**

The chair and members of the Risk and Audit Committee are:

- Independent Chair, Jan McClelland, 1 February 2024 to 31 January 2028
- Independent Member 1, Ian Gillespie, 1 February 2024 to 31 January 2027
- Independent Member 2, Alan Zammit, 1 February 2024 to 31 January 2026

## **Shared Arrangements**

I, Michael Tidball, Secretary, advise that Aboriginal Housing Office, has entered into an approved shared arrangement comprising the following agencies:

- NSW Land and Housing Corporation
- Aboriginal Housing Office
- Teacher Housing Authority of NSW

The resources shared include the Audit and Risk Committee, the Chief Audit Executive, and the internal audit function. The shared Audit and Risk Committee is a collaborative shared Audit and Risk Committee.



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Michael Tidball  
Secretary  
**Department of Communities and Justice**  
2 October 2025

Agency Contact:  
Lakshmi Satyanarayana  
Director Internal Audit and Chief Audit Executive  
cae@dcj.nsw.gov.au

## Internal Audit and Risk Management Attestation Statement for the 2024–25 Financial Year for the NSW Land and Housing Corporation

I, Michael Tidball, Secretary, am of the opinion that the NSW Land and Housing Corporation<sup>1</sup> has internal audit and risk management processes in operation that are compliant with the seven (7) Core Requirements set out in the *Internal Audit and Risk Management Policy for the NSW Public Sector*, specifically:

### Core Requirements

#### Risk Management Framework

- |     |                                                                                                                                                                                                                       |           |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| 1.1 | The Accountable Authority shall accept ultimate responsibility and accountability for risk management in the agency.                                                                                                  | Compliant |
| 1.2 | The Accountable Authority shall establish and maintain a risk management framework that is appropriate for the agency. The Accountable Authority shall ensure the framework is consistent with AS/NZS ISO 31000:2018. | Compliant |

#### Internal Audit Function

- |     |                                                                                                                                                                          |           |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| 2.1 | The Accountable Authority shall establish and maintain an internal audit function that is appropriate for the agency and fit for purpose.                                | Compliant |
| 2.2 | The Accountable Authority shall ensure the internal audit function operates consistent with the International Standards for Professional Practice for Internal Auditing. | Compliant |
| 2.3 | The Accountable Authority shall ensure the agency has an Internal Audit Charter that is consistent with the content of the 'model charter'.                              | Compliant |

#### Audit and Risk Committee

- |     |                                                                                                                                                                                                                                                                                                                                       |           |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| 3.1 | The Accountable Authority shall establish and maintain efficient and effective arrangements for independent Audit and Risk Committee oversight to provide advice and guidance to the Accountable Authority on the agency's governance processes, risk management and control frameworks, and its external accountability obligations. | Compliant |
| 3.2 | The Accountable Authority shall ensure the Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'.                                                                                                                                                                                         | Compliant |

<sup>1</sup> Legal Entity Name

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## Membership

The chair and members of the Risk and Audit Committee are:

- Independent Chair, Jan McClelland, 1 February 2024 to 31 January 2028
- Independent Member 1, Ian Gillespie, 1 February 2024 to 31 January 2027
- Independent Member 2, Alan Zammit, 1 February 2024 to 31 January 2026

## Shared Arrangements

I, Michael Tidball, Secretary, advise that NSW Land and Housing Corporation, has entered into an approved shared arrangement comprising the following agencies:

- NSW Land and Housing Corporation
- Aboriginal Housing Office
- Teacher Housing Authority of NSW

The resources shared include the Audit and Risk Committee, the Chief Audit Executive, and the internal audit function. The shared Audit and Risk Committee is a collaborative shared Audit and Risk Committee.



---

Michael Tidball  
Secretary  
**Department of Communities and Justice**  
2 October 2025

Agency Contact:  
Lakshmi Satyanarayana  
Director Internal Audit and Chief Audit Executive  
[cae@dcj.nsw.gov.au](mailto:cae@dcj.nsw.gov.au)

## Internal Audit and Risk Management Attestation Statement for the 2024–25 Financial Year for the Teacher Housing Authority of NSW

I, Bonde Ilievski, Board Chair, Teacher Housing Authority of NSW, am of the opinion that the Teacher Housing Authority has internal audit and risk management processes in operation that are compliant with the seven (7) Core Requirements set out in the *Internal Audit and Risk Management Policy for the NSW Public Sector*, specifically:

### Core Requirements

---

#### Risk Management Framework

- |     |                                                                                                                                                                                                                       |           |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| 1.1 | The Accountable Authority shall accept ultimate responsibility and accountability for risk management in the agency.                                                                                                  | Compliant |
| 1.2 | The Accountable Authority shall establish and maintain a risk management framework that is appropriate for the agency. The Accountable Authority shall ensure the framework is consistent with AS/NZS ISO 31000:2018. | Compliant |

---

#### Internal Audit Function

- |     |                                                                                                                                                                          |           |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| 2.1 | The Accountable Authority shall establish and maintain an internal audit function that is appropriate for the agency and fit for purpose.                                | Compliant |
| 2.2 | The Accountable Authority shall ensure the internal audit function operates consistent with the International Standards for Professional Practice for Internal Auditing. | Compliant |
| 2.3 | The Accountable Authority shall ensure the agency has an Internal Audit Charter that is consistent with the content of the 'model charter'.                              | Compliant |

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#### Audit and Risk Committee

- |     |                                                                                                                                                                                                                                                                                                                                       |           |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| 3.1 | The Accountable Authority shall establish and maintain efficient and effective arrangements for independent Audit and Risk Committee oversight to provide advice and guidance to the Accountable Authority on the agency's governance processes, risk management and control frameworks, and its external accountability obligations. | Compliant |
| 3.2 | The Accountable Authority shall ensure the Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'.                                                                                                                                                                                         | Compliant |

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## Membership

The chair and members of the Risk and Audit Committee are:

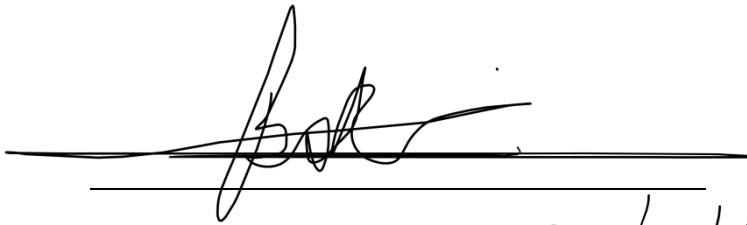
- Independent Chair, Jan McClelland, 1 February 2024 to 31 January 2028
- Independent Member 1, Ian Gillespie, 1 February 2024 to 31 January 2027
- Independent Member 2, Alan Zammit, 1 February 2024 to 31 January 2026

## Shared Arrangements

I, Bonde Ilievski, advise that the Teacher Housing Authority of NSW has entered into an approved shared arrangement comprising the following agencies:

- NSW Land and Housing Corporation
- Aboriginal Housing Office
- Teacher Housing Authority of NSW

The resources shared include the Audit and Risk Committee, the Chief Audit Executive, and the internal audit function. The shared Audit and Risk Committee is a collaborative shared Audit and Risk Committee.

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Bonde Ilievski  
A/Board Chair  
Teacher Housing Authority

30/9/25

Agency Contact:  
Lakshmi Satyanarayana  
Director Internal Audit and Chief Audit Executive  
cae@dcj.nsw.gov.au

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## 4.13 Legislation administered

### Legislation administered as at 30 June 2025

The following legislation was administered by DCJ on behalf of our Ministers for the 2024–25 financial year:

#### Attorney General

- *Administrative Decisions Review Act 1997*
- *Anglican Church of Australia (Bodies Corporate) Act 1938*
- *Animals Act 1977*
- *Anti-Discrimination Act 1977*
- *Antiochian Orthodox Church Property Trust Act 1993*
- *Application of Laws (Coastal Sea) Act 1980*
- *Australian Mutual Provident Society Act 1988*
- *Australian Mutual Provident Society (Demutualisation and Reconstruction) Act 1997*
- *Bail Act 2013*
- *Benevolent Society (Reconstitution) Act 1998*
- *Births, Deaths and Marriages Registration Act 1995*, jointly with the Minister for Customer Service and Digital Government
- *Charitable Trusts Act 1993*
- *Child Protection (Offenders Prohibition Orders) Act 2004*, jointly with the Minister for Police and Counter-terrorism
- *Children (Criminal Proceedings) Act 1987*
- *Children (Protection and Parental Responsibility) Act 1997*
- *Children's Court Act 1987*
- *Choice of Law (Limitation Periods) Act 1993*
- *Christian Israelite Church Property Trust Act 2007*
- *Churches of Christ in New South Wales Incorporation Act 1947*
- *Churches of Christ, Scientist, Incorporation Act 1962*
- *Civil and Administrative Tribunal Act 2013*
- *Civil Liability Act 2002 No 22*
- *Civil Liability (Third Party Claims Against Insurers) Act 2017*
- *Civil Procedure Act 2005*
- *Claim Farming Practices Prohibition Act 2025*
- *Classification (Publications, Films and Computer Games) Enforcement Act 1995*
- *Commercial Arbitration Act 2010*
- *Common Carriers Act 1902*
- *Commonwealth Bank (Interpretation) Act 1953*
- *Commonwealth Places (Administration of Laws) Act 1970*
- *Commonwealth Powers (De Facto Relationships) Act 2003*
- *Commonwealth Powers (Family Law—Children) Act 1986*
- *Community Justice Centres Act 1983*
- *Compensation to Relatives Act 1897*

- 
- *Confiscation of Proceeds of Crime Act 1989*
  - *Constitutional Powers (Coastal Waters) Act 1979*
  - *Conversion Practices Ban Act 2024*
  - *Co-operative Schemes (Administrative Actions) Act 2001*
  - *Coptic Orthodox Church (NSW) Property Trust Act 1990*
  - *Coroners Act 2009*
  - *Corporations (Administrative Actions) Act 2001*
  - *Corporations (Ancillary Provisions) Act 2001*
  - *Corporations (Commonwealth Powers) Act 2001*
  - *Corporations (New South Wales) Act 1990*
  - *Costs in Criminal Cases Act 1967*
  - *Council of Law Reporting Act 1969*
  - *Court Information Act 2010*
  - *Court Security Act 2005*
  - *Court Suppression and Non-publication Orders Act 2010*
  - *Crimes Act 1900*
  - *Crimes (Administration of Sentences) Act 1999, section 183(2)(a)*
  - *Crimes (Appeal and Review) Act 2001*
  - *Crimes at Sea Act 1998*
  - *Crimes (Criminal Organisations Control) Act 2012*
  - *Crimes (Domestic and Personal Violence) Act 2007*
  - *Crimes (Forensic Procedures) Act 2000*
  - *Crimes (High Risk Offenders) Act 2006*
  - *Crimes Prevention Act 1916*
  - *Crimes (Sentencing Procedure) Act 1999*
  - *Crimes (Serious Crime Prevention Orders) Act 2016*
  - *Criminal Appeal Act 1912*
  - *Criminal Procedure Act 1986*
  - *Criminal Records Act 1991*
  - *Crown Advocate Act 1979*
  - *Crown Proceedings Act 1988*
  - *Crown Prosecutors Act 1986*
  - *Defamation Act 2005*
  - *Director of Public Prosecutions Act 1986*
  - *District Court Act 1973*
  - *Dividing Fences Act 1991*
  - *Domicile Act 1979*
  - *Dormant Funds Act 1942*
  - *Drug Court Act 1998*
  - *Drug Misuse and Trafficking Act 1985, whole Act (except Part 2A, jointly the Minister for Health and the Minister for Police and Counter-terrorism)*

- 
- *Dust Diseases Tribunal Act 1989*
  - *Electronic Transactions Act 2000*
  - *Employees Liability Act 1991*
  - *Essential Services Act 1988*, whole Act (except Parts 1 and 2)
  - *Evidence Act 1995*
  - *Evidence (Audio and Audio Visual Links) Act 1998*
  - *Evidence on Commission Act 1995*
  - *Factors (Mercantile Agents) Act 1923*
  - *Federal Courts (State Jurisdiction) Act 1999*
  - *Felons (Civil Proceedings) Act 1981*
  - *Financial Transaction Reports Act 1992*
  - *Fines Act 1996*, Part 2, Divisions 1 and 2 and sections 13, 120 (in so far as it relates to registrars of the courts and the Sheriff) and 123
  - *Forfeiture Act 1995*
  - *Frustrated Contracts Act 1978*
  - *Government Information (Information Commissioner) Act 2009*, jointly with the Minister for Customer Service and Digital Government
  - *Government Information (Public Access) Act 2009*, jointly with the Minister for Customer Service and Digital Government
  - *Graffiti Control Act 2008*, whole Act (except Part 4, jointly with the Minister for Local Government)
  - *Greek Orthodox Archdiocese of Australia Consolidated Trust Act 1994*
  - *Guardianship Act 1987*
  - *Guardianship of Infants Act 1916*
  - *Habitual Criminals Act 1957*
  - *Health Practitioner Regulation (Adoption of National Law) Act 2009*, section 4 in so far as it applies the *Health Practitioner Regulation National Law (NSW)*, section 165B as a law of New South Wales, and the *Health Practitioner Regulation National Law (NSW)*, section 165B
  - *Holy Apostolic Catholic Assyrian Church of the East Property Trust Act 1992*
  - *Hunters Hill Congregational Church Property Trust Act 2013*
  - *Imperial Acts Application Act 1969*
  - *Inclosed Lands Protection Act 1901*
  - *Industrial Relations Act 1996*, (a) sections 147, 149, and 150, Chapter 4, Part 3, sections 155, 159(2), 164(2) and (3), 168, 180, 185(2)(d)–(e), 196, 197, 197B, 207 and 208, Chapter 7, Part 3 section 407 (in relation to provisions administered by the Attorney General); Schedule 2 (in relation to judicial members) and Schedule 4 (in relation to provisions administered by the Attorney General). (b) sections 148, 156, and 157 and Schedule 2 (except in relation to judicial members), jointly with the Minister for Industrial Relations
  - *Infants' Custody and Settlements Act 1899*
  - *Insurance Act 1902*
  - *Insurance (Application of Laws) Act 1986*
  - *James Hardie (Civil Liability) Act 2005*
  - *James Hardie (Civil Penalty Compensation Release) Act 2005*
  - *James Hardie Former Subsidiaries (Winding up and Administration) Act 2005*
  - *Judges' Pensions Act 1953*

- 
- *Judicial Office (Papua New Guinea) Act 1979*
  - *Judicial Officers Act 1986*
  - *Jurisdiction of Courts (Cross-vesting) Act 1987*
  - *Jurisdiction of Courts (Foreign Land) Act 1989*
  - *Jury Act 1977*
  - *Justices of the Peace Act 2002*
  - *Land and Environment Court Act 1979*
  - *Law and Justice Foundation Act 2000*
  - *Law Enforcement (Powers and Responsibilities) Act 2002*, jointly with the Minister for Police and Counter-terrorism
  - *Law Reform Commission Act 1967*
  - *Law Reform (Law and Equity) Act 1972*
  - *Law Reform (Miscellaneous Provisions) Act 1944*
  - *Law Reform (Miscellaneous Provisions) Act 1946*
  - *Law Reform (Miscellaneous Provisions) Act 1965*
  - *Law Reform (Vicarious Liability) Act 1983*
  - *Legal Aid Commission Act 1979*
  - *Legal Profession Uniform Law Application Act 2014* and the *Legal Profession Uniform Law (NSW)*
  - *Lie Detectors Act 1983*
  - *Limitation Act 1969*
  - *Local Court Act 2007*
  - *Lutheran Church of Australia (New South Wales District) Property Trust Act 1982*
  - *Mandatory Disease Testing Act 2021*, jointly with the Minister for Police and Counter-terrorism
  - *Marketable Securities Act 1970*
  - *Married Persons (Equality of Status) Act 1996*
  - *Mental Health and Cognitive Impairment Forensic Provisions Act 2020*, whole Act except — (a) Parts 5 and 7 (b) Part 9, jointly with the Minister for Health
  - *Methodist Church of Samoa in Australia Property Trust Act 1998*
  - *Mining Act 1992*, section 293
  - *Minors (Property and Contracts) Act 1970*
  - *Modern Slavery Act 2018*
  - *Moratorium Act 1932*
  - *National Redress Scheme for Institutional Child Sexual Abuse (Commonwealth Powers) Act 2018*
  - *NextSense Act 1998*
  - *Norfolk Island Administration Act 2016*
  - *NSW Trustee and Guardian Act 2009*
  - *Oaths Act 1900*
  - *Parliamentary Papers (Supplementary Provisions) Act 1975*
  - *Partnership Act 1892*, whole Act (except in so far as it relates to the functions of the Registrar of the register of limited partnerships and incorporated limited partnerships and to the setting of fees to be charged for maintaining that register, jointly with the Minister for Better Regulation and Fair Trading)

- 
- *Personal Injury Commission Act 2020*, (a) sections 7(1), (2), (6) and (7) and 16 and Schedule 2, clause 15, jointly with the Minister for Customer Service and Digital Government. (b) sections 7(4), 8–10, 14 and 15, Schedule 1, clause 7 and Schedule 2, clauses 1–14, 16 and 17, solely
  - *Personal Property Securities (Commonwealth Powers) Act 2009*, whole Act (except Schedule 1, Part 2, Division 2 and Schedule 1, clause 24, jointly with the Minister for Better Regulation and Fair Trading)
  - *Piracy Punishment Act 1902*
  - *Presbyterian Church of Australia Act 1971*
  - *Pre-Trial Diversion of Offenders Act 1985*
  - *Printing and Newspapers Act 1973*
  - *Privacy and Personal Information Protection Act 1998*, jointly with the Minister for Customer Service and Digital Government
  - *Probate and Administration Act 1898*
  - *Property (Relationships) Act 1984*
  - *Public Defenders Act 1995*
  - *Public Notaries Act 1997*
  - *Recovery of Imposts Act 1963*
  - *Relationships Register Act 2010*, jointly with the Minister for Customer Service and Digital Government
  - *Reorganised Church of Jesus Christ of Latter-Day Saints Trust Property Act 1959*
  - *Restraints of Trade Act 1976*
  - *Restricted Premises Act 1943*
  - *Roman Catholic Church Communities' Lands Act 1942*
  - *Roman Catholic Church Trust Property Act 1936*
  - *Royal Blind Society (Merger) Act 2005*
  - *Russian Orthodox Church (NSW) Property Trust Act 1991*
  - *Sale of Goods Act 1923*
  - *Sale of Goods (Vienna Convention) Act 1986*
  - *Scout Association of Australia (New South Wales Branch) Incorporation Act 1928*
  - *Sea-Carriage Documents Act 1997*
  - *Sheriff Act 2005*
  - *Solicitor General Act 1969*
  - *St. Shenouda Coptic Orthodox Monastery (NSW) Property Trust Act 2014*
  - *Standard Time Act 1987*
  - *Status of Children Act 1996*
  - *Stewards' Foundation of Christian Brethren Act 1989*
  - *Succession Act 2006*
  - *Suitors' Fund Act 1951*
  - *Summary Offences Act 1988*
  - *Sunday (Service of Process) Act 1984*
  - *Supreme Court Act 1970*
  - *Surrogacy Act 2010*
  - *Surveillance Devices Act 2007*

- 
- *Telecommunications (Interception and Access) (New South Wales) Act 1987*
  - *Terrorism (Commonwealth Powers) Act 2002*
  - *Terrorism (High Risk Offenders) Act 2017*
  - *Terrorism (Police Powers) Act 2002*
  - *Trees (Disputes Between Neighbours) Act 2006*
  - *Trustee Act 1925*
  - *Trustee Companies Act 1964*
  - *Unauthorised Documents Act 1922*
  - *Uniting Church in Australia Act 1977*
  - *Vexatious Proceedings Act 2008*
  - *Victims Rights and Support Act 2013*
  - *Westpac Banking Corporation (Transfer of Incorporation) Act 2000*
  - *Witnesses Examination Act 1900*
  - *Workplace Surveillance Act 2005*
  - *Young Men's Christian Association of Sydney Incorporation Act 1906*
  - *Young Offenders Act 1997*, whole Act (except sections 49, 60 and 61 and Schedule 1)

### **Minister for Veterans**

- *Anzac Memorial (Building) Act 1923*
- *Discharged Servicemen's Badges Act 1964*
- *RSL NSW Act 2018*

### **Minister for the Prevention of Domestic Violence and Sexual Assault**

- Nil

### **Minister for Corrections**

- *Crimes (Administration of Sentences) Act 1999*, whole Act (except section 183(2)(a))
- *Crimes (Interstate Transfer of Community Based Sentences) Act 2004*
- *Inspector of Custodial Services Act 2012*
- *International Transfer of Prisoners (New South Wales) Act 1997*
- *Parole Orders (Transfer) Act 1983*
- *Prisoners (Interstate Transfer) Act 1982*

### **Minister for Families and Communities**

- *Adoption Act 2000*
- *Child Protection (International Measures) Act 2006*
- *Child Protection (Working with Children) Act 2012*
- *Children and Young Persons (Care and Protection) Act 1998*
- *Children's Guardian Act 2019*
- *Community Services (Complaints, Reviews and Monitoring) Act 1993*, jointly with the Minister for Disability Inclusion and the Minister for Seniors
- *Community Welfare Act 1987*, whole Act (except Part 5 and any other provisions of that Act in so far as they relate to functions under Part 5)

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## Minister for Disability Inclusion

- *Ageing and Disability Commissioner Act 2019*, jointly with the Minister for Seniors
- *Community Services (Complaints, Reviews and Monitoring) Act 1993*, jointly with the Minister for Families and Communities and the Minister for Seniors
- *Disability Inclusion Act 2014*
- *National Disability Insurance Scheme (NSW Enabling) Act 2013*
- *National Disability Insurance Scheme (Worker Checks) Act 2018*

## Minister for Seniors

- *Ageing and Disability Commissioner Act 2019*, jointly with the Minister for Disability Inclusion
- *Carers (Recognition) Act 2010*
- *Community Services (Complaints, Reviews and Monitoring) Act 1993*, jointly with the Minister for Families and Communities and the Minister for Disability Inclusion

## Minister for Youth Justice

- *Child Welfare (Commonwealth Agreement Ratification) Act 1941*
- *Child Welfare (Commonwealth Agreement Ratification) Act 1962*
- *Children (Community Service Orders) Act 1987*
- *Children (Detention Centres) Act 1987*
- *Children (Interstate Transfer of Offenders) Act 1988*
- *Young Offenders Act 1997*, sections 49, 60 and 61 and Schedule 1

## Minister for Youth

- *Advocate for Children and Young People Act 2014*

## Minister for Housing

- *Aboriginal Housing Act 1998*
- *Boarding Houses Act 2012*, (a) Parts 1 and 5 and Schedule 2, Part 1, jointly with the Minister for Better Regulation and Fair Trading. (b) Part 4 and Schedule 2, Part 2, solely
- *Community Housing Providers (Adoption of National Law) Act 2012*
- *Housing Act 2001*
- *Residential Tenancies Act 2010*, Part 7, jointly with the Minister for Better Regulation and Fair Trading
- *Teacher Housing Authority Act 1975*

## Minister for Homelessness

- Nil

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## Minister for Police and Counter-Terrorism

- *Child Protection (Offenders Prohibition Orders) Act 2004*, jointly with the Attorney General
- *Crime Commission Act 2012*
- *Criminal Assets Recovery Act 1990*
- *Drug Misuse and Trafficking Act 1985*, Part 2A, jointly with the Minister for Health
- *Law Enforcement (Powers and Responsibilities) Act 2002*, jointly with the Attorney General
- *Mandatory Disease Testing Act 2021*, jointly with the Attorney General
- *Unexplained Wealth (Commonwealth Powers) Act 2018*

## Minister for Multiculturalism

- *Multicultural NSW Act 2000*

# 4.14 Legislative changes in 2024–25

## Changes in Acts and subordinate legislation

### Changes in Acts allocated to the Attorney General

*Bail Act 2013*

*Births, Deaths and Marriages Registration Act 1995*

*Children (Criminal Proceedings) Act 1987*

*Claim Farming Practices Prohibition Act 2025*

*Coptic Orthodox Church (NSW) Property Trust Act 1990*

*Crimes Act 1900*

*Crimes (Domestic and Personal Violence) Act 2007*

*Crimes (Sentencing Procedure) Act 1999*

*Defamation Act 2005*

*Dormant Funds Act 1942*

*Drug Misuse and Trafficking Act 1985*

*Evidence (Audio and Audio Visual Links) Act 1998*

*Graffiti Control Act 2008*

*Jury Act 1977* (note *Jury Amendment Act 2024* assented to on 31 May 2024, but certain provisions commenced on 28 February 2025 and 10 March 2025)

*Land and Environment Court Act 1979*

*Legal Profession Uniform Law Application Act 2014*

*Modern Slavery Act 2018*

*Solicitor General Act 1969*

*Status of Children Act 1996*

*Summary Offences Act 1988*

*Terrorism (High Risk Offenders) Act 2017*

*Trees (Disputes Between Neighbours) Act 2006*

*Victims Rights and Support Act 2013*

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## **Changes in Acts allocated to the Minister for Families and Communities**

*Children and Young Persons (Care and Protection) Act 1998*

*Community Services (Complaints, Reviews and Monitoring) Act 1993*

*Community Welfare Act 1987* (note Government Sector Employment and Other Legislation Amendment Act 2024 assented to 24 June 2024 and commenced on 1 July 2024)

## **Changes in Acts allocated to the Minister for Disability Inclusion**

*Community Services (Complaints, Reviews and Monitoring) Act 1993*

## **Changes in Acts allocated to the Minister for Youth Justice**

*Children (Detention Centres) Act 1987*

*Children (Community Service Orders) Act 1987*

## **Changes in Acts allocated to the Minister for Housing**

*Housing Act 2001*

*Residential Tenancies Act 2010*

## **Changes in Acts allocated to the Minister for Homelessness**

Nil

## **Changes in Act allocated to the Minister for Youth**

Nil

## **Changes in Acts allocated to the Minister for Corrections**

*Crimes (Administration of Sentences) Act 1999*

*Inspector of Custodial Services Act 2012* (note Inspector of Custodial Services Amendment Act 2025 assented to on 2 March 2025, but amendments to the Inspector of Custodial Services Act 2012 not commenced)

*Prisoners (Interstate Transfer) Act 1982*

## **Changes in Acts allocated to the Minister for Veterans**

Nil

## **Changes in Acts allocated to the Minister for Seniors**

*Community Services (Complaints, Reviews and Monitoring) Act 1993*

## **Changes in Acts allocated to the Minister for Domestic Violence and Sexual Assault**

Nil

## **Amendments to Regulations in 2024–25**

### **Amendments to Regulations allocated to the Attorney General**

Administrative Decisions Review Regulation 2024

Bail Regulation 2021

Births, Deaths and Marriages Registration Regulation 2017

Children (Protection and Parental Responsibility) Regulation 2024

Children's Court Regulation 2024

Civil Liability Regulation 2024

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Crimes Regulation 2020  
Crimes (Criminal Organisations Control) Regulation 2024  
Crimes (Forensic Procedures) Regulation 2024  
Crimes (High Risk Offenders) Regulation 2024  
Crimes (Sentencing Procedure) Regulation 2024  
Criminal Procedure Regulation 2017  
Court Security Regulation 2021  
Dormant Funds Regulation 2024  
Evidence (Audio and Audio Visual Links) Regulation 2024  
Fines Regulation 2020  
Government Information (Public Access) Regulation 2018  
Insurance Regulation 2024  
Jury Regulation 2022  
Law Enforcement (Powers and Responsibilities) Regulation 2016  
National Redress Scheme for Institutional Child Sexual Abuse (Commonwealth Powers) Regulation 2024  
NSW Trustee and Guardian Regulation 2017  
Oaths Regulation 2024  
Privacy and Personal Information Protection Regulation 2019  
Sheriff Regulation 2021  
Surveillance Devices Regulation 2022  
Terrorism (High Risk Offenders) Regulation 2024  
Trees (Disputes Between Neighbours) Regulation 2024  
Uniform Civil Procedure Rules 2005  
Victims Rights and Support Regulation 2019

### **Amendments to Regulations allocated to the Minister for Families and Communities**

Child Protection (Working with Children) Regulation 2013  
Children's Guardian Regulation 2022

### **Amendments to Regulations allocated to the Minister for Disability Inclusion**

National Disability Insurance Scheme (Worker Checks) Regulation 2020

### **Amendments to Regulations allocated to the Minister for Youth Justice**

Children (Interstate Transfer of Offenders) Regulation 2025

### **Amendments to Regulations allocated to the Minister for Housing**

Residential Tenancies Regulation 2019

### **Amendments to Regulations allocated to the Minister for Homelessness**

Nil

### **Amendments to Regulations allocated to the Minister for Youth**

Nil

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## Amendments to Regulations allocated to the Minister for Corrections

Crimes (Administration of Sentences) Regulation 2014

Prisoners (Interstate Transfer) Regulation 2024

## Amendments to Regulations allocated to the Minister for Veterans

Nil

## Amendments to Regulations allocated to the Minister for Seniors

Nil

## Amendments to Regulations allocated to the Minister for Domestic Violence and Sexual Assault

Nil

## Significant judicial decisions in 2024–25

### ***Willmot v The State of Queensland* [2024] HCA 42**

Ms Willmot was a ward of the State of Queensland between 1957 and 1967. She brought proceedings against the State of Queensland in negligence seeking damages for psychiatric injury caused by alleged abuse that occurred during a placement in foster care and upon visits to her grandmother. The State of Queensland applied for a permanent stay of the proceeding on the basis that a fair trial was not possible due to “extreme forensic prejudice” arising from the effluxion of time, death of integral witnesses, and lack of contemporaneous documentary evidence.

The majority in the High Court reinforced previous findings of the Court that amendments to remove legislative limitation periods for actions for child abuse (which also apply in the NSW context) have created a new environment where “impoverishment of evidence” is now to be expected in such cases. The threshold to succeed in an application for permanent stay due to impoverishment of evidence in civil actions for child abuse requires the defendant to prove that the lapse of time has had a “burdensome effect—in the sense of some forensic consequence—which is so serious that a fair trial is not possible”.

In this case, the death of an alleged perpetrator and the absence of documentary evidence going towards the likelihood of the abuse was not enough to meet the threshold for a stay of some parts of the claim. However, the vagueness of some allegations of abuse nevertheless satisfied a partial stay as they were “so vague that they are incapable of a meaningful response, defence or contradiction”.

This decision reinforces the difficulty faced by defendant parties in civil claims of historical child abuse to obtain a permanent stay and suggests that there will be very limited circumstances where this will be allowed. However, defendant parties may have higher chances of success where the claim against it is pleaded insufficiently.

### ***RC v The Salvation Army (Western Australia) Property Trust* [2024] HCA 43**

RC brought proceedings against the Salvation Army arising from alleged sexual abuse by an officer of the organisation between 1959 and 1960. He claimed that the Salvation Army was directly negligent or was vicariously liable for abuse committed by the officer. The Salvation Army sought a permanent stay of the proceedings on the basis that it could not meaningfully defend the claim because the perpetrating officer and other key witnesses were deceased and there was a lack of contemporaneous or relevant documentary evidence to enable the organisation to investigate the allegations.

The High Court determined that the Salvation Army was unable to demonstrate that it lost any more than the possibility of obtaining a “bare denial” by the officer and evidence from other deceased witnesses that could have supported the organisation’s defence. The Salvation Army had also missed opportunities to contact other witnesses that were available within a reasonable time. The Court held that a trial is not unfair “merely because a pathway to a successful challenge” is not accessible.

This decision, together with *Willmot v The State of Queensland* [2024] HCA 42, confirms that there is a heavy onus on the defendant when seeking a permanent stay of a civil claim relating to allegations of historical child abuse to demonstrate that the trial of joined issues would be unfair. In this environment, it is important that defendants consider proactively interviewing potential witnesses and obtaining a response from alleged perpetrators when considering whether to pursue an application for a permanent stay.

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### ***Bird v DP (a pseudonym) [2024] HCA 41***

This case concerned allegations of sexual assault committed by a Catholic priest in 1971 against the respondent, who was five years old at the time. The respondent brought proceedings against the Diocese of Ballarat, naming the current Bishop as the defendant.

While the respondent's claim in negligence was unsuccessful, the Diocese was found vicariously liable for the priest's wrongful conduct. The Court of Appeal upheld this finding, despite there being:

- An express determination that the priest was not in an employment relationship with the Diocese; and
- No finding that the abuse occurred within the scope of any agency relationship.

The Diocese challenged the decision, arguing that the absence of a formal employment or agency relationship precluded vicarious liability. The High Court found that the priest was not an employee of the Diocese and there was no agency relationship. As such, the majority ruled that vicarious liability does not extend to relationships merely "akin to employment"; evidence accepted at trial.

This decision limits the scope of institutional liability for historical abuse, clarifying that vicarious liability requires a formal employment or agency relationship.

### ***MTH v State of NSW & Ors [2025] NSWCA 122***

The Court of Appeal heard MTH's appeal against the Supreme Court's decision dismissing her claim for damages arising from alleged abuse during her foster placement with Mr and Mrs Croft. The trial judge found MTH's evidence unreliable and held that she had not discharged the burden of proving the abuse occurred. Judgment was entered in favour of all defendants, and costs were awarded against MTH, including indemnity costs awarded in favour of the State of NSW (First Defendant) from July 2020.

On appeal, MTH challenged the trial judge's treatment of Mr Croft's criminal conviction — arguing it should have been accepted as evidence of the underlying abuse — and claimed that she should have received greater judicial assistance in tendering the conviction certificate. The Court considered the application of ss 91 and 92 of the *Evidence Act 1995 (NSW)*, and whether Mr Croft's conviction was "final" given his death during appeal. The costs appeal also raised questions about the State's obligations under the model litigant policy. However, MTH's appeal challenging the judgment in favour of the State of NSW, including the costs orders, was dismissed.

The NSW Court of Appeal has overturned the Supreme Court's judgment in favour of the Second Defendant (the Estate of Mr Croft). The Court found that MTH was denied procedural fairness when the trial judge failed to inform her that she could tender a certificate of conviction to prove Mr Croft's offences under sections 91, 92, and 178 of the *Evidence Act 1995 (NSW)*.

The Court ruled that the conviction certificate was admissible and sufficient to establish the commission of the offences. Mr Croft's denials were not enough to displace the certificate or MTH's evidence. As a result, the Court held that MTH had discharged her burden of proof and set aside both the judgment and the associated costs order.

### ***Harnett v Trustees of the Roman Catholic Church for the Diocese of Wilcannia-Forbes [2025] NSWSC 128***

Mr Harnett alleged that he was subjected to serious physical abuse by two staff members at school between 1992 and 1994. The claim was brought under s6A of the *Limitation Act 1969* which removes the limitation period for actions arising from child abuse, including serious physical abuse. The claim was dismissed on the basis Mr Harnett had not proven on the balance of probabilities that the alleged conduct met the statutory threshold of "serious physical abuse". While some corporal punishment was accepted to have occurred, it was not considered sufficiently severe to qualify under s6A, and as such the claim was statute-barred.

### ***Jainzii Pty Ltd v State of NSW [2024] NSWSC 1303***

The NSW Supreme Court confirmed that decisions made by state government agencies under a non-statutory executive power entail an obligation of procedural fairness and are capable of being subject to judicial review.

Jainzii, a provider under the *Creative Kids* voucher scheme, challenged two decisions by Create NSW: suspending its account and refusing voucher payments. Jainzii argued it was denied procedural fairness, as it was not given a proper chance to respond before the decisions were made. This decision makes clear that

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agencies of state government departments must ensure that decisions made under a scheme run by the agency comply with procedural fairness requirements, or risk being reviewed and set aside. This may apply even when there is no statutory framework underlying either the agency or the scheme, provided that the relevant action can be characterised as the performance of a public duty to service providers.

### **DZY (a pseudonym) v Trustees of the Christian Brothers [2025] HCA 16**

DZY alleged sexual abuse by two Christian Brothers between 1964 and 1968 while attending a school operated by the Congregation. He entered into two settlement deeds with the Trustees — one in 2012 for \$80,000 and another in 2015 for \$20,000 — both of which released the Trustees from liability and expressly renounced any claim for economic loss.

At the time of settlement, DZY's claims faced two major legal barriers, namely:

- The limitation period, which restricted child abuse claims; and
- The Ellis defence, which made it difficult to sue unincorporated religious entities.

These barriers were later removed by legislative reform in Victoria, prompting DZY to seek to set aside the settlements under s 27QE of the *Limitation of Actions Act 1958 (Vic)*, which allows courts to do so if it is “just and reasonable.”

The High Court upheld the Court of Appeal's decision to preserve the parts of the settlement that renounced economic loss claims. It found:

- The existence of legal barriers at the time of settlement did not automatically justify setting aside the entire agreement.
- There was insufficient evidence that those barriers materially influenced DZY's decision to abandon economic loss claims.

### **State of NSW v LSR3 [2025] NSWCA 151**

LSR3, a former ward of the State, brought proceedings against the State of NSW and the South Eastern Sydney Local Health District, seeking compensation for alleged child abuse that occurred over a seven-year period ending nearly 50 years ago. LSR3 had previously settled similar claims in 2003 and 2017, receiving payments from the State.

LSR3 sought to have those settlement agreements set aside under Part 1C of the *Civil Liability Act 2002 (NSW)*, which allows historic child abuse settlements to be overturned if they are deemed “affected agreements” and if it is “just and reasonable” to do so.

The Court of Appeal upheld the primary judge's refusal to determine the set-aside application separately under Rule 28.2 of the Uniform Civil Procedure Rules. It found that resolving the issue would require a full hearing — including evidence on LSR3's motivations, credibility, and prospects of success — which could not be fairly addressed in isolation.

### **EFG v Secretary of DCJ [2025] NSWSC 164**

On 10 March 2025, the Court dismissed EFG's challenge to the decision of the Secretary's delegate under the *Costs in Criminal Cases Act 1967* to apply the Attorney General's rates in determining his application. EFG argued that the application of such rates was legally unreasonable on the basis that it was not an available approach in the exercise of decision-maker's discretion at section 4(2) of the Act, and that the application of the rates diverted from the practice in 2015 to assess costs on a party/party basis (referring to Stanizzo v The Secretary of the Department of Justice). The Court held that it was not unlawful to vary an administrative practice from applying one set of rates to another, where both rates are permissible. Crucially, the Court confirmed there is no constraint expressed in the Act precluding the adoption of any scale considered appropriate. EFG has since appealed, and the matter is in the early stages of being case managed by the Court.

### **State of New South Wales v Hamze [2025] NSWCA 22**

The Court of Appeal accepted the State's argument that discharging a firearm with intent to cause grievous bodily harm is necessarily an attempt to cause grievous bodily harm (there could be no other purpose), meaning it is a ‘serious violence offence’ as defined under section 5A(1)(b) of the *Crimes (High Risk Offenders) Act 2006*.

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The Court held that the correct approach in considering what may be a ‘serious violence offence’ is to consider the substance of the elements of the index offence (which do not require consideration of the underlying facts to the offending), rather than how the formal elements of the offence are expressed. The Court also clarified that the principle of legality has no applicability in interpreting the definition of ‘serious violence offence’ under the *Crimes (High Risk Offenders) Act 2006*.

### ***R v Danishyar* [2025] NSWCCA 46**

The Court of Appeal quashed the sentence imposed on Mr Danishyar in the District Court and resented him to an aggregate sentence of imprisonment for 8 years, backdated to commence on 28 August 2029 and to expire on 27 August 2037, with a non-parole period of 6 years, to expire on 27 August 2035. ACP instructed on behalf of the Attorney General, in the proceedings below, with respect to two offences due to a potential conflict of interest. The DPP took full carriage of the appeal. The appeal upholds that public confidence in the administration of justice required a period of accumulation to the overall non-parole period in formal recognition that the respondent’s additional offending warranted additional punishment.

### ***Commissioner of Corrective Services v Hamzy* [2024] NSWCA 240**

On 10 October 2024, the NSW Court of Appeal upheld an appeal by the Commissioner of Corrective Services NSW, overturning a Supreme Court order which required CSNSW to provide a laptop with word-processing capability to Mr Bassam Hamzy, a high-risk inmate at High Risk Management Correctional Centre. Mr Hamzy had sought the laptop to prepare for judicial review proceedings against the Commissioner, arguing that without it, his access to the Court was impaired. Justice Harrison of the Supreme Court initially granted the request, citing the principle of ‘equality of arms’ (which is about ensuring the equality of resources between litigating parties). However, the Court of Appeal found that ensuring a fair trial — not resource parity — was the correct starting point in considering Mr Hamzy’s application for a laptop and emphasised that courts must give proper deference to the Commissioner’s expertise in managing inmates. The Court of Appeal concluded that existing arrangements made for Mr Hamzy (a blue computer in his day room) were sufficient to ensure a fair trial, and therefore CSNSW was not required to provide a laptop with word processing capability to Mr Hamzy.

### ***Secretary, Department of Communities and Justice and Levi and Riley (No 2)* [2025] NSWChC 5**

This is the first published decision of the Children’s Court to deal with the question of Aboriginality. The Children’s Court considered a number of Supreme Court cases that addressed the issue in the context of adoptions. The Children’s Court found that a determination by local Aboriginal Land Council that a person is Aboriginal ‘should not be called into question without a proper basis. It is not appropriate or necessary to go behind that process to interrogate the decision made by the [local Aboriginal Land Council] unless there was some evidence the process or decision was illegitimate or otherwise unreliable and, in this case, no such evidence exists.’

## **Constitutional matters**

### ***Cherry v Queensland (B11-2024)* [2025] HCA 14 (constitutional matter)**

On 9 April 2025, the High Court unanimously rejected Mr Cherry’s challenge to Queensland’s ‘no body, no parole’ laws. The NSW Attorney General intervened in the proceedings. Mr Cherry was convicted for the murder of two people and sentenced to life imprisonment for each count. As he did not assist authorities to locate the body of one of the victims, he was subject to a ‘no body, no parole’ provision under s 175L of the *Corrective Services Act 2006 (QLD)*, meaning he was deemed ineligible for parole by the Parole Board. Mr Cherry challenged the validity of s 175L on the basis the provision permits the State government to interfere, impermissibly with the exercise of judicial power of the Supreme Court of Queensland, and contrary to the Kable principle (the principle that it is against the constitution for State laws to undermine the integrity of the Supreme Court). The Court held that s 175L does not alter, or in any way set aside or increase Mr Cherry’s sentence, nor does it impose any additional punishment on Mr Cherry.

### ***Stevii Griffin v Attorney General* 2025/96806**

On 14 March 2025, the Attorney General intervened as contradictor in the Supreme Court on the basis there was no active contradictor or defendant to assist the court. The matter relates to NSW Supreme Court proceedings brought by Ms Stevii Griffin (**the plaintiff**) regarding the use of gametes retrieved from her late partner, Mr Brodie Davidson (**the deceased**). On 10 March 2025, Deputy State Coroner Lee provided written consent pursuant to

s 25 of the *Human Tissue Act 1983* for removal of the gametes. On 10 March 2025, the plaintiff's legal representative commenced proceedings in the Supreme Court seeking a declaration that she is entitled to the possession of the sperm of the deceased. The plaintiff also sought orders authorising Dr Derek Lok to extract and store semen from the deceased. On 12 March 2025, the Court made orders declaring the plaintiff is entitled to the possession of the gametes of the deceased, and further orders regarding the extraction and storage of gametes of the deceased. His Honour further suggested a desirability to amend the legislation.

### ***State of NSW v Wojciechowska and Ors S39/2024***

With special leave, the State appealed part of a judgment of the Court of Appeal given on 17 August 2023 declaring, insofar as the NSW Civil and Administrative Tribunal (NCAT) deals with applications under the *Privacy and Personal Information Protection Act 1998 (PIPP Act)*, if and when damages are sought, the NCAT does exercise judicial power and thus its jurisdiction may be affected by the constitutional prohibition against the exercise of federal judicial power by administrative tribunals. On 6 August 2025, the High Court overturned the Court of Appeal's decision and confirmed that NCAT's functions are administrative, rather than judicial, in nature, as per the limitation imposed by *Burns v Corbett*. The decision in the High Court restores the NCAT's ability to hear section 55 PPIP Act matters without constitutional restriction, even where federal jurisdiction is involved (e.g., where the applicant is interstate). While the High Court did not accept all of the State's submissions, the judgment is a successful outcome for the State. The State's desired policy outcome are applications under s 55 of the PPIP Act be dealt with by the NCAT, and not a court under part 3A of the *Civil and Administrative Tribunal Act 2013*, has been secured by this result.

## **4.15 Right to information – Government Information (Public Access) Act 2009 – Departmental reporting**

### **1. Review of proactive release program – Clause 8(a)**

Under section 7 of the *Government Information (Public Access) Act 2009* (GIPA Act), agencies must review their programs for the authorised proactive release of government information at least every 12 months.

DCJ regularly reviews its program to make information available to the public via its website. DCJ's annual review was undertaken through targeted emails delivered by DCJ's General Counsel to other divisions and directorates of DCJ. The email advised of DCJ's obligations and requested confirmation of the information intended to be proactively released. A range of information was proactively released via DCJ's website under section 7 of the GIPA Act, such as policies, resources, reports, plans, papers, newsletters and statistical data.

DCJ provides information about major plans and services to individuals, families, carers, and service providers on the DCJ website at: [dcj.nsw.gov.au](https://dcj.nsw.gov.au)

### **2. Number of access applications received – Clause 8(b)**

During the reporting period, DCJ received 3,470 valid formal access applications under section 9 of the GIPA Act. This includes withdrawn, but not invalid, applications.

### **3. Number of refused applications for Schedule 1 information – Clause 8(c)**

During the reporting period, DCJ refused 19 formal access applications in full and 550 in part on the basis that it was conclusively presumed that there was an overriding public interest against disclosure of all, or some, of the information sought by the applicant.

#### 4. Statistical information about access applications for period 1 July 2024 to 30 June 2025 (Schedule 2)

**Table 1: Number of applications by type of applicant and outcome<sup>1</sup>**

| Type of applicant                                           | Access granted in full | Access granted in part | Access refused in full | Information not held | Information already available | Refused to deal with application | Refused to confirm/deny whether information is held | Application withdrawn | Total        | Percentage of total (%) |
|-------------------------------------------------------------|------------------------|------------------------|------------------------|----------------------|-------------------------------|----------------------------------|-----------------------------------------------------|-----------------------|--------------|-------------------------|
| Media                                                       | 4                      | 2                      | 5                      | 8                    | 0                             | 2                                | 0                                                   | 1                     | 22           | 0.6                     |
| Members of Parliament                                       | 0                      | 0                      | 0                      | 2                    | 0                             | 1                                | 0                                                   | 0                     | 3            | 0.1                     |
| Private sector business                                     | 3                      | 0                      | 0                      | 2                    | 0                             | 1                                | 0                                                   | 2                     | 8            | 0.2                     |
| Not-for-profit organisations or community groups            | 12                     | 12                     | 0                      | 7                    | 2                             | 1                                | 1                                                   | 1                     | 36           | 1.1                     |
| Members of the public (application by legal representative) | 322                    | 710                    | 45                     | 422                  | 175                           | 87                               | 5                                                   | 711                   | 2,477        | 70.4                    |
| Members of the public (other)                               | 158                    | 444                    | 30                     | 125                  | 45                            | 62                               | 23                                                  | 85                    | 972          | 27.6                    |
| <b>Total</b>                                                | <b>499</b>             | <b>1,168</b>           | <b>80</b>              | <b>566</b>           | <b>222</b>                    | <b>154</b>                       | <b>29</b>                                           | <b>800</b>            | <b>3,518</b> | <b>-</b>                |
| <b>Percentage of total (%)</b>                              | <b>14.2</b>            | <b>33.2</b>            | <b>2.3</b>             | <b>16.1</b>          | <b>6.3</b>                    | <b>4.4</b>                       | <b>0.8</b>                                          | <b>22.7</b>           | <b>-</b>     | <b>100</b>              |

<sup>1</sup> More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table 2.

**Table 2: Number of applications by type of application and outcome**

| Type of application                                                                    | Access granted in full | Access granted in part | Access refused in full | Information not held | Information already available | Refused to deal with application | Refused to confirm/deny whether information is held | Application withdrawn | Total        | Percentage of total (%) |
|----------------------------------------------------------------------------------------|------------------------|------------------------|------------------------|----------------------|-------------------------------|----------------------------------|-----------------------------------------------------|-----------------------|--------------|-------------------------|
| Personal information applications <sup>1</sup>                                         | 392                    | 929                    | 29                     | 382                  | 195                           | 89                               | 14                                                  | 707                   | 2,737        | 77.8                    |
| Access applications (other than personal information applications)                     | 48                     | 58                     | 35                     | 100                  | 7                             | 27                               | 5                                                   | 50                    | 330          | 9.4                     |
| Access applications that are partly personal information applications and partly other | 59                     | 181                    | 16                     | 84                   | 20                            | 38                               | 10                                                  | 43                    | 451          | 12.8                    |
| <b>Total</b>                                                                           | <b>499</b>             | <b>1,168</b>           | <b>80</b>              | <b>566</b>           | <b>222</b>                    | <b>154</b>                       | <b>29</b>                                           | <b>800</b>            | <b>3,518</b> | <b>-</b>                |
| <b>Percentage of total (%)</b>                                                         | <b>14.2</b>            | <b>33.2</b>            | <b>2.3</b>             | <b>16.1</b>          | <b>6.3</b>                    | <b>4.4</b>                       | <b>0.8</b>                                          | <b>22.7</b>           | <b>-</b>     | <b>100</b>              |

1 A *personal information application* is an access application for personal information (as defined in clause 4 of Schedule 4 of the GIPA Act) about the applicant (the applicant being an individual).

**Table 3: Invalid applications**

| Reason for invalidity                                                              | Number of applications | Percentage of total (%) |
|------------------------------------------------------------------------------------|------------------------|-------------------------|
| Application does not comply with formal requirements (section 41 of the GIPA Act)  | 668                    | 89.4                    |
| Application is for excluded information of the agency (section 43 of the GIPA Act) | 79                     | 10.6                    |
| Application contravenes restraint order (section 110 of the GIPA Act)              | 0                      | 0                       |
| <b>Total number of invalid applications received</b>                               | <b>747</b>             | <b>100</b>              |
| Invalid applications that subsequently became valid applications                   | 437                    | -                       |

**Table 4: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 to the GIPA Act**

| Consideration                                                                                                                  | Number of times consideration used <sup>1</sup> | Percentage of total (%) |
|--------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|-------------------------|
| Overriding secrecy laws                                                                                                        | 10                                              | 1.6                     |
| Cabinet information                                                                                                            | 4                                               | 0.7                     |
| Executive Council information                                                                                                  | 0                                               | 0                       |
| Contempt                                                                                                                       | 1                                               | 0.2                     |
| Legal professional privilege                                                                                                   | 19                                              | 3.1                     |
| Privilege generally (Sch 1(5A))                                                                                                | 1                                               | 0.2                     |
| Excluded information                                                                                                           | 13                                              | 2.1                     |
| Documents affecting law enforcement and public safety                                                                          | 15                                              | 2.5                     |
| Transport safety                                                                                                               | 0                                               | 0                       |
| Adoption                                                                                                                       | 0                                               | 0                       |
| Care and protection of children                                                                                                | 541                                             | 89.6                    |
| Ministerial code of conduct                                                                                                    | 0                                               | 0                       |
| Aboriginal and environmental heritage                                                                                          | 0                                               | 0                       |
| Information about complaints to Judicial Commission                                                                            | 0                                               | 0                       |
| Information about authorised transactions under <i>Electricity Network Assets (Authorised Transactions) Act 2015</i>           | 0                                               | 0                       |
| Information about authorised transaction under <i>Land and Property Information NSW (Authorised Transaction) Act 2016</i>      | 0                                               | 0                       |
| Information provided to High Risk Offenders Assessment Committee                                                               | 0                                               | 0                       |
| Information relating to cyber security and data breaches under the <i>Privacy and Personal Information Protection Act 1998</i> | 0                                               | 0                       |
| <b>Total</b>                                                                                                                   | <b>604</b>                                      | <b>100</b>              |

<sup>1</sup> More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table 5.

**Table 5: Other public interest considerations against disclosure: matters listed in table to section 14 of the GIPA Act**

| Consideration                                                        | Number of occasions when application not successful | Percentage of total (%) |
|----------------------------------------------------------------------|-----------------------------------------------------|-------------------------|
| Responsible and effective government                                 | 564                                                 | 34.7                    |
| Law enforcement and security                                         | 56                                                  | 3.4                     |
| Individual rights, judicial processes and natural justice            | 939                                                 | 57.8                    |
| Business interests of agencies and other persons                     | 45                                                  | 2.8                     |
| Environment, culture, economy and general matters                    | 0                                                   | 0                       |
| Secrecy provisions                                                   | 20                                                  | 1.2                     |
| Exempt documents under interstate Freedom of Information legislation | 1                                                   | 0.1                     |
| <b>Total</b>                                                         | <b>1,625</b>                                        | <b>100</b>              |

**Table 6: Timeliness**

| Timeframe                                                            | Number of applications | Percentage of total (%) |
|----------------------------------------------------------------------|------------------------|-------------------------|
| Decided within the statutory timeframe (20 days plus any extensions) | 1,088                  | 44.1                    |
| Decided after 35 days (by agreement with applicant)                  | 1,009                  | 41.0                    |
| Not decided within time (deemed refusal)                             | 366                    | 14.9                    |
| <b>Total</b>                                                         | <b>2,463</b>           | <b>100</b>              |

**Table 7: Number of applications reviewed under Part 5 of the GIPA Act**

| Type of review                                                            | Decision varied | Decision upheld | Total     | Percentage of total (%) |
|---------------------------------------------------------------------------|-----------------|-----------------|-----------|-------------------------|
| Internal review                                                           | 5               | 27              | 32        | 41.0                    |
| Review by Information Commissioner <sup>1</sup>                           | 10              | 16              | 26        | 33.3                    |
| Internal review following recommendation under section 93 of the GIPA Act | 0               | 3               | 3         | 3.9                     |
| Review by NSW Civil and Administrative Tribunal (NCAT)                    | 5               | 12              | 17        | 21.8                    |
| <b>Total</b>                                                              | <b>20</b>       | <b>58</b>       | <b>78</b> | <b>-</b>                |
| <b>Percentage of total (%)</b>                                            | <b>25.6</b>     | <b>74.4</b>     | <b>-</b>  | <b>100</b>              |

<sup>1</sup> The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

**Table 8: Applications for review under Part 5 of the GIPA Act**

| Type of applicant                                                                                                      | Number of applications for review | Percentage of total (%) |
|------------------------------------------------------------------------------------------------------------------------|-----------------------------------|-------------------------|
| Applications by access applicants                                                                                      | 78                                | 100                     |
| Applications by persons to whom information the subject of access application relates (see section 54 of the GIPA Act) | 0                                 | 0                       |
| <b>Total</b>                                                                                                           | <b>78</b>                         | <b>100</b>              |

**Table 9: Applications transferred to other agencies under Division 2 of Part 4 of the GIPA Act**

| Type of transfer              | Number of applications transferred | Percentage of total (%) |
|-------------------------------|------------------------------------|-------------------------|
| Agency-initiated transfers    | 35                                 | 87.5                    |
| Applicant-initiated transfers | 5                                  | 12.5                    |
| <b>Total</b>                  | <b>40</b>                          | <b>100</b>              |



## 5.1 Work health and safety

### Work Health and Safety performance

In 2024–25:

- DCJ has been driving a safety culture of reporting as an injury prevention measure and there were 3,355 incidents reported across DCJ, including 1,247 hazards and 519 near misses.
- The total number of compensable injuries across all DCJ policies was 506 with 43 per cent of all injuries being psychological. These psychological injuries accounted for 60 per cent of all claim-related costs. The proportion of psychological claims has been steadily increasing in recent years.
- DCJ continues to undertake psychosocial risk assessments and develop action plans to mitigate risks across all its workplaces.
- The total number of staff who received a flu vaccination was 5,025 (4,886 in 2024), representing a 3 per cent improvement in engagement since last financial year.

#### Total number of DCJ workers compensation claims, costs incurred and average cost at each year

| DCJ (department)                         | 2022–23            | 2023–24               | 2024–25 <sup>1</sup> |
|------------------------------------------|--------------------|-----------------------|----------------------|
| Total claims <sup>2</sup>                | 2,586 <sup>3</sup> | 2,065 <sup>4</sup>    | 506                  |
| Total cost incurred (\$) <sup>5</sup>    | \$25,550,164       | \$31,211,563          | \$10,619,921         |
| Average cost per claim (\$) <sup>6</sup> | \$9,880            | \$15,115 <sup>7</sup> | \$20,988             |

Source: NSW Self Insurance Corporation Data Warehouse and iCare Portal

1 Financial year 2024–25 data excludes Corrective Services NSW as they are separate from DCJ as at October 2024.

2 The rate of injury is highest among those staffing cohorts involved in custodial operations of young offenders and adult inmates.

3 This includes 1,324 claims related to COVID-19.

4 This includes 408 claims related to COVID-19.

5 The cost per claim is highest among claims where the mechanism of injury is psychological.

6 Average cost per claim is for all claims that occurred in that financial year. As claims are in differing stages of maturity, it is not the final average cost per claim.

7 The average cost per claim has increased due to the decrease in volume of COVID claims. COVID claims are resolved a lot sooner than other injury types.

### Notifiable incidents

There were 36 notifiable incidents reported in the safety system.

### Challenges and future directions

In 2024–25, DCJ continued to strengthen its commitment to health and safety by embedding its Safety Management System across all areas of operation. This integration continuous to support a more consistent and proactive approach to risk management, ensuring that safety was not only a compliance requirement but a core part of how work is planned and delivered.

A major focus was on compliance and auditing activities, particularly in response to emerging changes in the *Work Health and Safety Act*. The department undertook targeted safety audits and safety system reviews to assess alignment with new legislative duties, including those relating to psychosocial risks. These activities helped identify gaps, improve controls, and ensure DCJ remained compliant with evolving legal obligations.

To support officer due diligence, DCJ delivered a range of initiatives aimed at building legal literacy and accountability across senior leadership. A highlight was the Work Health Safety Mock Court, which provided executives and managers with a realistic and engaging learning experience in a real functioning court room.

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The session simulated a legal proceeding under the *Work Health and Safety Act*, allowing participants to explore the consequences of failing to meet due diligence obligations and better understand their roles in preventing harm.

The Department also invested in capability-building across its workforce, with a strong emphasis on managing psychosocial hazards such as stress, fatigue, and workplace conflict. Updated procedures, training, and engagement with workers to ensure that psychosocial risks were being identified, assessed, and controlled in accordance with the new legislative framework.

The Injury Management and Prevention Strategy 2024–2026 aims to build and maintain a safer, healthier, and more resilience workforce across DCJ. It focuses on three core goals: preventing injuries, supporting recovery at work, and reducing the social and economic impact of workplace injuries. Significant progress has been made in 2024–25 with more than half of the identified initiatives being completed. Psychological injury prevention has been prioritised, including the development of Psychosocial Action Plans and resources to address bullying and harassment. Manager and staff support tools have been widely adopted, including culturally appropriate support for First Nations staff through targeted training and resource development, as well as expanding access to recovery resources.

Aligned with the 2024–2026 Wellbeing Strategy, there remains a strong emphasis on supporting the psychological wellbeing of staff. In addition to established initiatives such as the Employee Assistance Program, My Healthy Workplace, Fitness Passport, and Mindarma, recent funding has focused on enhancing manager capability. This includes the development of the Manager Wellbeing Toolkit and access to the Workplace Mental Health for Leaders e-learning module. Due to their success and relevance, the Mental Health and Safety Month Incentive Funding and Workplace Mental Health Training Funding programs have continued, enabling local workplaces to implement tailored, fit-for-purpose initiatives. The Wellbeing team has also prioritised psychosocial risk education through departmental webinars, delivering targeted sessions on topics such as burnout and job design.

# 5.2 Workforce diversity

## Workforce statistics

Table 1: DCJ Workforce diversity statistics<sup>1</sup>

| Workforce diversity group                                                                  | Benchmark/<br>target (%) | 2022–23<br>(%) | 2023–24<br>(%) | 2024–25<br>(%) |
|--------------------------------------------------------------------------------------------|--------------------------|----------------|----------------|----------------|
| Trends in the representation of workforce diversity groups (% of total staff) <sup>2</sup> |                          |                |                |                |
| Women                                                                                      | 50                       | 61.5           | 61.7           | 71.9           |
| Aboriginal and Torres Strait Islander people                                               | 3.3                      | 8.1            | 8.4            | 9.3            |
| People whose first language spoken as a child was not English                              | 23.2                     | 20.1           | 20.4           | 23.5           |
| People with disabilities                                                                   | 5.6                      | 6.1            | 6.3            | 7.7            |
| People with disabilities requiring work-related adjustment                                 | N/A                      | 2.3            | 2.4            | 3.3            |
| Trends in the distribution of workforce diversity groups (Distribution Index) <sup>3</sup> |                          |                |                |                |
| Women                                                                                      | 100                      | 106            | 104            | 100            |
| Aboriginal and Torres Strait Islander people                                               | 100                      | 97             | 97             | 96             |
| People whose first language spoken as a child was not English                              | 100                      | 97             | 98             | 98             |
| People with disabilities                                                                   | 100                      | 101            | 100            | 98             |
| People with disabilities requiring work-related adjustment                                 | 100                      | 102            | 102            | 100            |

Source: NSW Public Service Commission Workforce Profile — Diversity Data 2021 and 2025.

1 Based on staff numbers as at 30 June 2025.

2 Excludes casual staff.

3 A Distribution Index of 100 indicates that the centre of the distribution of the workforce diversity group across salary levels is equivalent to that of other staff. Values less than 100 mean that the workforce diversity group tends to be more concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency is, the lower the index will be. In some cases, the index may be more than 100, indicating that the workforce diversity group is less concentrated at lower salary levels. The Distribution Index is not calculated where workforce diversity group or non-workforce diversity group numbers are less than 20.

Corrective Services NSW was part of the department in previous years, but it is no longer included in 2024–25. No comparative data has been restated in the annual report to reflect this change.

**Table 1a: Entities within DCJ Workforce diversity statistics<sup>1</sup>**

| Workforce diversity group                                                                        | Benchmark/<br>target (%) | AHO  | LAHC | THA  |
|--------------------------------------------------------------------------------------------------|--------------------------|------|------|------|
| <b>Trends in the representation of workforce diversity groups (% of total staff)<sup>2</sup></b> |                          |      |      |      |
| Women                                                                                            | 50                       | 72.5 | 44.5 | 65.5 |
| Aboriginal and Torres Strait Islander people                                                     | 3.3                      | 33.0 | 2.8  | 0.0  |
| People whose first language spoken as a child was not English                                    | 23.2                     | 8.8  | 33.7 | 10.3 |
| People with disabilities                                                                         | 5.6                      | 2.7  | 6.0  | 3.4  |
| People with disabilities requiring work-related adjustment                                       | N/A                      | 1.1  | 3.3  | 0.0  |
| <b>Trends in the distribution of workforce diversity groups (Distribution Index)<sup>3</sup></b> |                          |      |      |      |
| Women                                                                                            | 100                      | 97   | 98   | N/A  |
| Aboriginal and Torres Strait Islander people                                                     | 100                      | 99   | N/A  | N/A  |
| People whose first language spoken as a child was not English                                    | 100                      | N/A  | 102  | N/A  |
| People with disabilities                                                                         | 100                      | N/A  | 100  | N/A  |
| People with disabilities requiring work-related adjustment                                       | 100                      | N/A  | N/A  | N/A  |

Source: NSW Public Service Commission Workforce Profile — Diversity Data 2021 and 2025

<sup>1</sup> Based on staff numbers as at 30 June 2025

<sup>2</sup> Excludes casual staff.

<sup>3</sup> A Distribution Index of 100 indicates that the centre of the distribution of the workforce diversity group across salary levels is equivalent to that of other staff. Values less than 100 mean that the workforce diversity group tends to be more concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency is, the lower the index will be. In some cases, the index may be more than 100, indicating that the workforce diversity group is less concentrated at lower salary levels. The Distribution Index is not calculated where workforce diversity group or non-workforce diversity group numbers are less than 20.

## Achievements in 2024–25

DCJ continued to deliver initiatives and programs under the Inclusion Strategy 2021–2025 to improve employment and inclusion outcomes for people from diverse backgrounds, including women, Aboriginal and Torres Strait Islanders, people with disability, CALD, LGBTQIA+ people, mature workers, people with carers' responsibilities, and young people.

Under the Inclusion Strategy, there is a particular focus on the representation of women and Aboriginal people in senior leadership, and overall disability employment. It also includes specific metrics around representation; succession pipeline progress and People Matter Employee Survey (PMES) employee engagement scores.

While DCJ has achieved its numeric diversity representation targets, it continues to work towards the broader goals contained in its Inclusion Strategy. This includes ensuring consistent workplace experiences of support and inclusion for all employees, achieved via continuing to grow inclusive leadership capability, strengthening the support provided by employee networks and providing targeted development opportunities so all employees have equal chances of progressing their careers.

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One of DCJ's biggest honours was being celebrated for championing inclusion and accessibility at the ADN 25th annual Disability Confidence Awards held in May 2025. DCJ ranked first out of 37 state government and territory sector organisations on ADN's Disability Access and Inclusion Index. When ranked against the 44 public and private sector organisations in the awards, DCJ placed second overall.

Initiatives for the attraction, development and retention of specific cohorts are detailed as follows.

### **Aboriginal and Torres Strait Islander people**

In 2024–25, the PMES employee engagement score for Aboriginal employees was 61, in comparison to 60 for all employees. This represents a slight decrease from the 2023–24 score of 62.

In 2024–25, DCJ continued to implement initiatives and programs from the AES 2021–2025 to increase the representation of Aboriginal employees across all divisions, salary bands and work locations, improve their career development and retention, and build a culturally capable and inclusive workforce.

To support attraction and recruitment, DCJ has:

- demonstrated a strong presence at the annual NSW Aboriginal Rugby League, Koori Knockout in 2024, and was able to fill school-based, full-time (adult) traineeships and career pathways programs from this participation.
- launched the Aboriginal School Based traineeship program in 2022 and the Aboriginal Full Time traineeship program in 2024. To date, 47 school-based trainees 44 fulltime trainees and have been employed in each program, with a further six jobseekers completing the Yuranha (grow) pre-employment program.

To support career and leadership development, DCJ has:

- In 2023, DCJ launched the Aboriginal Cultural Development and Learning Strategy which aims to improve cultural safety for Aboriginal and Torres Strait Islander employees and contribute to transforming service delivery for DCJ clients. Several programs and initiatives launched as part of the strategy include:
  - A mandatory cultural awareness eLearn, from the NSW Public Service Commission's Everyone's Business Cultural Learning Journey a total of 16,577 DCJ and 11,068 CSNSW employees have completed since August 2023.
  - A foundational DCJ Cultural Confidence program designed to shift impactful conversation into action with tailored content relevant to working at DCJ. A total of 1,237 DCJ and 241 CSNSW employees participated in the program in 2024–25. Of the DCJ total, 96 were AHO employees.
  - The DCJ Executive Cultural Intelligence Program was developed to build cultural intelligence in DCJ leadership as a key enabler in transforming government organisations. A total of 41 DCJ and 21 CSNSW senior executives have completed the program since 2023. The aim is to have all DCJ senior executives complete the Executive Cultural Intelligence program by the end of 2027.
  - The My Performance Development Plan Cultural Learning goals launched in July 2024. 2,683 DCJ staff have included a cultural learning goal in the 2024–25 My Performance Development Plan cycle.
  - Cultural Immersion grants, launched in November 2024, offers DCJ employees the opportunities to connect with Aboriginal cultures, communities, and people at a local level to support building a culturally safe environment.

To support inclusion and retention:

- The Indigenous Employee Network is supported with funding and strategic advice.
- Events and days of recognition such as Sorry Day, Children's Day and NAIDOC Week are acknowledged and celebrated.
- Regular Yarning Circles are held with employees. Yarning circles provide culturally safe environments for Aboriginal and non-Aboriginal people to gather and engage in truth telling and collaborative problem solving. They strengthen employee bonds and allow Aboriginal voices to be heard and included.

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## People with disability

- In 2024–25, the overall percentage of employees with disability in DCJ was 7.7 per cent, exceeding the DCJ Inclusion Strategy and NSW sector target of 5.6 per cent overall representation by 2025.
- In 2024–25, DCJ delivered the following initiatives to further improve representation and workplace experience scores for employees with disability.

In attraction and recruitment, DCJ has:

- Continued to participate in the ADN ‘Stepping Into’ Internship Program, offering nine intern placements in 2024–25.
- Maintained our ADN Disability Confident Recruiter status.
- Finalised research to explore future pathways to employment for people with intellectual disability, examining barriers from an employer perspective and future concept design for a pilot.
- Continuously improved the content on the DCJ Careers Site to attract applications from people with disability and ensure accessibility.

To support career and leadership development, DCJ has:

- Made available the Disability Confident (for Manager) course which supports managers in upholding the principles of the DCJ DIAP.

To support inclusion and retention, DCJ has:

- Continued to provide the Workplace Adjustment Passport with over 700 active passports ranging from assistive technology or equipment, flexible work arrangements and access or amendments to building and facilities.
- Continued to support the Disability Employment Network to improve attitudes and awareness of disability across the department. The network is consulted on plans, policies and procedures that impact the recruitment, retention and career development of employees with disability.
- Continued the DCJ Accessibility Community of Practice, which is a staff network connecting colleagues interested in accessibility to build skills, collaborate, generate ideas, solve problems, and support each other to deliver accessible communications at DCJ.
- Continued the Disability Inclusion channel. The channel is a digital learning experience on the department’s Learning Management System designed to help individuals, leaders, and teams to improve their knowledge of disability, disability inclusion practices and drive behavioural change.
- Continued to deliver online learning sessions to hear from inspirational and insightful speakers on topics that will help employees enhance their professional growth and wellbeing.

## Women

In 2024–25, 71.9 per cent of all senior leadership roles are held by women. DCJ also actively monitors employee engagement scores for DCJ women through the annual PMES. In 2024–25, the overall employee engagement score for women was 63, down from the previous year, and in line with a general decline in scores across DCJ. The score for women remains higher than the score for all DCJ employees at 60.

In 2024–25, DCJ undertook the following initiatives to maintain a strong pipeline of future women leaders:

- Launched in 2025, the DCJ Gender Equality Action Plan 2025–2028, sets out a plan to advance gender equality within our workforce and through the work we deliver for our communities, is structured around three key pillars: our leaders, our people, and our work.
- Continued financial and strategic support for key staff networks, including our Women in Communities and Justice Network, the Carers' Network and the Supporting Ageing Government Employees network. The Women in Communities and Justice Network is the largest of the DCJ Diversity Networks and counts members and allies from all Divisions of DCJ, as well as ten agencies across the Communities and Justice portfolio. These agencies currently include CSNSW, NSW Trustee & Guardian, the Crown Solicitor’s Office, AHO, NSW Reconstruction Authority, Legal Aid NSW, the Office of Director of Public Prosecutions, the Ageing

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and Disability Commissioner, the Advocate for Children and Young People, and the Anti-Discrimination Board. The Women in Communities and Justice Network membership includes over 800 members and allies.

### **Culturally and linguistically diverse**

- DCJ workforce data shows that in 2024–25, 23.5 per cent of DCJ employees shared that their first language spoken as a child was not English (20.4 per cent in 2023–24).
- In 2025–26 DCJ delivered the Refugee and Humanitarian Employment Program to create meaningful employment opportunities for individuals on refugee or humanitarian class visas as they rebuild their lives in Australia.
- In line with the *Multicultural NSW Act 2000* and NSW Multicultural Outcomes Reporting Framework, government agencies are required to develop a multicultural plan and to report annually on its implementation. In 2024–25, DCJ continued to deliver initiatives under its current Multicultural Plan. The DCJ Multicultural Plan 2026–2029 is under development and will outline key priorities to guide our work into the future. The Plan will reflect the multicultural principles outlined in the *Multicultural NSW Act 2000*, which support inclusive practices to ensure services and programs are responsive to the distinct needs of multicultural communities – including both our staff and the people we serve.

### **LGBTQIA+ people**

- DCJ actively monitors the employee engagement scores for LGBTQIA+ employees through the annual PMES. In 2024–25, the overall engagement score for LGBTQIA+ employees was 58, down from 62 in 2023–24. This score is lower than the 60 score for all DCJ employees.
- The DCJ Pride Network's vision is for an inclusive workplace free of discrimination in all forms to inspire engagement and equality. DCJ Pride established the DCJ Pride Awards. The DCJ Pride Awards recognise the achievements and dedication of DCJ's LGBTQIA+ employees and those who champion LGBTQIA+ inclusion and initiatives.

### **Aspirations for 2025–26**

In 2025–26, DCJ will develop and launch its new Inclusion Strategy 2026–2030 and AES 2026–2030 to improve employment outcomes and inclusions for people from diverse backgrounds.

In 2025–26, DCJ will:

### **Aboriginal and Torres Strait Islander people**

- Continue to work with our divisions to progress their AES Implementation Plans and deliver the DCJ Aboriginal Traineeship and Aboriginal School-based Traineeship programs.
- Continue to deliver the Yindyamarra broad-based Aboriginal Mentoring program across all salary levels and divisions.
- Continue to partner with TAFE NSW and other Registered Training Organisations to deliver career development, management, and leadership courses to Aboriginal employees across all salary levels.
- Continue to deliver the DCJ Cultural Development and Learning Strategy to support all employees with enhancing cultural safety for Aboriginal employees.
- Continue to monitor progress against Aboriginal employment targets and PMES engagement scores.
- Continue to deliver the Dyirramalaang (Leader) Talent Pipeline Development and Mentoring Program.
- Continue DCJ's strong presence at the annual NSW Aboriginal Rugby League, Koori Knockout. In October 2025, DCJ will sponsor the Women's Competition in Tamworth NSW, recognising how closely we work with community year-round and support entry-level employment.

### **People with disability**

- Continue to develop disability employment priorities and initiatives (as part of our implementation of the DIAP and Inclusion Strategy 2021–2025 employment actions).

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- Review our Workplace Adjustment Policy and Procedure, with roadshows to promote the Workplace Adjustment Passport across DCJ.
  - Continue to offer 'Stepping Into' Internship opportunities to university students with disability in partnership with ADN.
  - Implement recommendations from the 2024–25 Access and Inclusion Index operated by the ADN. The results will inform our next wave of initiatives and DIAP contributions in meaningful employment.
  - Continue career development programs for employees with disability to support skills and career development.
  - Continue updating and promoting the suite of Disability Awareness e-learning modules across DCJ to improve employee understanding of the steps and expectations in working with and managing people with disability.
  - Continue to monitor progress against disability employment targets and PMES engagement scores for employees with disability.

## **Women**

- Deliver commitments detailed in the Gender Equality Action Plan.
- Continue to support and build membership of the relevant employee networks.
- Continue to monitor employee engagement for women through the PMES.

## **Culturally and Linguistically Diverse**

- Grow the DCJ Refugee and Humanitarian Employment Program to provide an additional cohort with ongoing employment opportunities to eligible refugees in a range of suitable roles across different divisions.
- Continue to participate in the Multicultural NSW Refugee Employment Champions Group.
- Continue to attract CALD candidates through the use of targeted advertising to promote multicultural child protection and social housing roles.
- Continue to promote the DCJ Multicultural NSW Community Language Allowance Scheme Guidelines and Procedures and encourage more employees from CALD backgrounds to consider participating in the scheme.
- Continue to deliver the DCJ Multicultural Competence learning program, supporting employees to improve their understanding of working with culturally diverse clients and colleagues.
- Continue to support and build membership of the DCJ Multicultural Network.

## **LGBTQIA+ people**

- Continue to promote the Workplace Gender Affirmation Policy and the Guide, to support employees affirming their gender in the workplace.
- Continue to build the LGBTQIA+ Inclusion channel resources, via the DCJ Learning Management System.
- Continue providing support and funding to the Pride Network to undertake activities that promote LGBTQIA+ inclusion across DCJ. This includes Mardi Gras events, IDAHOBIT Day, Wear it Purple Day, Pride Month, and acknowledging and celebrating days of significance for LGBTQIA+ communities.
- Continue to support the Pride Network to host annual DCJ Pride Awards, to recognise the achievements and dedication of DCJ's LGBTQIA+ employees and those who champion LGBTQIA+ inclusion and initiatives.
- Continue to monitor PMES engagement scores for LGBTQIA+ employees.

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## 5.3 Modern Slavery Act 2018 (NSW)

### Good and Services compliance with Modern Slavery Act 2018 (NSW)

DCJ has an obligation to take reasonable steps to ensure that goods and services procured by and for DCJ are not the product of modern slavery.

DCJ continues to be a member of the NSW Anti-slavery Commissioner's Shared Implementation Plan Working Group to discuss a collaborative approach to implementing the Guidance on Reasonable Steps to manage modern slavery risks in operations and supply chains. No concerns or contentious issues regarding the Department's operations were raised by the NSW Anti-slavery Commissioner during 2024–25.

Since the inception of the *Modern Slavery Act 2018 (NSW)*, DCJ ensures that goods and services procured for and by the Department are compliant with the Act. These steps include:

- Applying the formal Guidance on Reasonable Steps from the Anti-slavery Commissioner to manage modern slavery risks in operations and supply chains.
- A standalone DCJ Modern Slavery Policy in 2024–25, which aligns with the Guidance on Reasonable Steps and the Commissioner's policy template.
- A Modern Slavery Risk Management Plan to operationalise the commitments made in the DCJ Modern Slavery Policy.
- Modern Slavery Risk Assessments utilising the Anti-slavery Commissioner's Inherent Risk Identification Tool in the early planning stages of the procurement process.
- Modern Slavery tender requirements and evaluation criteria have been updated to include model tender clauses when a procurement is assessed as requiring either heightened modern slavery due diligence, or light, minimal and standard due diligence.
- Modern Slavery contract clauses have been updated to include model contract clauses when a procurement is assessed as requiring heightened modern slavery due diligence; or light, or minimal and standard due diligence.

### Actions taken to develop a system of support for victims of forced under-age marriage

DCJ recognises the vulnerability of this cohort, and DCJ strategies and services continue to evolve to highlight and serve the needs of those identified as victims of forced and under-age marriage. Key components include:

#### Service delivery

Across DCJ's service delivery areas a range of supports are available to victims. Examples include:

- Programs and services provided by Homes NSW to young people at risk of homelessness, which may be relevant to victims of forced under-age marriage including Rent Choice Youth, the Youth Initiative and the Homeless Youth Assistance Program.
- Services across the departmental functions of child protection, out-of-home care, youth justice and public housing are provided to children and young people whose safety is at risk of significant harm due to domestic and family violence. This may include instances where the child or young person has been, or is at risk of being, subject to under-age forced marriage.
- Direct assistance such as counselling, financial assistance and a recognition payment to victims of an act of violence or act of modern slavery through Victim Services.
- Victims of forced under-age marriage who are prosecution witnesses in sexual offence cases may also access support through the Child Sexual Offence Evidence Program.
- Community-based support with multicultural caseworkers providing cultural consultation to caseworkers working with multicultural families, which may include consultation regarding forced under-age marriage.

#### Governance

DCJ is continuing its efforts to improve recognition and assistance to victims of forced under-age marriage and is actively involved in both national and state level governance groups, such as a national working group considering options to prevent and respond to forced marriage and the NSW Forced Marriage Network.

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## Awareness

DCJ developed and commenced implementation of mandatory training for all DCJ staff on understanding modern slavery, including forced marriage, to improve awareness of support pathways for victims and equip staff to better support clients.

## 5.4 Compliance with Carers (Recognition) Act 2010

DCJ recognises the valuable contribution that carers make to our society and is the public sector agency responsible for implementing and reviewing the *Carers (Recognition) Act 2010*.

The NSW Carers Charter, which forms a part of the Act, contains 13 guiding principles for NSW public sector human service agencies on issues of significance for carers, including respect and recognition, inclusion in decision-making, and access to services they may need.

A carer, for the purposes of the Act, is an individual who provides ongoing personal, care, support and assistance to any other individual who needs it because that other individual:

- is a person with a disability within the meaning of the *Disability Inclusion Act 2014*
- has a medical condition (including a terminal or chronic illness)
- has a mental illness, or
- is frail and aged.

During 2024–25, DCJ supported carers in a variety of ways, as described below.

### Consultation and liaison with Carers

The NSW Carers Advisory Council engages with and supports carers in the following ways:

- The NSW Carers Advisory Council, established under the *Carers (Recognition) Act 2010*, engages with and advances the interests of carers by providing advice to the NSW Government on legislation, policy and other matters relating to carers. We provided Secretariat support to the Council.
- The majority of Council members have:
  - current or previous experience of being a carer
  - diverse backgrounds and expertise, and
  - come from a range of metropolitan and regional areas in NSW.
- The Council met four times during 2024–25 and has provided the NSW Minister responsible for Carers with advice on issues relating to carers, including:
  - digital access for carers in regional, rural and remote NSW
  - loss of Commonwealth funding for NSW carers of children and young people with a disability
  - the multigenerational workforce and unpaid care in state public sector organisations
  - foundational support for carers of children with disability.

### NSW Carers Strategy

The NSW Carers Strategy: Caring in NSW 2020–2030 is a whole-of-government and whole of community 10-year plan. It supports NSW public sector agencies to meet obligations under the *Carers (Recognition) Act 2010*. It aims to recognise and value carers and ensure carers are consulted on policy matters that impact on them.

The strategy has four priority areas:

- Priority 1 – carers have better access to information, services and supports
- Priority 2 – carers will be recognised, respected and empowered

- 
- Priority 3 – carers have improved financial wellbeing and economic opportunities
  - Priority 4 – carers have better health and wellbeing.

The NSW Carers Strategy is supported by action plans every two years. The first action plan for 2020–2022 included 29 actions, and the second action plan for 2023–2024 contained 27 actions. The third and current action plan for 2025–2026 contains 25 actions led or supported by 10 NSW Government agencies and the peak NSW Carers organisation, Carers NSW.

An Interdepartmental Committee lead the action planning and encouraged collaboration between public service agencies on the Strategy. It will further inform progress against current and future action plans of the Strategy. DCJ provides secretariat support to this Committee.

## Carers Week

- The annual National Carers Week was held from 13 to 19 October 2024. The NSW Government launched a campaign to raise awareness of carers and their contributions to our community.
- The campaign included media and communication resources to celebrate the dedication and hard work of carers and acknowledge their contributions. It included web, social media, and traditional media elements to increase the communities understanding of the substantial role of carers, as well as promoting support services available to those selfless family members and neighbours who don't identify as carers.
- DCJ funded the peak body Carers NSW to deliver 405 grants to local organisations and community groups to celebrate Carers Week in 2024. The grants were used to hold community events or activities across NSW, including pamper packages for hospital attendees, morning teas, luncheons and movie days.

## Anti-Discrimination NSW

- Participated in Carers Day Out, hosted by Carers NSW in Redfern on 15 October 2024 and engaged with community members, providing information on anti-discrimination legislation and available support services.
- As part of its National Carers Week 2024 initiatives, Anti-Discrimination NSW spotlighted the experiences and challenges faced by carers through interviews published in its October 2024 monthly newsletter Equal Time and via its social media channels, helping to raise awareness and promote understanding of carers' issues.
- In January 2025, Anti-Discrimination NSW delivered an information session for Carers Gateway staff and clients, promoting its free enquiry and complaint services and addressing questions related to discrimination against carers.

## Educational strategies

### Other initiatives to support carers

- DCJ funds Carers NSW to deliver carer initiatives which support the NSW Carers Strategy:
  - The carer employment initiative Carers + Employers program comprises both network membership and workplace accreditation. The program defines best practice standards for supporting staff with caring responsibilities to improve carers' career opportunities. DCJ is leading an action in the third action plan to increase NSW Government agencies' participation in the program.

## Actions taken to ensure staff are aware of and understand the principles of the NSW Carers Charter

- Continued to fund and support the DCJ Carers' Network to empower and encourage our employees with carer responsibilities to participate in the development of DCJ policies, procedures, strategies and to promote a workplace culture that ensures equity of opportunity and freedom from discrimination.
- In National Carers Week, October 2024, the DCJ Carers Network proudly marked its third anniversary. To celebrate, Network leads shared their personal stories with caring, discussing challenges they face, the strength they show, and the vital role leaders play in creating a supportive, inclusive workplace.
- Continued to support carers through its DCJ Flexible Work Policy and the DCJ Workplace Adjustment Policy and Passport, these policies enable carers to manage personal obligations alongside their professional roles without compromising their careers or wellbeing.

- 
- Tracked engagement through the PMES to better understand the experiences of employees who are carers. In 2024, the engagement score was 60 – compared to 62 in 2023, indicating a slight decrease and the need to keep listening, learning, and improving support.

## **Aspirations for 2025–26**

In 2025–26, we aspire to:

- Achieve Level 3 accreditation (Excel) through the Carers + Employers program in partnership with Carers NSW.
- Continue to champion the DCJ Carers' Network, creating meaningful opportunities for employees with caring responsibilities to actively shape DCJ's policies, procedures, and strategies. By doing so, we foster a workplace culture grounded in equity, inclusion, and respectful workplace where everyone has the opportunity to thrive.
- Maintain the commitment of investing in the DCJ Carers' Network by growing its membership and co-hosting events that promote awareness, spark conversations, and drive inclusion for carers across our workplace and networks. We will continue to equip leaders and teams across DCJ with on-demand sessions on flexible work and job sharing, plus practical guidance to build team-based flexible work plans that work for everyone.
- Closely monitor the employee engagement and workplace experience scores for carers through the PMES, ensuring their voices are heard and their needs are reflected in how we work.

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## 5.5 Disability Inclusion Action Plan

The *NSW Disability Inclusion Act 2014* formalises NSW's commitment to the United Nations Convention on the Rights of Persons with Disabilities and requires the creation of two different types of plans: the NSW Disability Inclusion Plan and, for public authorities (government departments, local councils and certain other agencies), individual DIAPs.

Disability inclusion planning is one way for public authorities and other organisations to reduce and remove barriers for people with disability and foster a more accessible and inclusive community. Disability inclusion planning is about making a plan that outlines the actions that government departments and agencies will take to remove barriers in access to government information, services and employment, and to foster the promotion of the rights of people with disability.

### NSW Disability Inclusion Plan

The NSW Disability Inclusion Plan 2021–2025, released in November 2021, provides a whole of government strategy. The plan has four focus areas that set out how the NSW Government will improve the lives of people with disability.

The focus areas are:

- developing positive community attitudes and behaviours
- creating liveable communities
- supporting access to meaningful employment
- improving access to mainstream services through better systems and processes.

This four-year plan builds on the work the NSW Government has undertaken to create more accessible and inclusive communities and provides the blueprint for increasing the social and economic participation of people with disability across NSW. It aligns with the Australian National Disability Strategy and our obligations under the United Nations Convention on the Rights of Persons with Disabilities.

DCJ is leading cross-agency work on the next iteration of the Disability Inclusion Plan, which is expected to be published in 2025–26.

### Disability Inclusion Action Plan

As a public authority, DCJ is required to create and publish a DIAP. DIAPs set out the measures an organisation intends to put in place to ensure that people with disability can access services and participate fully in the community.

Following the conclusion of our last DIAP, DCJ is developing a new DIAP in consultation with our people and customers with disability. The next DCJ DIAP will:

- outline how DCJ is addressing barriers experienced by people with disability
- take into account actions from the next NSW Disability Inclusion Plan
- incorporate actions from major reforms such as those arising from the [Disability Royal Commission](#) and [National Disability Insurance Scheme](#) reviews, including the [NSW Government responses](#).

### Disability Inclusion initiatives in 2024–25

During 2024–25, we continued to implement a range of disability inclusion strategies, services and initiatives for its own workforce, as detailed below.

#### DCJ staffing initiatives

- Continued to support its Workplace Adjustment Passport, which ensures a digital record of the accessibility arrangements are put in place for employees with disability. DCJ has shared its concept design with the agency leading the introduction of a Passport across the rest of the NSW Government sector to promote good practice.

- Completed the set-up of a sensory room at our Newcastle office, designed to support people with disability. While additional building works have delayed the formal opening, we expect to launch the space in the second half of 2025. The sensory room includes lounges, bean bags, and other sensory items to create a calming and inclusive environment.
- Enhanced workplace inspections to include accessibility audits across all DCJ office sites. Any identified concerns or barriers to physical access are progressed to the DCJ Corporate Services division for review and potential upgrades.
- Continued to support its DEN and mature workers network, Supporting Ageing Government Employees (noting there is a strong link between ageing and disability). DCJ also supports its employees to participate in cross-sector networks such as DENConnect.
- Continued to monitor progress against disability employment targets and PMES engagement scores for employees with a disability.

### **Access to meaningful employment**

- Reviewed all flexible work plans and adjustments in line with policy to ensure necessary solutions were provided. Neurodiversity training was completed for managers and teams in July 2024, and we incorporated the knowledge gained into quarterly engagement and all meetings.
- Continued to partner with disability employment service providers and specialist employment portals to promote DCJ employment and attract applications from people with disability.
- Continued to offer 'Stepping Into' Internship opportunities to nine university students with disability in partnership with the ADN.
- Finalised research to explore future pathways to employment for people with intellectual disability, examining barriers from an employer perspective, and future concept design for potential pilot in 2025–26.
- Continued the reverse mentoring program to build inclusion among senior leaders, while also advocating to address policy misalignments and strengthen the use of adjustment passports. In partnership with external organisations, we supported the development of a centralised disability employment hub and promoted inclusive procurement practices. Co-hosted awareness activities to grow community understanding and network membership, alongside encouraging job share and flexible work arrangements for senior workers and carers. Contributed to cross-network initiatives, including impactful presentations to the ELT that highlighted lived experiences and strategic priorities.
- Retained status as a Disability Confident Recruiter, which means our recruitment policies and practices have been benchmarked for access and inclusion by the ADN.

### **Positive community attitudes and behaviours**

- Supported NSW National Disability Insurance Scheme (NDIS) participants by:
  - Representing NSW in intergovernmental disability reform initiatives to progress disability reform work and ensure the conditions of agreements and standards of service provision for NSW NDIS participants are maintained and supported through the updating of national disability policy direction.
  - Using the NSW NDIS Rules Consultation Group, formed in May 2025, to share information and provide feedback to the Commonwealth Department of Health, Disability and Ageing on the development of the new NDIS rules.
  - Supporting the Minister for Disability Inclusion at five meetings of the Disability Reform Ministerial Council, facilitating approval of the new NDIS rules implemented in October 2024 and March 2025.
- Strengthened advocacy for people with disability by introducing a new system of financial reporting and a framework to track outcomes. Through the Disability Advocacy Futures Program, we helped providers to measure the impact of their work.
- Contributed to the development of the Disability Senior Officials Group, whose workplan drives the work that the states, territories and commonwealth are undertaking. These are informed by discussions held at state and territory forums, along with the recommendations from the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability.

- Engaged the Insight Partnership to review the NSW Disability Inclusion Plan 2021–2025. NSW government departments and agencies with responsibility for an action were asked to provide a final progress update. The results of the review will inform the development of the NSW Disability Inclusion Plan 2026–2029.
- Honoured to be recognised as a leader of disability inclusion through our undertaking of the ADN Access and Inclusion Index, culminating in a national ranking of second overall and first among state and territory government organisations.
  - Evidence collection spanned over 600 items, reflecting significant organisational maturity across nine key areas including workplace adjustments, candidate experience, premises, procurement, and digital accessibility.
  - DCJ achieved a perfect score of 100 per cent in workplace adjustments and was recognised as Best in Class in both workplace adjustments and candidate experience.
  - Key milestones included the development of a dignified access checklist, the launch of the Accessibility Studio, and the expansion of the Hiring Manager Knowledge Hub. Governance structures were reviewed and aligned with the DIAP, DRC recommendations, and the Australian Disability Strategy.
  - Extensive consultations were held to capture current actions and identify future opportunities, supported by a streamlined reporting framework and action plans tailored to.
  - Formal policies were proposed to reinforce DCJ's commitment to disability employment and accessible procurement, while training initiatives were embedded into induction programs to build disability confidence across the workforce. These efforts were underpinned by strong leadership, cross-sector collaboration, and a commitment to continuous improvement, positioning DCJ as a national leader in disability inclusion.
- Improved outcomes for parents with disability by including a practice note on working with expectant parents with disability in our staff Pregnancy Family Conferencing Manual. The guidance highlights the importance of making appropriate adjustments and considering advocacy support when needed.
- Continued to maintain strong working relationships with the Disability Specialist at John Hunter Hospital and HNE Health. They have facilitated group supervision and participated in birth planning meetings with the Hunter Prenatal Team. These collaborations have supported the development of tailored Family Action Plans for expectant parents with intellectual disability.
- All managers across DCJ Housing Services in Northern District participated in the Neuroinclusive Leadership program. This initiative is designed to strengthen inclusive practices and foster environments that better support neurodiverse clients and staff.
- NCAT supports the use of Augmentative and Alternative Communication methods used by individuals who have difficulty with spoken or written communication, and allows additional time during hearings where needed.
- NCAT offers forms and publications in alternative formats upon request, supporting people who are blind or have low vision.
- Provision of real time transcription service is available to support court participants with cognitive impairment, when requested.
- Staff within the Court Services Office of the Executive Director had the opportunity of a specific learning session regarding 'Understanding Cognitive Impairment' delivered by the Justice Advocacy Service within the Intellectual Disability Rights Service.
- 'Valuing diversity and inclusion' is one of five pillars in Court Services' Recognition Framework promoting inclusive behaviours across teams.
- Continued to advocate for a criminal justice system that better supports people with people with cognitive impairments, from their first point of contact with police through to their exit from custody. Recent insights from lived experience witnesses and experts at the DRC reinforce the need for reform. We are committed to increasing access to diversionary orders, ensuring the provision of individualised supports, enhancing training for justice professionals and improving data collection practices.

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## Liveable communities

- Opened 10 new Core and Cluster women's refuges are now operating in Bathurst, Canterbury-Bankstown (two projects), Cumberland, Dubbo, Gunnedah, Hawkesbury, Penrith, Port Macquarie-Hastings and Wagga Wagga. We have designed these refuges to be inclusive and accessible for women with disability. Both the 'core' support services and 'cluster' accommodations include features such as spacious living areas and the 'cluster' accommodation include features such as spacious living areas, wide doorways and bathrooms and adjustable benchtops and tables to support wheelchair users. The remaining 39 Core and Cluster women's refuges are in various phases of planning and construction.
- Delivered the Love Rights project to help prevent sexual violence against people with disability. Through this project, we are raising awareness by providing peer-informed and accessible resources for people with disability and delivering an evidence-based training program for disability support workers.
- Awarded \$300,000 in grant funding of over two years to support three organisations in developing and tailoring Men's Behaviour Change Programs for priority groups, including people with cognitive impairment. The organisations are:
  - Warrina Domestic and Family Violence Specialists Services – Coffs Harbour
  - Plus Community – Orange
  - Catholic Care Broken Bay – Pennant Hills.

All three organisations are progressing through different stages of implementation. Each has piloted a Men's Behaviour Change Program and is currently preparing their registration applications under Men's Behaviour Change Program Practice Standards and Compliance Framework.

- We are working on potential reform options, to improve services and outcomes for forensic patients with cognitive impairment. We completed data gathering and targeted consultation on issues and service gaps. This is part of broader work reviewing current arrangements and identifying options for reform in response to recommendation 8.12 of the Disability Royal Commission.
- Redesigning the entry-level training program for new child protection caseworkers to strengthen inclusive practice. As part of this, we are developing an inclusive practice Disability eLearning module that includes real-world scenarios and is designed to be fully accessible with features like screen reader compatibility, alt-text and inclusive visual design.
- Supported 3,641 client referrals from practitioners seeking help to navigate the NDIS for children and parents with disability in 2024–25 – a 22 per cent increase from the previous year. By working closely with the National Disability Insurance Agency, we helped keep children with disability safely at home with their families through joint early intervention and prevention support.
- Published the NSW Child Protection Guide for families on DCJ website on 21 October 2024, with an official launch by the Deputy Secretary. We printed copies for all practitioners and distributed them to over 90 sites across NSW. The guide is available in six community languages and six Easy Read booklets, ensuring broad accessibility for families.

## Access to mainstream services through better systems and processes

- Helped to prevent violence abuse, and neglect of people with disability:
  - Reviewed the final report of the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability to identify key issues related to sexual violence.
  - Convened a cross-government project working group to guide the development of resources aimed at improving prevention and responses to domestic, family, and sexual violence.
  - Developed four online training modules, a reflective practice guide, a safety planning resource, and five fact sheets.
- Delivered a targeted Building Access program in three regional NSW locations (Nowra, Dubbo and Bathurst) to support domestic and family violence services for women with disability. In 2024–25, 50 domestic and family violence workers across 22 organisations were trained to improve disability inclusion. We have secured funding to continue delivering this program for another two years, through to August 2027.

- Identified and responded to the needs of people with cognitive impairment in contact with the criminal justice system by developing and delivering training to frontline justice agencies in partnership with Justice Advocacy Service. In 2024–25, 701 professionals participated in training and 30 training sessions were delivered.
- Provided advocacy support to 2,493 clients with cognitive impairment to navigate the criminal justice system. Targeted diversionary support was also delivered to 322 defendants with a cognitive impairment at six NSW local courts. An outcomes evaluation and economic analysis of the diversion program, led by DCJ's NSW Bureau of Crime Statistics and Research and Emeritus Professor Leanne Dowse, commenced in December 2024. The NSW Government has extended funding for another two years until 30 June 2027.
- Helped to address systemic failures and improve responses to violence against people with disability through contracted People with Disability Australia. As part of this work, People with Disability Australia completed a comprehensive literature review that draws on over two decades of research, policy, and lived experience. This review adopts an intersectional, Indigenous feminism, and decolonising lens, foregrounding First Nations self-determination, community knowledge, and rights-based reform.
- Supported the implementation of the First Action Plan of the National Plan to End Violence Against Women and Children includes targeted actions to support women with children and disability. We conducted extensive stakeholder engagement to inform the disability lens was conducted between September and November 2024 with state and territory governments, people with disability, the family, domestic and sexual violence sector and the disability sector.
- Provided Intensive Therapeutic Care – Significant Disability placements for a limited cohort of children and young people aged 12 years and over who have complex disabilities. As of June 2025, 22 of the 26 Intensive Therapeutic Care – Significant Disability beds from the 2023–24 tender expansion, have been implemented, with 14 young people currently in those placements. As of 30 June 2025, there were approximately 175 children and young people Intensive Therapeutic Care – Significant Disability.
- Continued to convene monthly meetings of the NSW National Disability Data Asset interdepartmental coordination group consolidate NSW data set, sign data sharing agreements, and contribute data to the central repository.
- Supported people with lifelong disability to participate more fully in community life through the Companion Card Program. There are now more than 63,000 Companion Card holders and over 1,000 businesses affiliated with the program. To improve accessibility, we have developed an online application form, which is now being piloted.
- In October 2024, we successfully held the Disability and Emergency Management forum, which led to the development of an action plan. This plan was endorsed by the State Emergency Management Committee in 2025, marking a key step forward in strengthening inclusive emergency responses.
- Strengthened accessibility across our housing and homeless services, by introducing a series of initiatives aimed at improving the physical environment, enhancing access to information, and supporting inclusive service delivery. Examples include:
  - An accessibility checklist for SHS managing crisis accommodation properties. Providers can use the checklist to identify accessible features in their property/s and update details of these features in the Vacancy Management System, used for referring clients to services with vacancies. The accessibility indicator in the Vacancy Management System enables easier identification of accessible crisis accommodation properties and supports client referral to appropriate services.
  - Introduced a new maintenance contract bringing in improved processes and procedures for assessing and implementing modifications to tenants' homes. This helps ensure that properties better meet the needs of people with disability and support safe, accessible living environments.
  - Improved the accessibility of tenant resources by introducing Easy Read versions of key housing policies. This work helps ensure that more people, including with cognitive disability, can understand and engage with important housing information.
  - Revised and published our Disability Modifications Policy. The updated policy makes it easier and clearer for tenants to request modifications to their homes and provides guidance on alternative options when a property is unsuitable for modification. It also clarifies that tenants are able to apply for self-funded or third-party modifications, supporting flexibility in adapting their living spaces.

## 5.6 Climate-related financial disclosures – Department of Communities and Justice

### Introduction

This report represents the climate-related financial disclosures (disclosures) for DCJ for the year ended 30 June 2025.

The disclosures have been prepared in accordance with the TPG24-33 Reporting Framework for Climate-related Financial Disclosures (TPG24-33 Reporting Framework), which mandates climate reporting for NSW Government entities. The Framework is adapted from the Australian Accounting Standard S2 Climate-related Disclosures for the specific circumstances, capability and capacity of NSW Government entities.

To prepare for mandatory reporting under the framework, DCJ completed a gap assessment and developed a roadmap to identify required capability uplift and additional resourcing needs. This preliminary work highlighted that some actions would require further investment, including integration of climate change scenario analyses into strategic, financial and risk management planning; enhancement of data management and analysis; and development of net-zero transition and adaptation action plans.

Key priorities and next steps for 2025–26 include:

- finalising the development of the DCJ Climate Change Strategy
- developing a DCJ Net Zero Transition Plan
- establishing a DCJ Emissions Data Framework
- undertaking Climate Change Risk and Opportunity Assessments (CCROA) across DCJ's divisions
- commencing adaptation planning activities.

This report has been prepared for the same consolidated reporting entity and reporting period as DCJ's Consolidated Financial Statements (see 'Note 1(a) Reporting entity' in financial statements) and incorporates climate-related information of the parent entity and its subsidiary, the John Williams Memorial Charitable Trust.

### 5.6.1 Governance

#### Executive Leadership and Management Oversight

##### Executive Leadership Team

The ELT is the principal executive governance committee and decision-making body for DCJ. It holds ultimate oversight of all enterprise-level risks, including climate-related risks and opportunities.

This role has been demonstrated through endorsement of the DCJ CCROA and other climate-related strategic projects and initiatives. These initiatives have positioned DCJ to better understand, manage and respond to climate risks and opportunities. They include research and planning to guide the transition of key asset types to net zero, and assessment of property assets to identify exposure and vulnerability to climate-related hazards.

The ELT's oversight responsibilities for climate change risks and opportunities are supported by the ARC and the Climate Change Executive Leadership Group (CCELG).

##### Audit and Risk Committee

The ARC is an independent governance body that provides oversight and support to the Secretary by monitoring, reviewing and advising on DCJ's governance processes, including risk management and climate-related risks. This includes reviewing DCJ's management of climate risks and opportunities, and implementation of the TPG24-33 Reporting Framework.

##### Climate Change Executive Leadership Group

The CCELG is a management-level working group established in 2024–25 to consider the strategic and operational impacts of climate change on DCJ and provide structured oversight of DCJ's overall response. In 2024–25, the CCELG had six meetings which primarily focused on considering the impacts of climate change on DCJ's corporate functions such as asset management, financial accounting and reporting, procurement and

work health and safety, and providing oversight for key projects and initiatives, including the:

- completion of DCJ’s first Enterprise CCROA
- completion of DCJ’s first Mandatory Climate-Related Financial Disclosure
- development of DCJ’s first Climate Change Strategy.

Other key functions of the CCELG, as per its Terms of Reference, include:

- Providing updates and recommendations to the Secretary and ELT on mandatory requirements for managing and reporting climate-related risks and opportunities.
- Ensuring climate-related risks and opportunities are appropriately considered in DCJ strategies, policies, risk processes and investment decisions, including trade-offs.
- Overseeing the setting of targets related to climate-related risks and opportunities, including NSW Government legislated targets.
- Driving improvements in climate risk management maturity and capability across DCJ.
- Providing direction for the development of projects and initiatives that respond to the impacts of climate change and support implementation activities, including engagement with operational divisions.
- Considering short-, medium- and long-term resourcing, capability and capacity.

**Climate Risk and Climate Change Strategy Working Groups**

Two working groups have been established to support the CCELG and coordinate work on climate change risks and opportunities across DCJ (Figure 1). Both working groups include non-executive representatives from DCJ’s enterprise risk, sustainability, business resilience, capital planning and investment, financial and statutory reporting, procurement and housing functions.

**Figure 1: Roles and responsibilities for climate risk management and governance**



**Broader Governance and Collaboration**

The ELT and CCELG are the central governance and management forums with oversight for embedding climate considerations into DCJ’s enterprise risk management, strategic planning and investment decisions. Climate risk will also continue to be a key focus area in quarterly risk reporting to both the ELT and ARC.

DCJ contributes to cross-agency governance forums that drive climate change action across NSW Government. This includes participation in education and training programs to support sector leaders in developing a stronger understanding of climate change impacts, management practices and fiduciary duties.

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DCJ is continuing to strengthen and mature its climate governance processes to help systematically assess, manage and report on material climate-related risks and opportunities. This includes taking decisive and timely action to respond to climate change risks and opportunities.

DCJ's ability to meet its long-term obligations and commitments in relation to climate change will require strong governance and leadership, targeted funding and investment, and capability uplift to help build the right skills and competencies across the organisation and support the implementation of climate actions.

## 5.6.2 Strategy

DCJ was established in July 2019 by merging the functions of the former Department of Justice and the Department of Family and Community Services. Bringing these functions together created an opportunity to shift the focus towards prevention and early intervention across the entire social welfare and justice systems. By focusing on proactive intervention, DCJ aims to break the cycle of disadvantage within communities and deliver services in a more client-focused and collaborative way to help make a real and lasting difference to people's lives across NSW.

DCJ is responsible for delivering on key commitments and policies for the NSW Government. This includes, operating an effective legal system, improving access to social and affordable housing, supporting and protecting children and families, addressing domestic violence, supporting young offenders, and promoting community diversity and social cohesion.

DCJ is currently developing a new strategic plan, which will deliver improved outcomes for the community and enable it to deliver strategic objectives. The new strategic plan will consider NSW Government's strategic priorities and budget commitments, including recent changes to DCJ's operating environment. This includes the establishment of Homes NSW as a division within DCJ and CSNSW becoming a Public Service agency with DCJ providing Corporate and specialist support.

DCJ recognises that responding to and managing for climate change impacts is one of the key strategic priorities for the NSW Government and is committed to supporting the achievement of the NSW Government's legislated emissions reductions targets and climate-related policy commitments.

### Climate-related Risks and Opportunities impacting the Department of Communities and Justice

In 2024–25, DCJ conducted its first Enterprise CCROA under the [Climate Risk Ready NSW Guide](#). This process included extensive engagement with stakeholders across DCJ, leading to the identification of thirteen key risks and opportunities (see Table 1). These included seven physical risks, three transition risks and one transition opportunity that were determined to be material to DCJ or its stakeholders.

The time horizons considered were:

- Short term – inherent: the current year without controls
- Short term – residual: the current year with controls
- Medium term – residual: near future centred on 2030
- Long term – residual: far future, centred on 2050 for transition and 2070 for physical risks.

This aligns with DCJ's planning cycles:

- Short term – current year (annual budget cycles)
- Medium term – less than 10 years (strategic planning cycle)
- Long term – more than 10 years (aligned with emissions reduction targets and asset lifetimes).

**Table 1: Material climate risks and opportunities for DCJ**

| Category                        | Risk/Opportunity and potential business impact                                                                                                                                                                                            | Physical/<br>Transition   | Time<br>Horizon           |
|---------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|---------------------------|
| Service demand                  | Climate change impacts are likely to increase the demand for DCJ services, placing pressure on DCJ workforce and assets, ultimately leading to budgetary constraints.                                                                     | Physical                  | Short,<br>Medium,<br>Long |
| Service interruption            | The increased frequency, severity, and scale of extreme climate events may disrupt DCJ service delivery, compromising service quality and increasing exposure of clients to hazards.                                                      | Physical                  | Short,<br>Medium,<br>Long |
| Supply chain                    | Climate change impacts are likely to cause critical supply chain disruptions, shortages, and price increases leading to increased operating expenses and capital works cost for DCJ.                                                      | Physical                  | Short,<br>Medium,<br>Long |
| Client and staff wellbeing      | Prolonged exposure to increased extreme weather patterns may increase mental and physical injury to clients and staff, resulting in increased workers compensation, sick leave, higher turnover rates and reduced DCJ staff productivity. | Physical                  | Short,<br>Medium,<br>Long |
| Damage or failure of assets     | Prolonged exposure to extreme weather patterns may cause increased damage and/or loss of physical assets, resulting in increased repairs, maintenance, and capital works costs.                                                           | Physical                  | Short,<br>Medium,<br>Long |
| Security breaches               | Shock climate events may increase security breaches (physical, cyber, detention) potentially exposing DCJ people, assets, clients, data, and systems, and causing reputational damage.                                                    | Physical                  | Short,<br>Medium,<br>Long |
| Paper-based records             | Increased flood and fire events may heighten the risk of losing paper-based records, potentially causing service disruption and reputational damage to DCJ.                                                                               | Physical                  | Short,<br>Medium          |
| Increased cost of green vendors | Transitioning to a low carbon economy may increase the cost of high demand goods and services, potentially increasing operating expenses and capital works for DCJ.                                                                       | Transition                | Short,<br>Medium,<br>Long |
| Stranded assets                 | Transitioning to a low carbon economy may render assets economically obsolete due to technological, legal or market changes, potentially causing service delivery interruptions and increased capital costs.                              | Transition                | Medium                    |
| Efficiency opportunity          | Transitioning to low carbon economy presents opportunities for DCJ to adopt efficient and renewable energy solutions, potentially resulting in cost savings, improved staff and client wellbeing and enhanced reputation.                 | Transition<br>Opportunity | Short,<br>Medium,<br>Long |
| Non-compliance                  | Inability to meet climate policy obligations due to insufficient funding or solutions may result in litigation, potentially causing reputational damage to DCJ.                                                                           | Transition<br>Liability   | Medium                    |

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## Materiality assessment of climate risks and opportunities

DCJ applied a structured three-step process to assess the materiality of climate-related risks and opportunities. First, financial materiality was considered as a starting point to determine whether climate-related risks and opportunities were material to DCJ. Second, the potential impact on DCJ's ability to achieve its operational objectives, particularly its capacity to continue delivering services to the community, was considered based on the outcomes of DCJ's climate-related risk assessment. Risks rated high or above were deemed material, regardless of whether their effects are current or anticipated.

Finally, stakeholder relevance was assessed by determining whether the climate-related risks and opportunities could influence the decisions of primary users of the disclosure. This ensured that material climate-related risks and opportunities were identified in a consistent manner.

## Risk Concentration

In 2023–24, DCJ undertook a comprehensive Climate Hazard Exposure Assessment across its owned and leased property portfolio to better understand exposure and vulnerability to the physical risks of climate change. The assessment drew on three key datasets:

- Natural Disaster Declarations (2016–2023)
- Cross Dependency Initiative (XDI) Climate Risk Modelling (projections to 2050)
- iCare Insurance Claims (2018–2023).

Together, these datasets provided a robust evidence base for climate hazard exposure across DCJ's property portfolio.

The XDI modelling considered seven hazard categories: riverine flooding, surface water flooding, extreme storms, bushfires, extreme heat, soil movement and coastal inundation. Both a high emissions scenario (Representative Concentration Pathways 8.5) and a moderate emissions scenario (Representative Concentration Pathways 4.5) were applied. Analysis revealed that by 2050, approximately 14 per cent of DCJ's 1,269 assets are projected to face a high risk of structural damage from one or more climate-related hazards (excluding exposure to extreme heat, which is unlikely to cause structural damage).

This assessment has enabled DCJ to embed recommendations into climate risk management, emergency preparedness and asset management planning activities — supporting resilience and continuity of service delivery.

Further assessments were also undertaken in 2024–25 across DCJ's property portfolio (excluding all residential properties) through the Climate Risks to Assets Dashboard developed by the NSW Department of Climate Change, Energy, the Environment and Water (DCCEEW). This dashboard is also based on XDI Climate Risk Modelling<sup>7</sup> which has been updated to include climate data and projections based on the NSW and Australian Regional Climate Modelling (NARClIM) 2.0 project and is more aligned to NSW Government flood modelling.

Other datasets such as the Australian Disaster Resilience Index (Natural Hazards Research Australia, 2025<sup>8</sup>) have also been considered by DCJ to develop a better understanding of community resilience across different geographical areas and support a range of emergency preparedness activities.

DCJ has identified 41 LGAs that are considered to be highly exposed and/or vulnerable to climate-related impacts, based on the following metrics: location risk, asset risk, and community resilience risk.

### Location risk

'Location risk' refers to assets in areas prone to natural hazards such as flooding, fires or storms which affect DCJ's physical risks across services, supply chains, people and liability. Location risk was determined by analysing NSW Government Natural Disaster Declarations for LGAs impacted between 2016 and 2023. Mapping indicates:

- 58 per cent of DCJ's assets are in LGAs at high risk of riverine flooding
- 57 per cent are in LGAs at high risk of surface flooding

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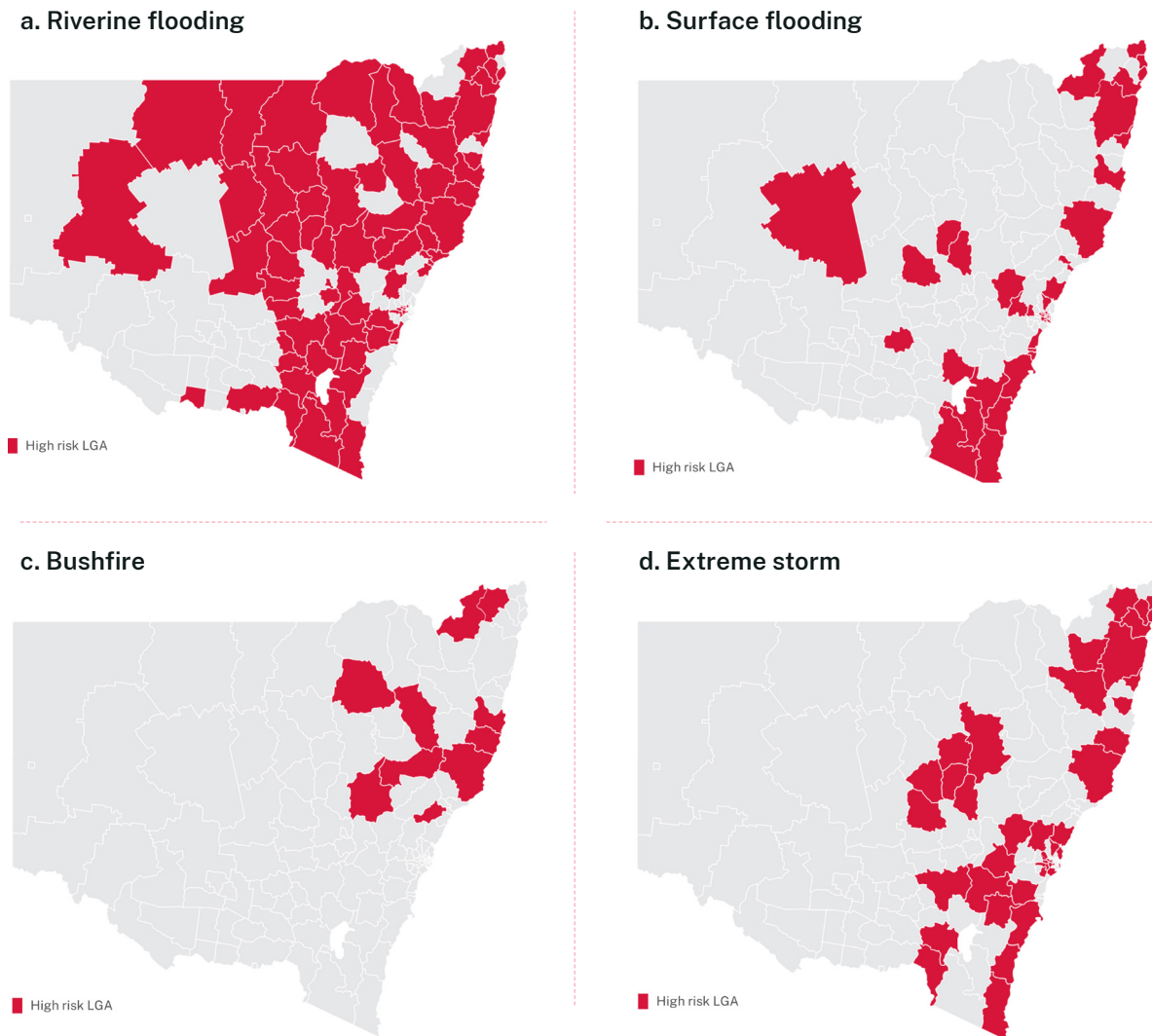
<sup>7</sup> <https://xdi.systems/>

<sup>8</sup> <https://adri.naturalhazards.com.au/#!/maps>

- 7 per cent are in LGAs at high risk of bushfire
- 45 per cent are in LGAs at high risk of extreme storm.

There have been fewer disaster declarations in the southwest region of NSW, whilst multiple hazards provide high risks along the coast and particularly in the northeast region.

**Figure 2: Location risk for DCJ operations (four or more natural disaster declarations per LGA between 2016 and 2023)**



## Asset risk

'Asset risk' refers to assets with a high probability of structural damage, asset failure or service outage from climate-related hazards, which contribute to physical climate risks associated with service interruptions, people infrastructure, security and paper-based records. Asset risk has been determined based on an analysis of DCJ's properties through the XDI climate risk models in the Climate Risks to Assets Dashboard, which is limited to DCJ's non-housing assets.

The analysis shows that asset risk due to structural damage is more prevalent in Sydney and major inland towns where infrastructure is at relatively high density and exposed to flooding. Additional high-risk areas include the north and mid-north coast of NSW, where DCJ assets are exposed to higher risks of potential damage from multiple climate hazards.

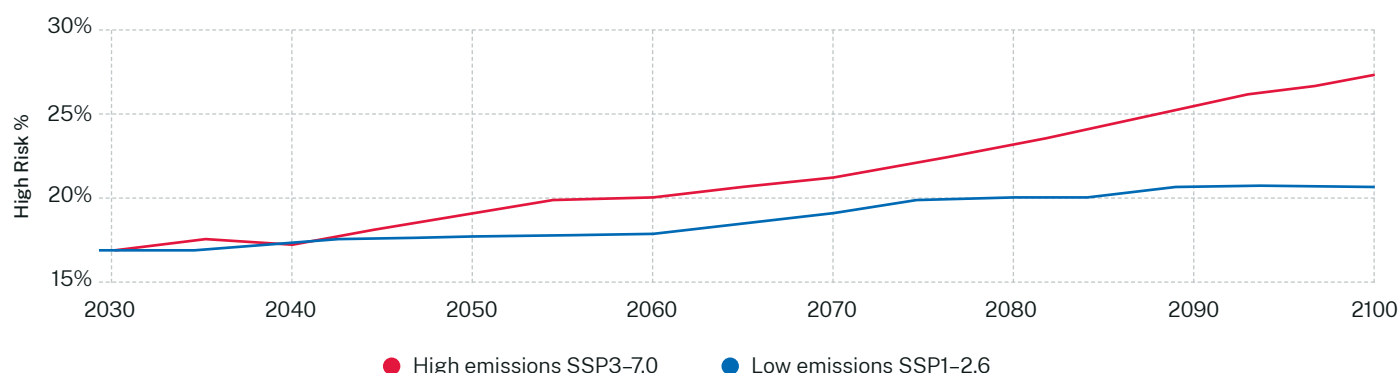
Asset failure likelihood is strongly influenced by exposure to heat, resulting in a broader distribution of high-risk assets across the state under this metric.

Asset risks are projected to increase over time and in line with the progression of climate change through to 2100 (Figure 3). After 2050, there is a growing divergence in the proportion of high-risk assets in the DCJ portfolio (defined as assets with an annual maximum potential damage exceeding 1 per cent of asset value) between high and low emissions scenarios:

**Figure 3: Asset risk through time for DCJ non-housing assets (including CSNSW) for different emissions scenarios expressed as percent change in assets at a high risk of physical damage<sup>9</sup>. Source: XDi data in the Climate Risks to Assets Dashboard.**

### Change in High-Risk Assets Over Time using Maximum Potential Damage (%)

Portfolio risk metrics by emission scenario and time period



### Community resilience risk

‘Community resilience risk’ refers to LGAs with low disaster resilience, based on both coping and adaptive capacity that impacts all DCJ risks and opportunities. This risk has been assessed using insights from the Australian Disaster Resilience Index<sup>10</sup>.

Community resilience is particularly important for DCJ services that are delivered directly into households (housing, child protection, domestic violence support) and influences wider social outcomes such as crime rates and civil disputes. Various groups—including Aboriginal communities, women and children, people with disability and multicultural communities—are often disproportionately impacted and may not be represented by these community wide indices.

Communities in metropolitan and inner regional areas generally have higher capacity for disaster resilience than communities in outer regional and remote areas. This is because communities in metropolitan and inner regional areas often have higher coping capacity (e.g. household social, economic and community capital, access to emergency and health services, information, and land use planning) and adaptive (e.g. social and community engagement, leadership and governance) capacity compared to communities in outer regional and remote areas, although adaptive capacity can be a relative strength in some regional places.

### Adaptation and Mitigation Planning

In response to the growing challenges and opportunities posed by climate change, DCJ is implementing a range of strategic initiatives aimed at building resilience, reducing emissions, and embedding sustainability into its operations. These efforts reflect a commitment to long-term environmental stewardship and responsible asset management.

<sup>9</sup> A high-risk asset is defined as having maximum risk of structural damage (maximum potential damage: MPD) >1% of asset value. MPD is the cumulative maximum damage potential from all climate hazards up to any given year as a proportion of the asset value (Climate Risks to Assets Disclosure Dashboard Interim User Guide Glossary June 2025). It does not include extreme heat which does not cause physical damage.

<sup>10</sup> Disaster Resilience Index: <https://adri.naturalhazards.com.au/#/>

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Key actions include:

- **Planning for a low-emissions future:** DCJ is developing strategies to reduce the environmental impact of its assets and operations. This includes identifying practical pathways to lower emissions across buildings, vehicles, and infrastructure, with a long-term goal of achieving net zero. Plans have already been developed for key asset types, including a courthouse, correctional centre and youth justice facility.
- **Assessing climate risks to assets:** DCJ is evaluating how its properties and infrastructure may be affected by climate-related events such as floods, bushfires and extreme heat. This information informs business continuity planning, assessment of asset capability, and adaptation options for high-risk infrastructure and service delivery sites.
- **Investing in sustainable technologies:** DCJ supports the adoption of cleaner, more efficient technologies. This includes initiatives like transitioning to electric vehicles (EV), installing solar panels and battery systems, and upgrading to energy-efficient lighting across facilities. Upgrades have already been delivered across various courthouses and correctional facilities.
- **Developing a long-term climate strategy:** The 10-year DCJ Climate Change Strategy will set clear priorities for reducing emissions, adapting to climate impacts and embedding sustainability into everyday operations.
- **Adopting circular economy principles:** DCJ is planning to embed circular economy principles into procurement and construction policies and practices to promote innovation and achieve positive social and sustainability outcomes.
- **Developing a culture of innovation:** DCJ invests in innovative employee-led projects and initiatives that can be scaled to improve sustainability, resilience and inclusion across the organisation.

Future actions include:

- **Divisional assessment of climate risks and opportunities:** Building divisional capacity to undertake climate risk and opportunity assessments in 2025–26.
- **Adaptation planning:** Developing a program of adaptation planning to respond to identified climate risks and opportunities, commencing in 2025–26. This will consider strategies to avoid, protect, accommodate or retreat from hazards.
- **Transition planning:** Initiating transition planning in 2025–26 to align with net zero targets.

Accountability for achieving DCJ's climate objectives is embedded across leadership and operational levels. The ELT will hold overall responsibility for ensuring climate goals are integrated into strategic decision making. The CCELG will have oversight of implementation activities, including tracking progress against emissions reduction targets and key climate actions, in partnership with divisional leads and relevant agency heads.

## Potential Financial Impact

### Current financial impacts and material adjustments within the next annual reporting period

In accordance with NSW Treasury's *Guidance on how to reflect the effects of climate-related matters in financial statements*, DCJ has assessed the potential impacts of climate-related risks on its financial position, financial performance, and cash flows for the 2024–25 financial year. This assessment considered potential impacts on asset valuations, impairment indicators, and provisions mainly arising from extreme weather events, changes in asset use, or regulatory developments. While DCJ was affected by certain weather events during the reporting period, these did not result in material changes to the carrying values of assets. Although some costs were incurred in response to these events, DCJ recovered most of these through insurance arrangements for the limited damage identified.

DCJ does not expect any climate-related risks or opportunities to result in material adjustments to the carrying amounts of assets or liabilities within the next annual reporting period. DCJ continues to assess climate risks and opportunities and implement long-term initiatives to build resilience, reduce emissions, and embed sustainability into its operations.

As DCJ's climate strategy is still being developed, it is too early to determine whether its implementation will result in material changes to DCJ's financial position over the short, medium, or long term. However, it is expected that the strategy will inform future investment and asset planning decisions, including potential upgrades to infrastructure, adoption of low-emissions technologies, and resilience-building initiatives. These include

transitioning to EV, installing solar and battery systems, and improving energy efficiency across facilities. Funding for these initiatives is anticipated to be sourced through internal capital planning processes and future government budget allocations, aligned with whole-of-government and departmental strategic priorities.

Potential financial statements effects over short, medium and long term

Table 2 on the following page outlines the potential impacts of climate-related risks and opportunity on financial position, financial performance and cashflows in the short, medium and long term. The financial implications of DCJ’s strategic responses will be further assessed as more information becomes available.

Table 2: Potential impacts of climate-related risks and opportunity on financial position, financial performance and cashflows

| Risk/Opportunity                                                                                                                                                     | Potential financial statements effects over short, medium and long term                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                 |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                      | Financial position                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Financial performance                                                                                                                                                                                                                                                                                    | Cashflows                                                                                                                                                                                                                                       |
| Service demand                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                 |
| Climate change impacts are likely to increase the demand for DCJ services, placing pressure on DCJ workforce and assets, ultimately leading to budgetary constraints | <p><b>Property, Plant and Equipment (PPE):</b> capital investment in climate-resilient infrastructure and upgrades; accelerated depreciation or write-offs due to higher utilisation of assets may lead to faster deterioration, requiring earlier replacement</p> <p><b>Cash and Cash equivalents:</b> reduced liquidity due to unplanned climate-related expenditures</p> <p><b>Other liabilities:</b> potential liabilities from service delivery failures or legal claims</p> | <p><b>Operating expenses:</b> increased costs for emergency response, utilities, and maintenance</p> <p><b>Personnel expenses:</b> overtime payments and additional hires to manage increased service demand</p> <p><b>Depreciation and amortisation:</b> accelerated depreciation due to asset wear</p> | <p><b>Cash flows from operating activities:</b> unplanned cash outflows from operating activities due to emergency spending and personnel expenses</p> <p><b>Cash flows from investing activities:</b> cash outflows for capital investment</p> |

| Risk/Opportunity                                                                                                                                                                                                                         | Potential financial statements effects over short, medium and long term                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                               |                                                                                                         |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                          | Financial position                                                                                                                                                                                                                                                                                                                                                                                                   | Financial performance                                                                                                                                         | Cashflows                                                                                               |
| <b>Service interruption</b>                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                               |                                                                                                         |
| The increased frequency, severity, and scale of extreme climate events may disrupt DCJ service delivery, compromising service quality and increasing exposure of clients to hazards                                                      | <p><b>PPE:</b> capital investment in climate-resilient infrastructure and upgrades; potential impairments if assets are damaged or become unfit for purpose; delays in receivables due to disrupted operations</p> <p><b>Cash and cash equivalents:</b> reduced liquidity due to emergency spending</p> <p><b>Other liabilities:</b> potential liabilities from service delivery failures/delays or legal claims</p> | <p><b>Operating expenses:</b> increased procurement costs due to shortage and delays</p> <p><b>Other expenses:</b> penalties or costs from project delays</p> | Cash outflows from higher procurement costs; possible delays and overruns in capital project cash flows |
| <b>Supply chain</b>                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                               |                                                                                                         |
| Climate change impacts are likely to cause critical supply chain disruptions, shortages, and price increases leading to increased operating expenses and capital works cost for DCJ                                                      | <p><b>Payables:</b> increased payables due to increase procurement costs</p> <p><b>Cash and cash equivalents:</b> reduced liquidity due to higher spending</p>                                                                                                                                                                                                                                                       | <p><b>Operating expenses:</b> increased procurement costs due to shortage and delays</p> <p><b>Other expenses:</b> penalties or costs from project delays</p> | Cash outflows from higher procurement costs; possible delays and overruns in capital project cash flows |
| <b>Client and staff wellbeing</b>                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                               |                                                                                                         |
| Prolonged exposure to increased extreme weather patterns may increase mental and physical injury to clients and staff, resulting in increased workers compensation, sick leave, higher turnover rates and reduced DCJ staff productivity | <b>Provisions:</b> increased liabilities for workers' compensation claims                                                                                                                                                                                                                                                                                                                                            | <p><b>Operating expenses:</b> increased procurement costs due to shortage and delays</p> <p><b>Other expenses:</b> penalties or costs from project delays</p> | Cash outflows from higher procurement costs; possible delays and overruns in capital project cash flows |

| Risk/Opportunity                                                                                                                                                                      | Potential financial statements effects over short, medium and long term                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                       |                                                                                                  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                       | Financial position                                                                                                                                                                                                      | Financial performance                                                                                                                                                                                                                                                                                                                                 | Cashflows                                                                                        |
| <b>Damage of failure of assets</b>                                                                                                                                                    |                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                       |                                                                                                  |
| Prolonged exposure to extreme weather patterns may cause increased damage and/or loss of physical assets, resulting in increased repairs, maintenance, and capital works costs        | <b>PPE:</b> asset impairment, or write-offs, capital investment in climate-resilient infrastructure and upgrades<br><br><b>Cash and cash equivalent:</b> reduced liquidity due to repair, maintenance and capital works | <b>Operating expenses:</b> increased repair and maintenance<br><br><b>Depreciation and amortisation:</b> accelerated depreciation due to asset wear from extreme weather<br><br><b>Other expenses:</b> insurance excess payments and potential increase in premium<br><br><b>Other losses:</b> impairment losses or write-offs due to physical damage | Increased operating and investment cash outflows for repairs, maintenance, and asset replacement |
| <b>Security breaches</b>                                                                                                                                                              |                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                       |                                                                                                  |
| Shock climate events may increase security breaches (physical, cyber, detention) potentially exposing DCJ people, assets, clients, data, and systems, and causing reputational damage | <b>Other liabilities:</b> legal liabilities from data breaches or client harm                                                                                                                                           | <b>Operating expenses:</b> increased security costs<br><br><b>Other expenses:</b> legal, reputational and remediation costs from breaches                                                                                                                                                                                                             | Increased cash outflows for recovery, digitalisation, and compliance                             |
| <b>Paper-based records</b>                                                                                                                                                            |                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                       |                                                                                                  |
| Increased flood and fire events may heighten the risk of losing paper-based records, potentially causing service disruption and reputational damage to DCJ                            | <b>Other liabilities:</b> legal claims or compliance penalties if required documents are lost                                                                                                                           | <b>Operating expenses:</b> costs for recovery and digitalisation<br><br><b>Other expenses:</b> legal and remediation costs from lost records                                                                                                                                                                                                          | Increased cash outflows for recovery, digitalisation, and compliance                             |

| Risk/Opportunity                                                                                                                                                                                                         | Potential financial statements effects over short, medium and long term                                                   |                                                                                                                                                                                                                                                           |                                                                                               |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                          | Financial position                                                                                                        | Financial performance                                                                                                                                                                                                                                     | Cashflows                                                                                     |
| <b>Increased cost of green vendors</b>                                                                                                                                                                                   |                                                                                                                           |                                                                                                                                                                                                                                                           |                                                                                               |
| Transitioning to a low carbon economy may increase the cost of high demand goods and services, potentially increasing operating expenses and capital works for DCJ                                                       | <b>PPE:</b> higher capitalisation of green assets<br><br><b>Cash and cash equivalent:</b> reduced due to capital expenses | <b>Operating expenses:</b> higher costs for sustainable goods/ services, higher capital work costs<br><br><b>Depreciation and amortisation:</b> may vary due to capitalisation of green assets with differing useful lives compared to traditional assets | Increased capital expenditure cash outflows; potential long-term savings                      |
| <b>Stranded assets</b>                                                                                                                                                                                                   |                                                                                                                           |                                                                                                                                                                                                                                                           |                                                                                               |
| Transitioning to a low carbon economy may render assets economically obsolete due to technological, legal or market changes, potentially causing service delivery interruptions and increased capital costs              | <b>PPE:</b> asset impairment or write-offs, asset replacement                                                             | <b>Depreciation and amortisation:</b> accelerated depreciation or write-off of obsolete assets                                                                                                                                                            | Increased cash outflows for asset replacement and write-offs                                  |
| <b>Efficiency opportunity</b>                                                                                                                                                                                            |                                                                                                                           |                                                                                                                                                                                                                                                           |                                                                                               |
| Transitioning to low carbon economy presents opportunities for DCJ to adopt efficient and renewable energy solutions, potentially resulting in cost savings, improved staff and client wellbeing and enhanced reputation | <b>PPE:</b> increased value of assets with energy-efficient upgrades                                                      | <b>Operating expenses:</b> reduced energy and utility costs<br><br><b>Personnel expenses:</b> potential decrease in hiring and training costs due to lower turnover driven by improved staff wellbeing                                                    | Reduced operating cash outflows from energy savings; upfront replacement and capital outflows |
| <b>Non-compliance</b>                                                                                                                                                                                                    |                                                                                                                           |                                                                                                                                                                                                                                                           |                                                                                               |
| Inability to meet climate policy obligations due to insufficient funding or solutions may result in litigation, potentially causing reputational damage to DCJ                                                           | <b>Other liabilities:</b> potential liability from non-compliance                                                         | <b>Other expenses:</b> fines and penalties, legal costs                                                                                                                                                                                                   | Increased cash outflows for fines, legal costs, and remediation                               |

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## 5.6.3 Risk management

### DCJ Risk and Opportunities Management Processes

The DCJ Enterprise CCROA was undertaken in accordance with the Climate Risk Ready NSW Guide and DCJ Enterprise Risk Management Policy, ERMF and Enterprise Risk Management Procedures. In 2024, DCJ reviewed and updated the ERMF to integrate climate risk into its enterprise risk methodology. Climate risks are assessed using the same likelihood and consequence criteria as other enterprise risks, ensuring consistency and comparability with other risks across DCJ.

The DCJ Climate Risk Working Group was established with representatives from DCJ's enterprise risk, sustainability, business resilience, capital planning and investment, financial and statutory reporting and procurement functions to examine a wide range of climate hazards, review relevant literature and map current impacts on DCJ's assets, people and services. Draft risk and opportunity statements were prepared, validated with divisions and endorsed by the CCELG.

Thirteen climate change risk and opportunity statements were identified and assessed. A half-day DCJ-wide workshop held in February 2025 involved approximately 50 participants across 12 groups, each reviewing and assessing a different statement. The thirteenth statement was assessed separately in an online workshop in March. Finalised assessments were endorsed by the CCELG, shared with Deputy Secretaries and formally approved by the ELT in May.

### Assessing the nature, likelihood and magnitude of climate risks

DCJ commissioned a literature review to examine the physical impacts of climate change on the Communities and Justice sector. This review informed a series of infographics showing impact chains between agency and community risks. NSW Government climate change policy, market, and technology data were also reviewed to capture key trends and inform DCJ's transition risks and opportunities.

Scenario narratives were developed using the Intergovernmental Panel on Climate Change's Shared Socioeconomic Pathways (SSPs)<sup>11</sup> and tailored to DCJ's sectoral context. NARCLIM 2.0 projections provide trends and changes for projections in the form of graphs and maps<sup>12</sup> and align with the Intergovernmental Panel on Climate Change's SSP scenarios, specifically the two scenarios SSP1-2.6 (low emissions) and SSP3-7.0 (high emissions):

- 'Transition to net zero' (SSP1-2.6) to reflect a low-emissions future, resulting in a projected global mean surface air temperature increase of 1.3–2.4°C and a best estimate of 1.8°C (2.6 W/m<sup>2</sup> by the year 2100).
- 'Failure to decarbonise' (SSP3-7.0) to reflect a high-emissions future, resulting in a projected global mean surface air temperature increase of 2.8–4.6°C and a best estimate of 3.6°C (7 W/m<sup>2</sup> by the year 2100).

Timescales used for the purposes of this assessment are representative averages over a 20-year period. The following timescales were utilised to assess physical and transition risks and opportunities:

#### Physical risks

- Short term: current year
- Medium term: projections for 2030 represent the average for the 20-year period 2021–2040
- Long term: projections for 2070 represent the average for the 20-year period 2061–2080.

#### Transition Risks and Opportunities

- Short term: current year
- Medium term: projections for 2030 represent the average for the 20-year period 2021–2040
- Long term: projections for 2050 represent the average for the 20-year period 2041–2060.

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<sup>11</sup> IPCC, 2023, AR6 Synthesis Report: Climate Change 2023, available at: <https://www.ipcc.ch/report/sixth-assessment-report-cycle/>

<sup>12</sup> Adapt NSW, 2024, NSW Climate Change Snapshot, available at: <https://www.climatechange.environment.nsw.gov.au/regional-climate-change-snapshots-narclim2>

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Baseline: Projections are relative to a baseline of average climate from 1990–2009<sup>13</sup>. Narratives included the following quantitative information:

- historical trend data (1910–2023) and future trend data, based on the NSW Climate Change Snapshot 2024 NARCLiM 2.0 projections for heat, bushfires and floods
- NSW targets and policy objectives (net zero by 2050, EV adoption, grid electrification, food waste per person) and Australian legal trends relating to climate change
- insurance claim data (2018–19, 2022–23) and portfolio-wide natural disaster expenditure (2021–22)
- DCJ asset distribution and exposure analysis (to 2050) using NARCLiM 1.5.

Narratives combined these datasets with insights from stakeholder interviews, NSW CCROA, and the Climate Impacts Factsheet and NSW Transition Risk Ready infographic.

The likelihood and consequence for each risk was assessed. A similar process was applied for the opportunity assessment, together with a descriptive assessment for participants.

## Prioritising climate risks, opportunities and responses

DCJ is in the early stages of its climate risk maturity, with climate risks now being prioritised alongside other enterprise risks. Integration of climate risk management into broader risk processes has started where alignment exists. While still developing, this shift demonstrates DCJ's growing awareness and commitment to managing climate-related risks.

DCJ is analysing its asset portfolio to identify priority risks and opportunities, using location, asset and community resilience risks as proxies for exposure to physical climate risks (refer to *Risk Concentration*). Emissions and energy data (refer to *Part 5.6.4 Metrics and targets*) will be used to identify priority sites, asset types and infrastructure systems for emissions reduction opportunities, net zero alignment, and to identify where transition risks may be concentrated.

These patterns will inform development of high risk and opportunity typologies, based on combinations of location, asset type and climate hazard or driver. For each typology, one or more case studies will be examined, drawing on historical events and projected future risk, preferably where data is available to quantify impacts, responses, recovery actions and resilience needs.

Adaptation options will be identified and prioritised through a participatory process aligned with the Climate Risk Ready NSW Guide. Data from multiple case studies will be analysed to develop practical 'rules of thumb' for adaptation actions, including those that can benefit from economies of scale. These findings will support cost efficient, risk-informed adaptation planning at both Divisional and Enterprise levels.

DCJ has also undertaken preliminary research into the optimal mix of emissions mitigation interventions for three critical asset typologies<sup>14</sup> with the highest carbon footprints: a correctional complex, courthouse and youth justice centre. This project established the required timeline and staged actions to enable a pathway to net zero by 2050 for operational emissions and will inform development of a long-term DCJ Net Zero Transition Plan.

## Monitoring management of climate risks and opportunities

DCJ will develop a Climate Risk Management Data Framework, aligned with the adaptation planning process initiated in 2025–26, to support monitoring of impacts, responses and associated costs and benefits. Current data is scattered, incomplete and often relies on estimations. The framework will identify key data sources, improve collation and define metrics for ongoing monitoring and reporting.

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<sup>13</sup> Adapt NSW, 2025, Regional climate change snapshots, available at: <https://www.climatechange.environment.nsw.gov.au/regional-climate-change-snapshots-narclim2>

<sup>14</sup> This research was conducted in 2023, prior to MoG changes in 2024.

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Climate risk management maturity has been self-assessed for DCJ using the NSW Government Climate Risk Maturity Health Check Tool<sup>15</sup>. At this stage, DCJ has reached a 'systematic' level of climate risk maturity for the first two steps of the Climate Risk Ready NSW Guide, whilst remaining at 'fundamental' for the latter two (see Table 11). Maturity will increase through established adaptation planning and a framework for monitoring climate-related risks and opportunities.

## Integration with overall risk management

DCJ has integrated an enterprise level climate change risk onto its Enterprise Risk Register, creating a conduit through which climate risks can be reported to the ELT. The enterprise climate change risk assessment process established a dedicated 'Enterprise Climate Change Risk Sub-register' to support ongoing oversight of risks.

This sub-register is embedded within DCJ's ERMF, ensuring that climate risk is managed with the same rigor and governance as other enterprise risks. It is regularly reviewed by the CCELG and feeds into the climate change enterprise risk. The sub-register is one of several topical risk registers requiring review by Divisions to identify relevant risks to their specific operations and a clear commitment to local-level management.

Divisional assessments of climate risks and opportunities will commence in 2025–26, providing bottom-up insights to inform updates to the Enterprise Climate Change Risk Sub-register.

DCJ has adopted an integrated approach to climate change risk management, with cross-functional teams collaborating to deliver short- and long-term objectives. Following completion of the divisional climate risk assessments, climate risks will be integrated into a unified register supporting oversight across both divisional and enterprise levels.

## 5.6.4 Metrics and targets

### Greenhouse Gas Emissions

In December 2023, the NSW Government legislated its previously committed greenhouse gas emissions reductions targets through the *Climate Change (Net Zero Futures) Act 2023*. The targets require a 50 per cent reduction on 2005 levels by 2030, a 75 per cent reduction by 2035 and net zero by 2050. DCJ is committed to supporting the NSW Government in meeting these targets and is focused on addressing key emission sources across its operational boundaries.

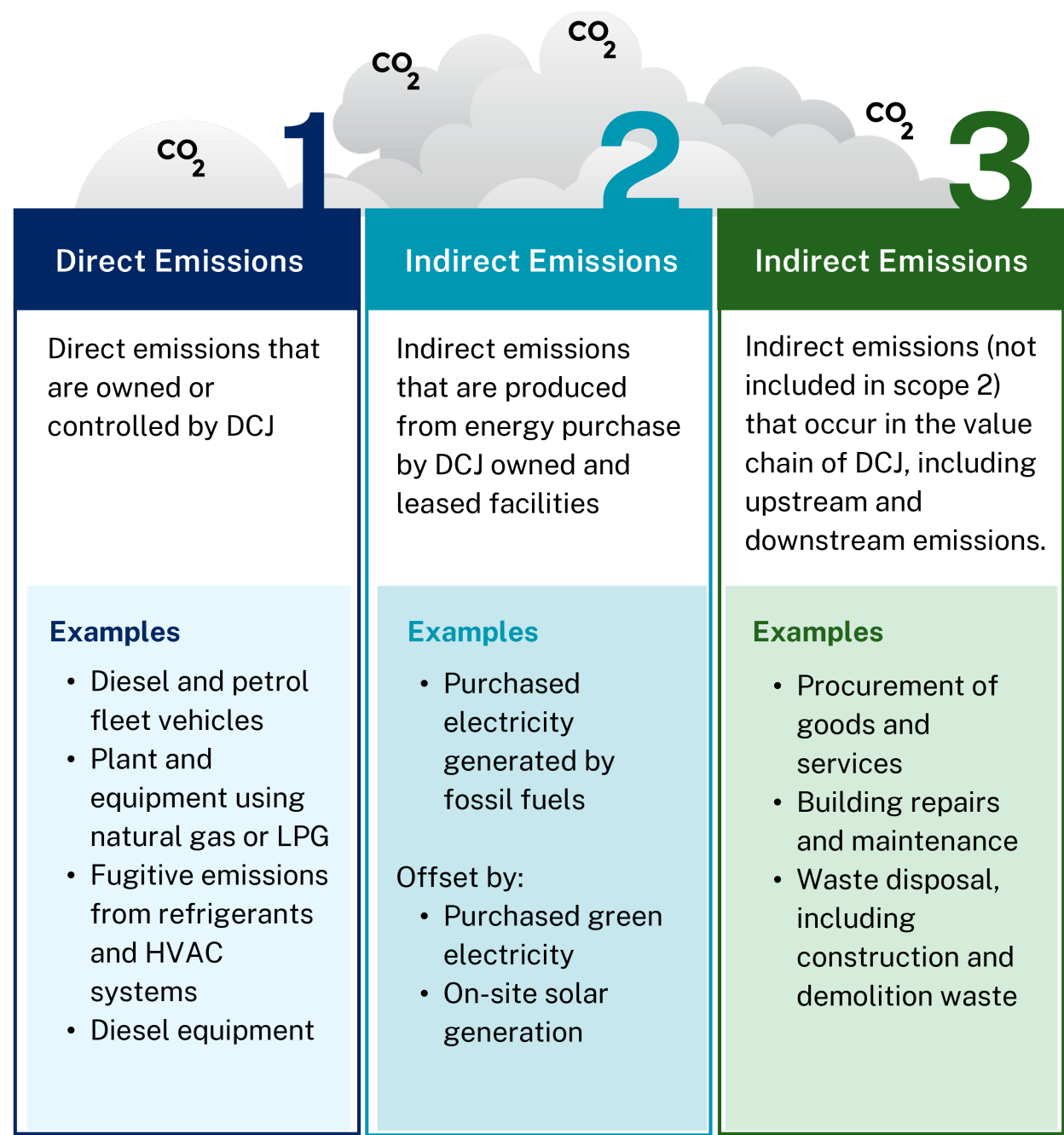
This section outlines DCJ's emissions profile across Scope 1 and 2 emissions (see Figure 4), based on available data and aligned with recognised standards such as the Greenhouse Gas Protocol and Australian National Greenhouse Accounts. Scope 3 monitoring, analysis and reporting will be integrated into DCJ's disclosures from 2025–26.

For these disclosures, the analysis has identified where data and information gaps exist for Scope 1 and 2 emissions, which will need to be addressed to enable ongoing monitoring and reporting. Key assumptions used in the calculations are also outlined.

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<sup>15</sup> <https://www.climatechange.environment.nsw.gov.au/resources-and-research/climate-risk-ready-nsw-guide>

Figure 4: Emissions scopes and common examples of emission sources for DCJ



Climate-related metrics

The following table identifies Scope 1 and (location-based<sup>16</sup>) and Scope 2 greenhouse gas emissions generated in 2024–25 against a 2021–22 baseline. Calculations for 2024–25 do not capture emissions for CSNSW, which from 1 October 2024 operates as a Public Service agency. For reference, the table below includes 2021–22 totals excluding CSNSW, to allow for comparison against the 2024–25 emissions figures and operational boundary.

<sup>16</sup> The 'location' based method for scope 2 emissions uses the average emissions factor of the electricity grid in the region (in this case NSW) where the energy is consumed. It reflects the overall energy mix (coal, renewables etc.) and therefore the greenhouse gas emissions intensity of the local grid.

**Table 3: Scope 1 and Scope 2 Greenhouse gas emissions**

| Emissions scope               | 2024–25 <sup>1</sup> excl CSNSW | 2021–22 excl CSNSW | 2021–22 incl CSNSW <sup>2</sup> |
|-------------------------------|---------------------------------|--------------------|---------------------------------|
| Scope 1 (tCO <sub>2</sub> -e) | 5,641                           | 5,086              | 17,654                          |
| Scope 2 (tCO <sub>2</sub> -e) | 31,616                          | 37,358             | 92,430                          |
| Total (tCO <sub>2</sub> -e)   | 37,257                          | 42,444             | 110,084                         |

1 Note that for 2024–25 emissions do not include CSNSW despite them remaining part of DCJ up to 1 October 2024. This is in line with DCCEEW guidance that emissions, for assets and infrastructure owned as of June of the reporting year, should be wholly reported by that entity.

2 Figures for 2021–22 include CSNSW assets and activities but do not include Police Teacher Housing, which only was incorporated within DCJ's operational control from 1 July 2024.

**Table 4: Scope 1 Emissions by source**

| Emissions scope                                          | 2024–25 excl CSNSW | 2021–22 excl CSNSW | 2021–22 incl CSNSW |
|----------------------------------------------------------|--------------------|--------------------|--------------------|
| Fleet vehicle fuel (tCO <sub>2</sub> -e)                 | 3,058              | 2,533              | 7,475              |
| On-site consumption of natural gas (tCO <sub>2</sub> -e) | 2,583              | 2,553              | 10,179             |
| Total (tCO <sub>2</sub> -e)                              | 5,641              | 5,086              | 17,654             |

**Table 5: Scope 2 Emissions by Group**

| Group                                  | 2024–25       | 2021–22       |
|----------------------------------------|---------------|---------------|
| Cross-departmental assets <sup>1</sup> | 1,473         | 3,516         |
| Child Protection and Permanency        | 70            | 72            |
| Community Services                     | 2,866         | 3,333         |
| Courts, Tribunals and Service Delivery | 16,894        | 19,665        |
| Disability Portfolio <sup>2</sup>      | 1,825         | 1,922         |
| Law Reform and Legal Services          | 212           | 211           |
| System Reform                          | 5,034         | 5,029         |
| Corporate Services                     | 3,199         | 3,610         |
| Police Force Housing <sup>3</sup>      | 43            | N/A           |
| CSNSW                                  | N/A           | 55,072        |
| <b>Total</b>                           | <b>31,616</b> | <b>92,430</b> |

1 Sites under 'Department of Communities and Justice' are multi-use facilities and therefore are not readily attributed to a single Division within DCJ.

2 Under the DCCEEW Greenhouse Gas and Reporting Guidelines electricity use within disability residences is largely assessed as scope 3 emissions for DCJ as operational control for electricity use is devolved to third party housing providers.

3 Police Housing includes a small subset of key worker residences targeted to Police that fall under the organisational umbrella of Homes NSW, but for which DCJ retains operational control.

## Methodology for the calculation of greenhouse gas emissions

Assessment of Scope 1 and Scope 2 emissions followed the Greenhouse Gas (GHG) and Reporting Guidelines prepared by DCCEEW to support NSW Government entities in meeting their Net Zero Government Operations Policy and climate-related disclosures reporting obligations.

In determining DCJ's GHG emissions reporting boundary, each of DCJ's operational service areas and their assets were assessed in line with the definition of a 'Reporting GSF Agency' under TPG25-10 Framework for Financial and Annual Reporting. This included further consideration around whether operational emissions were a result of assets where DCJ had operational control. For example, energy use in DCJ's owned assets, where the authority to undertake asset management and maintenance duties are vested to third-party service providers are categorised under DCJ's Scope 3 emissions, rather than Scope 2 emissions, and have not been included in the emissions calculations for this disclosure.

**Table 6: 2024–25 Operational Boundary by Group**

| Included in DCJ emissions reporting (Scope 1 and 2)                                                                                                                                           | Not included in DCJ emissions reporting as all relevant sites are managed and reported by external service providers (Scope 3) | Not included in emissions reporting as there are no reportable sites | Excluded from DCJ emissions reporting (separate entity)                                                                |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|
| Child Protection and Permanency<br>Corporate Services<br>Courts, Tribunals and Service Delivery<br>Housing Services<br>Law Reform and Legal Services<br>Police Force Housing<br>System Reform | John Williams Memorial Charitable Trust<br>Transforming Aboriginal Outcomes                                                    | Strategy, Policy and Commissioning                                   | Corrective Services NSW<br>Aboriginal Housing Office<br>Land and Housing Corporation NSW<br>Teachers Housing Authority |

Scope 1 and 2 emissions were also screened for materiality according to Table 7 as well as an assessment of the relative cost and effort in accessing all or some of the data. In addressing emissions sources, both materiality and the costs and benefits of data collation will be reassessed on an annual basis as these are likely to change over time.

**Table 7: Materiality of Scope 1 and Scope 2 emissions for DCJ (and associated entities)**

| Emission Source                                                                                               | Emissions are large relative to the organisation's electricity, stationary energy and fuel emissions | Emissions contribute to the organisation's GHG risk exposure | Emissions are deemed relevant by key stakeholders | The responsible entity has the potential to influence the reduction of emissions | Emissions are from outsourced activities | Inclusion | Data Availability | Data included in 2024-25 emissions reporting | Comments                                   |
|---------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|---------------------------------------------------|----------------------------------------------------------------------------------|------------------------------------------|-----------|-------------------|----------------------------------------------|--------------------------------------------|
| Scope 1 – Fugitive emissions (refrigeration, air conditioning equipment, fixed and portable fire suppression) | ✗                                                                                                    | ✗                                                            | ✓                                                 | ✗                                                                                | ✓                                        | Include   | ✗                 | ✗                                            | For 2025-26                                |
| Scope 1 – Stationary fuel combustion (natural gas/ liquefied petroleum gas)                                   | ✓                                                                                                    | ✗                                                            | ✓                                                 | ✓                                                                                | ✗                                        | Include   | ✓                 | ✓                                            |                                            |
| Scope 1 – Stationary fuel combustion (diesel fuel for boilers, generators)                                    | ✓                                                                                                    | ✗                                                            | ✓                                                 | ✓                                                                                | ✗                                        | Include   | ✓                 | ✗                                            | For 2025-26                                |
| Scope 1 – Plant and equipment fuel combustion (diesel fuel for chainsaws, lawnmowers)                         | ✗                                                                                                    | ✗                                                            | ✗                                                 | ✓                                                                                | ✗                                        | Include   | ✓                 | ✗                                            |                                            |
| Scope 1 – Transport fuel combustion (diesel/petrol for vehicles)                                              | ✓                                                                                                    | ✗                                                            | ✓                                                 | ✓                                                                                | ✗                                        | Include   | ✓                 | ✓                                            | Estimation based on mileage and fuel costs |
| Scope 2 – Purchased electricity from grid                                                                     | ✓                                                                                                    | ✗                                                            | ✓                                                 | ✓                                                                                | ✗                                        | Include   | ✓                 | ✓                                            |                                            |

| Emission Source                       | Emissions are large relative to the organisation's electricity, stationary energy and fuel emissions | Emissions contribute to the organisation's GHG risk exposure | Emissions are deemed relevant by key stakeholders | The responsible entity has the potential to influence the reduction of emissions | Emissions are from outsourced activities | Inclusion | Data Availability | Data included in 2024–25 emissions reporting | Comments |
|---------------------------------------|------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|---------------------------------------------------|----------------------------------------------------------------------------------|------------------------------------------|-----------|-------------------|----------------------------------------------|----------|
| Scope 2 – Purchased green electricity | ✓                                                                                                    | ✗                                                            | ✓                                                 | ✓                                                                                | ✗                                        | Include   | ✓                 | ✓                                            |          |

-  = Applicable / available  
 = Partial availability  
 = Not applicable / not available

A process was undertaken to review and cleanse DCJ's data held in the NSW Government Sustainable Government Data Platform, which has been developed to help NSW Government agencies track and manage their resource consumption. This review process included a discussion of shared operations, to support accurate allocation of assets and resolve any categorisation or accounting issues for both Scope 1 and 2 emissions. Updating DCJ's data in the Sustainable Government Data Platform also allowed for the use of the Net Zero Accelerator Tool, which has also been developed by DCCEEW to help agencies build an understanding of their emissions footprint.

DCJ is also currently undertaking a project to improve the standardisation of its emissions data collection and management to improve the accuracy and completeness of emissions reporting activities.

Table 8 below provides assessment of the quality of data for Scope 1 and 2 emissions included in the reporting for 2024–25.

**Table 8: Scope 1 and 2 emissions data completeness**

| Scope | Emission category                                                      | Data Source                                                            | Unit                                     | Data quality            |
|-------|------------------------------------------------------------------------|------------------------------------------------------------------------|------------------------------------------|-------------------------|
| 1     | Fuel consumption (for fleet vehicles including both diesel and petrol) | Fleet card data                                                        | Vehicle type, litres of fuel or distance | Good                    |
| 1     | Natural gas consumption (on-site)                                      | Utility data – various accounts including whole-of-government contract | Gigajoules or litres                     | Incomplete <sup>1</sup> |
| 2     | Electricity consumption (grid and green electricity purchased)         | Utility data – Shell whole-of-government contract                      | kWh                                      | Fair <sup>2</sup>       |

<sup>1</sup> Despite whole-of-government contract information being available for natural gas an initial assessment of the assets in the utility portal indicate inconsistencies with DCJ's current asset base. In addition, information on actual gas usage on sites not on the whole-of-government contract is incomplete. Work on addressing these inconsistencies and gaps will commence in 2025–26.

<sup>2</sup> Data is available through the whole-of-government contract however there are remaining sites that are off-contract and are still to be collated. In 2026 any off-contract sites will either be moved to the whole-of-government contract or information on electricity consumption will be uploaded separately into the Sustainable Government Data Platform for improved quantification of scope 2 emissions.

Other Scope 1 sources identified as material<sup>17</sup> to DCJ but not captured for 2024–25 include diesel fuel for stationary plant and equipment and fugitive emissions from refrigerants, air conditioning equipment and fixed and portable fire suppression. While DCJ is undertaking processes to capture these emissions for 2025–26, it would have required 'undue cost and effort' to provide them for these disclosures.

### Key gaps and assumptions

- For both baseline year 2021–22 and the current 2024–25, Scope 1 emissions from natural gas are modelled, estimated figures, as in most cases accurate gas data was unable to be obtained in time for the reporting deadline. Actual natural gas data was obtained from 61 out of 438 assets active in 2021–22.
- Calculations for natural gas were made on the assumption that a percentage of DCJ metro assets connected to gas would be utilising natural gas based on Australian Bureau of Statistics Energy Account, 2019–20. To estimate agency-wide emissions, available consumption data was extrapolated by calculating the average energy intensity (MJ/m<sup>2</sup>) per building type (e.g. court, residential, group home, corrective facility), then applying the assumed MJ/m<sup>2</sup> to the total m<sup>2</sup> for each building type. 2024–25 figures were projected based on the data from 2021–22.
- Under a business-as-usual scenario, gas consumption was projected to increase gradually in alignment with a 1.2 per cent annual population growth until 2040.
- For assets located in shared buildings, the average energy intensity of buildings (measured in MJ/m<sup>2</sup>) was used to determine base building emissions.
- For assets operationally controlled by DCJ, but not on the Shell whole-of-government contract, energy use was extrapolated using average energy consumption per m<sup>2</sup> where floor area could be determined.
- Scope 3 emissions have not been monitored and reported for 2024–25, however DCJ is considering material Scope 3 emissions such as waste disposal and purchased goods and services as part of its data improvement projects.

<sup>17</sup> These emission sources were identified as material from a stakeholder interest perspective but, at this point in time, do not equate to a substantive percentage of DCJ's scope 1 emissions.

## Climate-related targets

Further analysis of DCJ's emissions profile and projected emission reduction trajectories will be used to help set specific decarbonisation targets and guide the prioritisation of associated investments. DCJ's emission scenarios recognise that the decarbonisation of the NSW electricity grid over time will significantly reduce DCJ's Scope 2 emissions, however further planning and investment will still be required to achieve net zero by 2050. This includes investment to support the adoption of onsite renewable energy infrastructure and the replacement of end-of-life plant and equipment with low emissions alternatives.

## Facilitating the net zero transition

In March 2025, the NSW Government released the Net Zero Government Operations Policy which aims to encourage general government sector agencies to lead by example in reducing their GHG emissions and contribute to the state's legislated emissions reduction targets. The policy supersedes the Government Resource Efficiency Policy (introduced in 2014) and consists of 24 actions and targets across seven key focus areas:

- Scope 1 and 2 emissions
- Demand management
- Renewable energy
- Buildings
- Fleet
- Scope 3 emissions
- Monitoring and reporting.

These actions include a requirement for agencies to have long-term net zero transition plans for their operations. DCJ has undertaken some preliminary research and planning to identify how to transition key asset types to net zero but will develop a long-term Net Zero Transition Plan in 2025–26, in line with the requirements of the Net Zero Government Operations Policy, following the endorsement of the DCJ Climate Change Strategy.

The Net Zero Transition Plan will identify interim emission reduction targets for key emission sources and the operational boundary for monitoring and reporting on performance against agreed targets. This will also include an assessment of funding requirements and the marginal cost abatement curve for emission reduction activities to target and prioritise the most emissions intensive and cost-effective interventions.

Table 9 illustrates DCJ's overall emissions reduction objective and how this will be reported in future disclosures once interim targets have been established.

**Table 9: Target for emissions reduction**

|                                            |                                                                                                                                                                                                                |
|--------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Metric</b>                              | Portfolio-wide emissions (carbon dioxide, methane and nitrous oxide) reduction to net zero for Scope 1, 2 and 3 emissions by 2050 with reference to the base line period 2022, measured in CO <sub>2</sub> -e. |
| <b>Objective</b>                           | Mitigation of GHG emissions (Scope 1, 2 and 3).                                                                                                                                                                |
| <b>Scope</b>                               | Applies across the portfolio within the reporting entity.                                                                                                                                                      |
| <b>Period</b>                              | 2025–2050                                                                                                                                                                                                      |
| <b>Base period</b>                         | 2022                                                                                                                                                                                                           |
| <b>Milestones and interim targets</b>      | To be confirmed through DCJ's Net Zero Transition Plan.                                                                                                                                                        |
| <b>Target type (absolute or intensity)</b> | To be confirmed – given frequent MoG changes it will be important to establish a target that will be adaptable to changes in operational scope and delivery.                                                   |

|                                                 |                                                                                                                                                                                                                                                                              |
|-------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Metric</b>                                   | Portfolio-wide emissions (carbon dioxide, methane and nitrous oxide) reduction to net zero for Scope 1, 2 and 3 emissions by 2050 with reference to the base line period 2022, measured in CO <sub>2</sub> -e.                                                               |
| <b>Carbon credits</b>                           | To be confirmed following identification of targets and agreed emission reduction transition pathway.                                                                                                                                                                        |
| <b>Alignment with jurisdictional commitment</b> | DCJ's targets and net zero transition (including Scope 3 emissions) will be informed by the Science Based Targets initiative which assists entities to set emissions reduction targets in line with climate science and the goals of the Paris Agreement.                    |
| <b>Validation</b>                               | To be confirmed through DCJ's Net Zero Transition Plan.                                                                                                                                                                                                                      |
| <b>Review process</b>                           | Targets developed as part of DCJ's Net Zero Transition Plan will be endorsed by the Executive Leadership Team, reviewed quarterly by the CCELG and follows the escalation process of the Environmental, Social, and Governance targets as set out in the Governance section. |
| <b>Metrics for monitoring process</b>           | Metrics for monitoring progress towards endorsed targets will reflect the Net Zero Government Operations Policy and associated Greenhouse Gas and Reporting Guidelines.                                                                                                      |
| <b>Revisions</b>                                | Any revisions to the target will be addressed and reviewed through DCJ's climate governance process and reported through the annual disclosures.                                                                                                                             |
| <b>Progress achieved and status at year end</b> | N/A                                                                                                                                                                                                                                                                          |

In addition to the actions and measures for Scope 1, 2 and 3 emissions, the Net Zero Transition Plan will also consider how to appropriately respond to the other key actions and measures identified in Net Zero Government Operations Policy for ongoing monitoring and reporting. For 2024–25, DCJ's Net Zero Government Operations Policy report will address the following 13 actions (out of the 24 listed in the policy) listed in Table 10.

**Table 10: DCJ reportable Net Zero Government Operations Policy actions and metrics for 2024–25**

| <b>Actions</b>                   | <b>Requirement</b>                                           |
|----------------------------------|--------------------------------------------------------------|
| Reduce Scope 1 and 2 emissions   | Scope 1 and 2 emissions by source                            |
| Reportable energy measures       | Annual electricity, gas and fuel consumption and expenditure |
| Procure renewable electricity    | Minimum 6 per cent GreenPower                                |
| Offices NABERS ratings           | Achieve and maintain a minimum rating (>1000m <sup>2</sup> ) |
| New building Green Star          | Fit outs and new buildings (>\$10m)                          |
| Green leases                     | All new and renewed leases (>4000m <sup>2</sup> )            |
| Electrification of gas equipment | Replacement of gas-fired equipment at end-of-life            |
| Passenger EVs target             | Annual EV purchases 50 per cent target by 30 June 2026       |
| Light commercial EV target       | Annual EV purchases 30 per cent target by 30 June 2030       |
| Investigate Scope 3              | By June 2027                                                 |

| Actions                  | Requirement                                                |
|--------------------------|------------------------------------------------------------|
| Reportable waste         | Annual waste generation and expenditure by waste stream    |
| Reportable water measure | Annual water consumption and expenditure                   |
| Public reporting         | Approved publication on the NSW Climate and Energy website |

Building Climate Resilience

Table 11: Climate risk maturity health check

| Metric                             | Target     | 2024–25                                                                   | 2023–24     |
|------------------------------------|------------|---------------------------------------------------------------------------|-------------|
| Climate risk maturity health check | Systematic | Systematic for Steps 1–2 of Climate Risk Ready, Fundamental for Steps 3–4 | Fundamental |

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## 5.7 Climate-related financial disclosures – NSW Land and Housing Corporation

### Introduction

LAHC is a Public Trading Enterprise established in 2001 under the *Housing Act 2001*. LAHC is a branch within Homes NSW, an operating division under DCJ.

LAHC's total property assets are valued at approximately \$67.3 billion as of 30 June 2025, with \$65.5 billion being residential property assets, consisting of over 123,000 social homes, including public and community housing, crisis and transitional homes. 75 per cent of its portfolio is tenancy managed by Homes NSW, and the remaining 25 per cent by CHPs. LAHC is the largest residential property landlord in the Southern Hemisphere – over 250,000 residents live in social housing in NSW. This report has been developed for public housing: LAHC-owned, Homes NSW-managed residential properties (approximately 92,000 homes).

This report represents the climate-related financial disclosures (disclosures) for LAHC for the year ended 30 June 2025.

The disclosures have been prepared in accordance with TPG24-33 Reporting Framework for Climate-related Financial Disclosures (TPG24-33 Reporting Framework), which mandates climate reporting for NSW Government entities. The Framework is adapted from Australian Accounting Standard S2 Climate-related Disclosures for the specific circumstances, capability and capacity of NSW Government entities.

LAHC completed a climate risk maturity assessment in April 2024 and was assessed as systematic (58 per cent). LAHC is at the foundational level of its climate disclosures reporting. Maturity will increase through robust governance and oversight and by undertaking adaptation planning and monitoring climate-related risks and opportunities.

In 2025–26, LAHC will focus on the following priorities to enhance its reporting maturity:

- Establish a governance framework and working group across Homes NSW to support ongoing Climate Risk and Opportunity Assessments
- Work with DCJ to align climate risk roles and responsibilities
- Conduct a detailed gap analysis to identify required capability uplift and additional resourcing needs
- Review and regularly update the LAHC Climate Risk Assessment
- Identify and assess material climate-related risks and opportunities
- Enhance climate-related data collection and reporting capabilities to support the delivery of climate change adaptation initiatives and future disclosures
- Develop a Homes NSW Climate Change Adaptation Plan, including Net Zero Strategy, and
- Deliver funded environmental sustainability initiatives to improve tenants' thermal comfort and reduce living costs.

### 5.7.1 Governance

#### Executive Leadership and Management Oversight

The Head of Housing Portfolio, delegation authority Chief Executive, LAHC is a member of the Homes NSW Executive Leadership Team (HET), which is the principal executive governance committee and decision-making body for Homes NSW. The Chief Executive Officer of Homes NSW, who leads the HET, reports to the Secretary of DCJ, who is the ultimate accountable authority. The HET has oversight of all enterprise-level risks for Homes NSW, including climate-related risks and opportunities.

The Homes NSW Chief Executive Officer has approved the LAHC CCROA, following endorsement from the HET. For 2025–26, quarterly updates will be provided to the HET on the status of climate change risk assessment, adaptation planning and Net Zero initiatives. The HET's oversight responsibilities for climate change risks and opportunities are supported by the LAHC Audit and Risk Committee.

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## Audit and Risk Committee

The LAHC Audit and Risk Committee is an independent governance body that provides oversight and support to the Head of Housing Portfolio and the Chief Executive Officer of Homes NSW, and ultimately the Secretary of DCJ, by monitoring, reviewing and advising on governance processes, including risk management and climate-related risks. This includes reviewing LAHC's management of climate risks and opportunities, and the implementation of TPG24-33 Reporting Framework.

## Alignment with DCJ's Overall Climate Change Strategy

Homes NSW is represented on the DCJ CCELG. The CCELG is a management-level working group established in 2024–25 to consider the strategic and operational impacts of climate change on DCJ, which includes Homes NSW and provides structured oversight of the department's overall response.

### 5.7.2 Strategy

Homes NSW's key strategic objectives are to deliver more social housing across NSW, efficiently manage and maintain its land and housing assets, and to support the NSW Government to optimise its social housing portfolio through a financially sustainable asset management approach.

LAHC contributes to the achievement of the following Homes NSW strategic objectives:

- Customer-centred service delivery
- Strong partnerships for impact
- A viable affordable housing and homelessness system
- More and better homes, and
- A thriving and empowered workforce.

LAHC continues to leverage the value of its social housing portfolio and any applicable NSW Government land assets by working with other housing partners to increase and accelerate the delivery of more and better social housing.

LAHC's climate priorities and actions will be guided by the Homes for NSW Strategy, a 10-year strategic action plan that Homes NSW has released in July 2025 to address the housing crisis and offer solutions across social housing, affordable housing, Aboriginal housing, key worker housing and homelessness policy and programs. The Homes for NSW Strategy outlines the climate priorities for Homes NSW in the coming years, including:

- Establish a new Homes NSW Design Office to ensure new social housing is high quality and a legacy for the future. The office will offer design guidance to ensure all new properties are accessible, culturally appropriate and climate resilient across NSW.
- Embed climate/disaster resilience into property design and maintenance. LAHC will review climate risk modelling and develop a Climate Change Adaptation Plan and a Net Zero Plan in partnership with the community housing sector. This plan will identify priority risks and opportunities, providing a detailed roadmap to implement adaptation practices.
- Deliver environmental sustainability initiatives to approximately 5,488 public homes in 2025–26 to keep homes cooler in summer and warmer in winter and reduce tenant energy bills.

LAHC will embed climate risk assessments and adaptation planning into its operating business. Where funding permits, LAHC will invest in a range of energy efficiency related programs to reduce carbon emissions, reduce utility costs and improve thermal comfort for tenants. These initiatives include:

- Replace flued gas heaters, electric heaters and wood fire heaters with energy-efficient reverse cycle air conditioners
- Retrofit ceiling insulation and solar systems
- Retrofit heat pump hot water systems
- Retrofit LED lights in common areas and residential homes, and
- Conduct water efficiency upgrades at dwellings.

In addition, LAHC has also been piloting MMC, such as prefabricated housing solutions, to reduce delivery timeframes and emission footprints.

## Climate-related risks and opportunities impacting Homes NSW, including LAHC

In 2024–25, LAHC participated in a CCROA led by DCJ. This helped inform the identification of 14 key risks and opportunities for LAHC (see Table 1). These included eight physical risks, two transition risks and four opportunities (see Table 2) that were determined to be material to LAHC or its stakeholders.

The time horizons considered were:

- Short term—*inherent*: the current year without controls
- Short term—*residual*: the current year with controls
- Medium term—*residual*: near future centred on 2030
- Long term—*residual*: far future, centred on 2050 for transition and 2070 for physical risks.

This aligns with LAHC’s planning cycles:

- Short term—current year (annual budget cycles)
- Medium term—less than 10 years (strategic planning cycle)
- Long term—more than 10 years (aligned with emissions reduction targets and asset lifetimes).

**Table 1: Climate-related risks**

| Risk Theme                       | Impact Statement                                                                                                                                                                                                                                              | Type     | Category                         | Short Term<br>(2025 to 2030) | Medium Term<br>(2030 to 2035) | Long Term<br>(2035 to 2050) |
|----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------------------------------|------------------------------|-------------------------------|-----------------------------|
| Service Demand                   | Climate change impacts are likely to increase the demand for services, such as capital/repair maintenance, placing pressure on the LAHC workforce and assets, ultimately leading to budgetary constraints.                                                    | Physical | Operational and Service Delivery | ✓                            | ✓                             | ✓                           |
| Service Interruption             | The increased frequency, severity, and scale of extreme climate events may prevent LAHC from accessing affected regions and disrupt the supply chain and LAHC service delivery.                                                                               | Physical | Operational and Service Delivery | ✓                            | ✓                             | ✓                           |
| Supply Chain                     | Climate change impacts are likely to cause critical supply chain disruptions, shortages, and price increases, leading to increased operating expenses and capital works costs for LAHC.                                                                       | Physical | Financial                        | ✓                            | ✓                             | ✓                           |
| Increased vulnerability to staff | Prolonged exposure to increased extreme weather patterns may increase mental and physical injury to staff, especially front-line staff, resulting in increased workers compensation claims, sick leave, higher turnover rates and reduced staff productivity. | Physical | Health and Safety                | ✓                            | ✓                             | ✓                           |

| Risk Theme                                                                 | Impact Statement                                                                                                                                                                                                                                                 | Type                              | Category                                             | Short Term<br>(2025 to 2030) | Medium Term<br>(2030 to 2035) | Long Term<br>(2035 to 2050) |
|----------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|------------------------------------------------------|------------------------------|-------------------------------|-----------------------------|
| Increased vulnerability to tenants                                         | Prolonged exposure to increased extreme weather patterns may negatively impact on tenant health and wellbeing.                                                                                                                                                   | Physical                          | Health and Safety                                    | ✓                            | ✓                             | ✓                           |
| Increased cost of “green” vendors                                          | Transitioning to a low-carbon economy may increase the cost of high-demand goods and services, potentially leading to higher operating expenses and capital works for LAHC.                                                                                      | Transition                        | Operational and Service Delivery                     | ✓                            | ✓                             |                             |
| Reduced service capacity due to property loss/damage                       | Exposure to extreme weather patterns may increase damage and/or loss of social housing assets, resulting in decreased service capacity.                                                                                                                          | Physical                          | Operational and Service Delivery                     | ✓                            | ✓                             | ✓                           |
| Increase in operating expenses, which may adversely affect LAHC’s finances | Exposure to frequent and extreme weather conditions may lead to cost increases in insurance premiums, council and water rates, and electricity bills associated with cooling.                                                                                    | Physical                          | Finance                                              | ✓                            | ✓                             | ✓                           |
| Non-compliance                                                             | Inability to meet climate policy obligations due to insufficient funding and/or resources may result in litigation, potentially causing reputational damage to LAHC. For example, requirements to accelerate the decarbonisation/ electrification of properties. | Transition<br>(Reputational risk) | Operational and Service Delivery                     | ✓                            | ✓                             |                             |
| Lack of ongoing funding to manage climate risks                            | Lack of ongoing funding prevents LAHC from planning climate actions and priorities systematically and holistically. This limits LAHC’s ability to take a proactive approach to manage climate-related risks and opportunities.                                   | Physical                          | Operational and Service Delivery<br>and<br>Financial | ✓                            | ✓                             | ✓                           |

**Table 2: Climate-related opportunities**

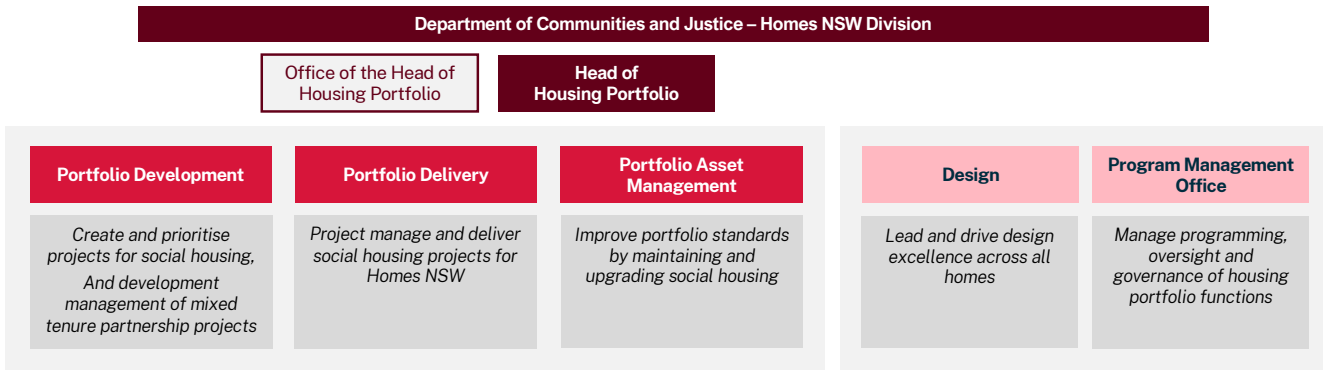
| Opportunity Theme                                 | Impact Statement                                                                                                                                                                                                     | Type                                               | Material Impact to LAHC Financial Statement                                                                                                                                                                                              | Category                                 | Time Horizon           |                         |                       |
|---------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|------------------------|-------------------------|-----------------------|
|                                                   |                                                                                                                                                                                                                      |                                                    |                                                                                                                                                                                                                                          |                                          | Short Term (2025–2030) | Medium Term (2030–2035) | Long Term (2035–2050) |
| Innovative and sustainable delivery methods       | Use low-carbon building materials and modern delivery methods to reduce carbon footprints and improve delivery efficiency                                                                                            | Physical Resources efficiency                      | Unlikely – as any potential savings would be invested to deliver more social homes<br>However, raised for noting as it is important for LAHC to adopt contemporary technologies and delivery methods to deliver climate-related outcomes | Operational and Service Delivery         | ✓                      | ✓                       | ✓                     |
| Sustainable design standards                      | Adopt passive design methods and standards to improve thermal comfort and reduce energy bills for tenants                                                                                                            | Physical Products and services                     | Unlikely – as any potential savings would be used to deliver additional repair/upgrade works<br>Raised for noting, as it is important for LAHC to enhance tenants' housing experience and reduce their living costs                      | Tenants housing experience               | ✓                      | ✓                       | ✓                     |
| Renewable energy powered technologies and devices | Accelerate the installation of energy efficient appliances and solar systems to reduce electricity and water consumption                                                                                             | Physical and transition Energy and water           | Possible<br>Savings in water and electricity usage, which may result in cost reductions in LAHC operating expenses                                                                                                                       | Financial                                | ✓                      | ✓                       | ✓                     |
| Funding opportunities                             | Secured funding enables LAHC to plan and prioritise energy efficiency related programs to improve thermal comfort and climate resilience of the portfolio. For example, the SHEPI funded energy efficiency upgrades. | Physical Resilience and Tenants housing experience | Likely<br>Funding dedicated to climate change-related programs has a direct impact on LAHC's finances                                                                                                                                    | Financial and Tenants housing experience | ✓                      | ✓                       | ✓                     |

# Business Model

## Potential impacts on LAHC’s Business Model

Within Homes NSW, LAHC is responsible for developing and maintaining public housing: LAHC-owned and Homes NSW-managed social housing. LAHC’s organisational structure (Figure 3) supports the core asset management functions for the portfolio.

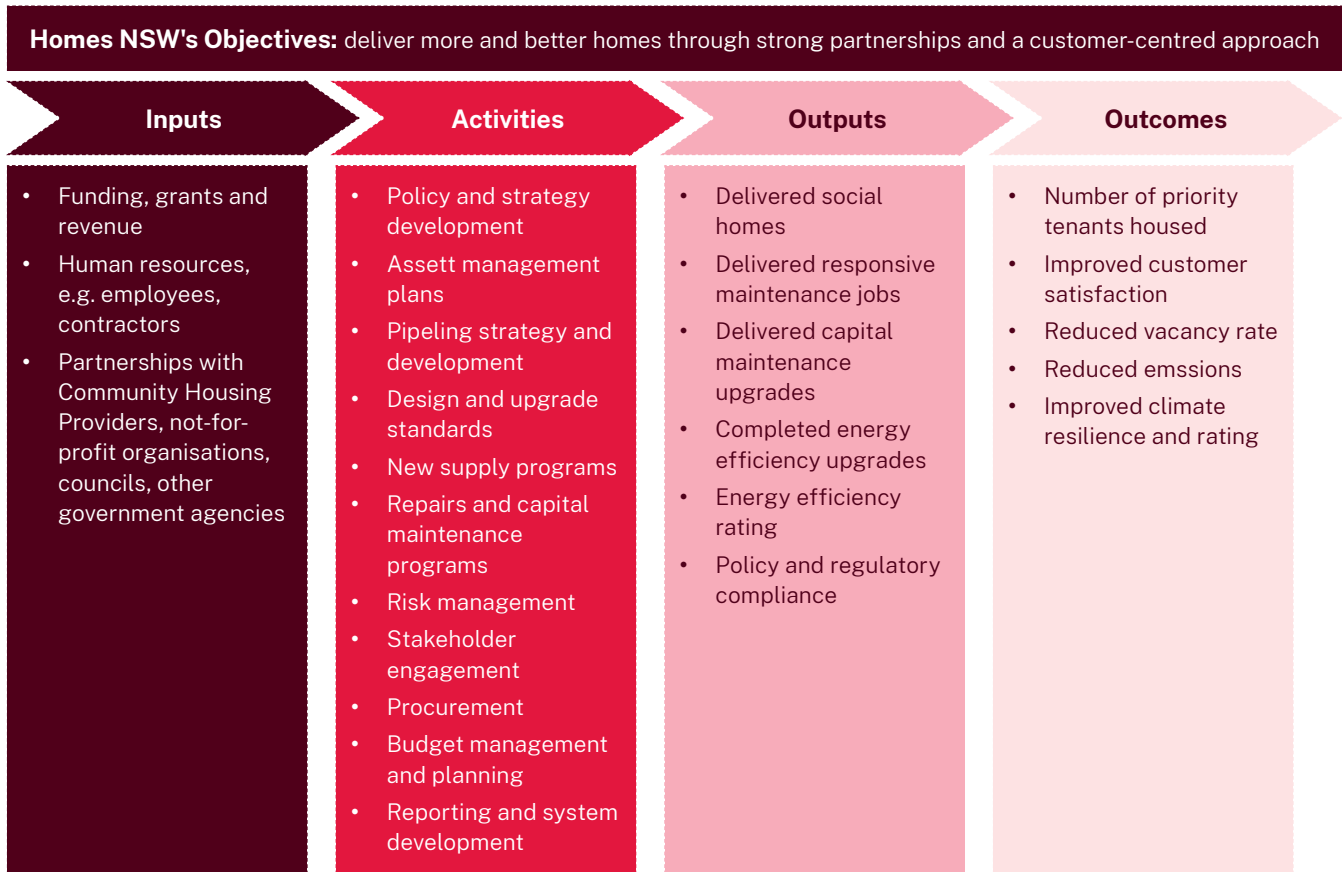
Figure 3: LAHC (Housing Portfolio’s) Organisational Structure



The strategic priorities for LAHC are to leverage the value of its social housing portfolio and any applicable NSW Government land assets, by working with CHPs, not-for-profit organisations, the private sector, other NSW Government agencies and local Councils to increase and accelerate the delivery of more and better social homes and homelessness properties. In addition, LAHC also has a strong mandate to provide quality asset management of public housing homes. By working closely with our maintenance contractors, we ensure quality maintenance services that deliver better outcomes for our residents.

LAHC’s business model is summarised in Figure 4 below:

Figure 4: LAHC’s Business Model



The current and anticipated climate-related risks and opportunities could affect a range of aspects of LAHC's business operations and place pressure on LAHC's budget. These areas outlined in Table 3 may include, but are not limited to:

**Table 3: Potential impacts on LAHC's business model**

| <b>Business Model/<br/>Business Functions</b>              | <b>Risk – Potential Impacts</b>                                                                                                                                                                                                                                                                                                                                        | <b>Opportunity – Potential Impacts</b>                                                  |
|------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|
| <b>Delivery of new supply programs</b>                     | <ul style="list-style-type: none"> <li>• Extreme weather events and increased costs in labour and materials, and supply shortages could adversely affect the delivery outcomes and timeframes.</li> <li>• Climate risks could affect redevelopment opportunities and new supply pipelines.</li> </ul>                                                                  | Achieve more cost-effective outcomes through MMC and new technologies.                  |
| <b>Delivery of repair and capital maintenance programs</b> | <ul style="list-style-type: none"> <li>• Severe weather events could affect the planned maintenance programs and increase demand for emergency repairs and maintenance activities.</li> <li>• Place pressure on staff and contractors; additional resources may be required to respond to climate-related deliverables.</li> </ul>                                     | Achieve more cost-effective outcomes through contemporary devices and new technologies. |
| <b>Tenant relocations</b>                                  | <ul style="list-style-type: none"> <li>• Tenants may require relocation and temporary accommodation if severe weather events damage their tenanted properties and require repair.</li> </ul>                                                                                                                                                                           | -                                                                                       |
| <b>Staff resources</b>                                     | <ul style="list-style-type: none"> <li>• Additional staff may be required to plan and implement climate-related programs. Additional resources may also be required to collect data, assess and report on climate impacts.</li> </ul>                                                                                                                                  | -                                                                                       |
| <b>Training and development</b>                            | <ul style="list-style-type: none"> <li>• Upskill training may be required to meet regulatory requirements and to improve climate risk management maturity.</li> </ul>                                                                                                                                                                                                  | -                                                                                       |
| <b>Budget pressures</b>                                    | <ul style="list-style-type: none"> <li>• Increased insurance costs and rates may adversely affect LAHC's budget planning and projections.</li> <li>• Policy and regulatory changes may require additional funds to be redirected to climate change-related programs. Without additional funding, this would reduce the budget available for other programs.</li> </ul> | -                                                                                       |

| Business Model/<br>Business Functions                | Risk – Potential Impacts                                                                                                                                        | Opportunity – Potential Impacts |
|------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|
| Community expectations and organisational reputation | <ul style="list-style-type: none"> <li>Failure to meet regulatory requirements would expose Homes NSW/LAHC to non-compliance and reputational risks.</li> </ul> | -                               |

## Concentration Risk

In 2023–24, LAHC engaged XDI to undertake climate hazard modelling of the LAHC property portfolio. The Climate Hazard Exposure Assessment across LAHC's residential property portfolio has assisted LAHC to better understand exposure and vulnerability to the physical risks of climate change.

The XDI modelling considered individual asset information (e.g. floor heights, build years, design and construction materials), seven extreme weather and climate change hazards, including riverine flooding, surface water flooding, coastal inundation, forest fires, soil movement, freeze-thaw and extreme wind events.

Of the 92,000 properties owned by LAHC and tenancy-managed by Homes NSW, there are 41,000 units (45 per cent), 30,000 cottages (32 per cent), 20,000 townhouses and villas (22 per cent), and other types of properties and vacant land lots (1 per cent). The average age of the properties is about 46 years old.

Of the 92,000 homes, there are about 23,600 social homes (or 25 per cent) located in flood prone LGAs, and about 5,500 properties (6 per cent) located in LGAs that are exposed to the most severe bushfire risks. While the properties continue to age, these properties are particularly vulnerable to extreme weather events, and subject to major damage or property loss.

Both a high emissions scenario (Representative Concentration Pathways 8.5) and a moderate emission scenario (Representative Concentration Pathways 4.5) were applied. Analysis revealed that by 2050, approximately 6 per cent of LAHC's assets are projected to face a high risk of structural damage from one or more climate-related hazards (excluding exposure to extreme heat, which is unlikely to cause structural damage).

A high-risk asset is defined as having maximum risk of structural damage or maximum value at risk (MVAR) >1 per cent of its asset value. An extreme risk asset is defined as having maximum risk of structural damage or MVAR >5 per cent. MVAR is the cumulative maximum damage potential from climate hazards up to any given year as a proportion of the asset value. It does not include extreme heat which does not cause physical damage. A high emissions scenario (Representative Concentration Pathways 8.5) was used, however, the results between emissions scenarios do not differ significantly until after 2050.

Figure 5 shows the average MVAR for LAHC properties in each LGA based on the XDI climate hazard modelling for 2025. LGAs with an average MVAR >5 per cent include Ballina, Bogan, Cessnock, Coonamble, Moree Plains, Narrabri, Walgett.

Figure 5: NSW Regional LGAs with Max Climate Risk Rating

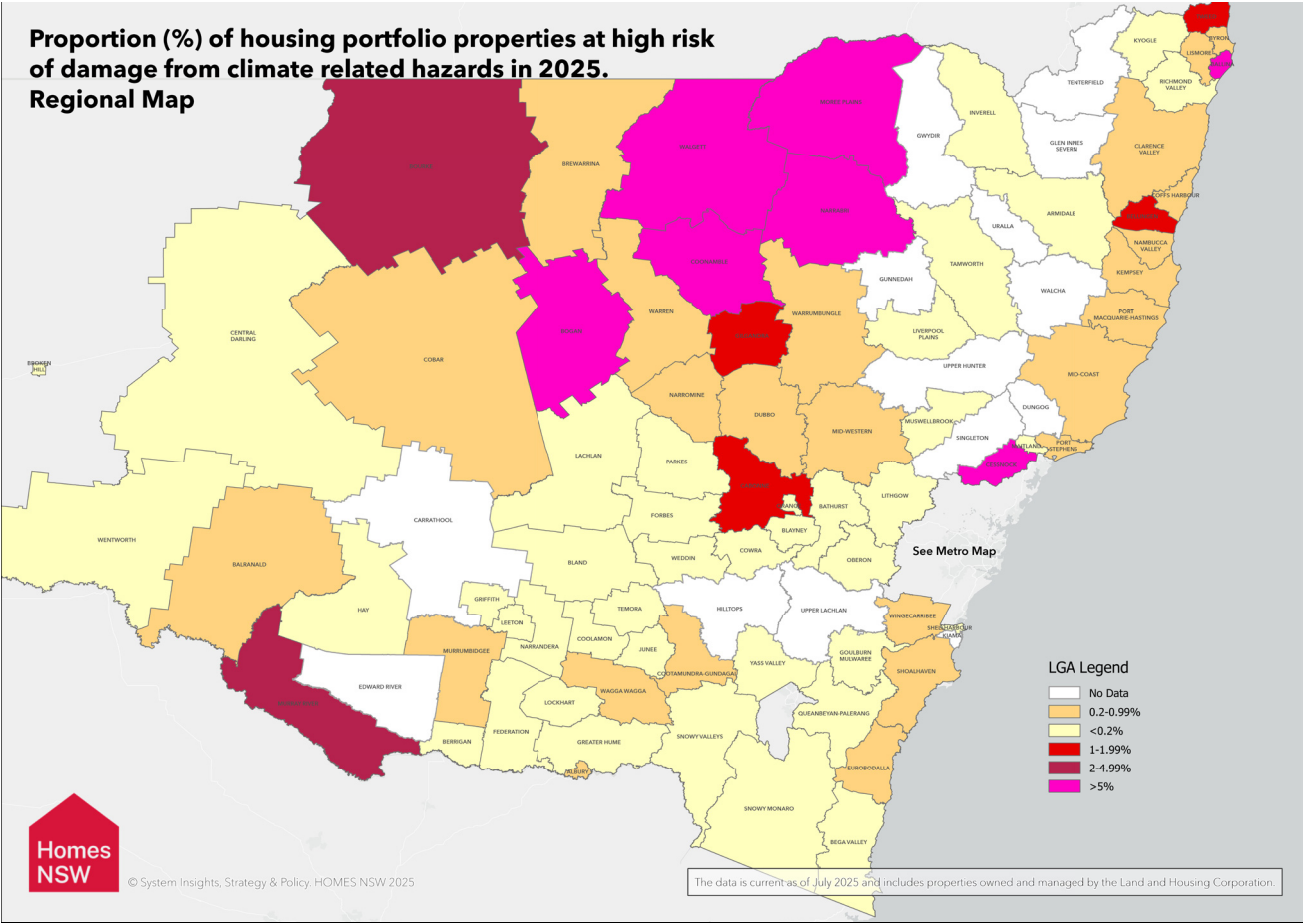
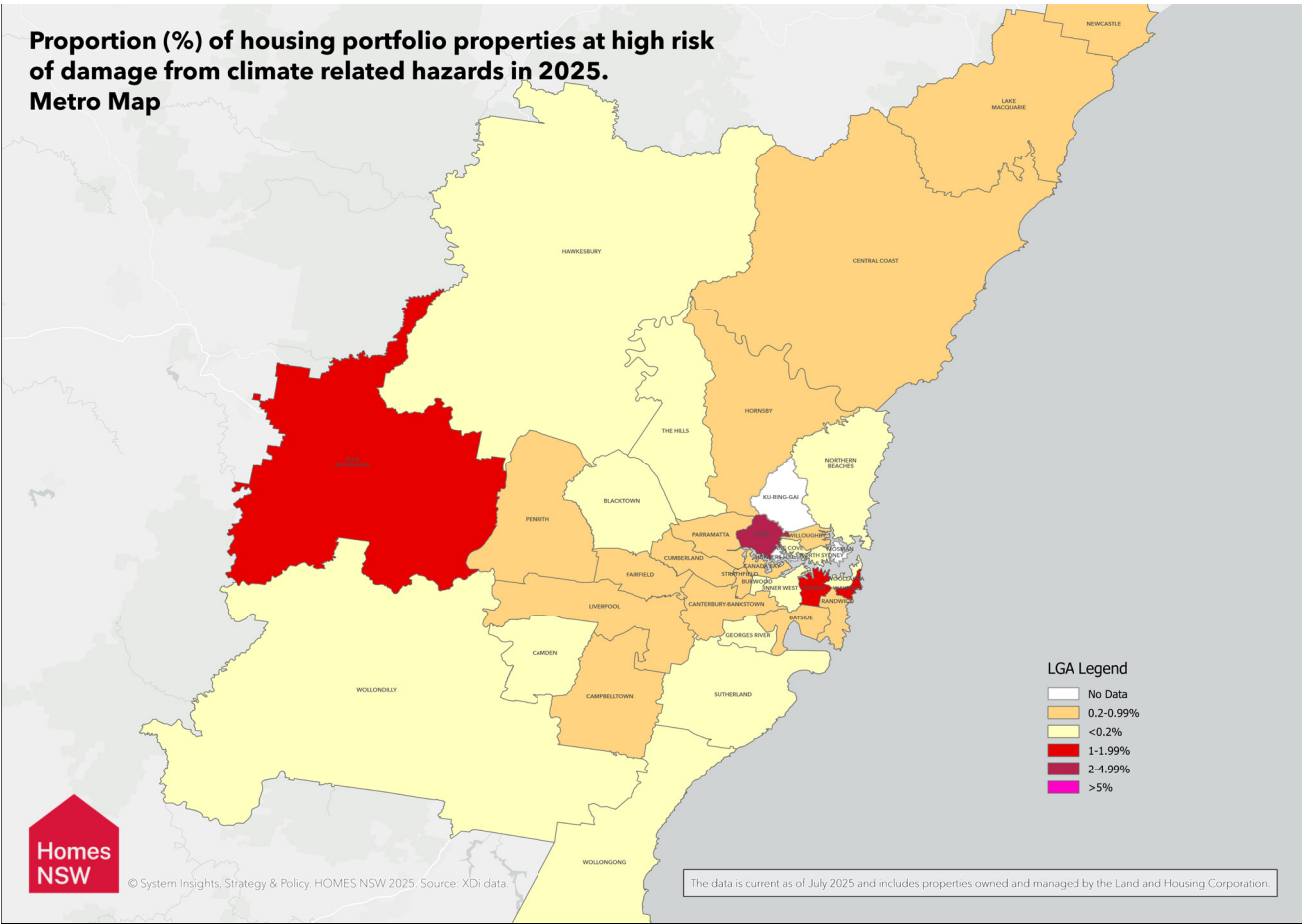


Figure 6: Sydney Metro with Max Climate Risk Rating



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## Strategy and Decision-making

LAHC is embedding climate risk management in its asset management planning and business operations. LAHC has taken the following actions to improve our understanding of climate risks, mitigate climate risks, harness climate opportunities, and improve the portfolio's climate resilience.

### Direct mitigation and adaptation efforts

- Developed the [Environmental sustainability strategy 2024–2026](#), including seven priorities and their respective actions to reduce carbon emissions, adapt to climate change, and drive innovation to improve resilience.
- Incorporated climate risk analysis in LAHC's portfolio development strategy – identifying high-risk properties for potential property disposals through programs, such as strategic sales.
- Updated the [Homes NSW Heating and Cooling Policy](#) in August 2024 to improve the thermal comfort of social housing properties.
- Applied the Good Design for Social Housing Guidelines to adopt higher energy efficiency standards and climate-responsive design.
- Developed the [Homes NSW Dwelling Requirements](#) with an integration of passive design principles and contemporary design to ensure tenant comfort, reduce ongoing operational costs and improve environmental performance.
- Engaged the University of Wollongong to determine the energy performance of low-rise unit complexes and assess potential solutions to improve energy efficiency. The energy efficiency upgrades modelled considered Net Zero, electrification, climate change adaptation, electrification, embodied carbon and reducing tenant energy bills.
- Conducted Annual Property Assessment Surveys to assess the condition of critical housing components, such as the roof and windows. The findings of the Annual Property Assessment Survey are used to guide the prioritisation of capital upgrade works to improve thermal comfort and reduce energy usage.
- Proactively sought funding opportunities to deliver climate-related programs, with the aim to reduce carbon emissions, improve thermal comfort and improve the portfolio's climate resilience. This includes:
  - Secured \$168 million from the NSW Government (approved in 2022) to repair flood-damaged social homes (\$8 million); refurbish or construct police housing (\$10 million); and deliver about 240 social housing properties in the Ballina, Lismore, Richmond Valley and Tweed LGAs from 2024 to 2026 (\$150 million).
  - Received funding from the SHEPI, a joint initiative of the Australian and NSW governments to improve the energy efficiency of social housing. Through SHEPI, LAHC will deliver property upgrades, including solar systems, energy-efficient appliances, and insulation, to help reduce energy bills, improve thermal comfort, and enhance the cost of living for social housing residents.

### Direct and indirect mitigation and adaptation efforts

LAHC will continue to embed climate actions and decision-making in its business plans and operating model. The Homes NSW Strategy includes an action to develop a Homes NSW Climate Change Adaptation Plan, which will incorporate a Net Zero Strategy.

LAHC will proactively implement climate change initiatives to enhance its adaptation capabilities and mitigate climate-related risks and potential impacts. For example:

- Embed governance mechanisms, with clear roles and responsibilities and a mandate to enable decision-making.
- Identify gaps in climate risk management, including practices, processes, and capabilities for continuous improvement.
- Embed climate change priorities in asset management plans, including the LAHC Business Plan and Statement of Business Intent, and Strategic Asset Management Plan and Asset Management Plan to improve climate resilience of the portfolio.
- Implement key actions for LAHC in the 10-year DCJ Climate Change Strategy

- Develop a climate change adaptation plan and a net zero action plan, which will improve asset monitoring and resilience tracking and support transparent governance and risk management processes.
- Regularly review and update Homes NSW Climate Change Risk Register and Framework.
- Develop a systematic process and approach to collect data and monitor performance outcomes to support an evidence-based decision-making process.
- Review budget management planning and prioritisation to deliver climate-related initiatives, in compliance with regulatory requirements.
- Work collaboratively with CHPs and industry expertise to identify climate-related opportunities and improve climate change maturity and practices.

The Homes NSW Chief Executive Officer will be responsible for ensuring that climate goals are integrated into strategic decision-making. Oversight of implementation activities will require a new governance structure to oversee the development of the climate change adaptation plan and a net zero action plan, and track progress against the emissions reduction targets and key climate actions.

With confirmed funding, LAHC will continue to deliver energy efficiency programs, such as retrofitting ceiling insulation, installing solar systems, heat pump hot water systems, and energy-efficient air conditioners, to improve thermal comfort and reduce carbon emissions.

## Potential Financial Impact

### Current financial impacts and material adjustments within the next annual reporting period

In accordance with NSW Treasury's *Guidance on the Effect of Climate Change on Financial Statements*, LAHC assessed the potential impacts of climate-related risks on its financial position, financial performance, and cash flows for the 2024–25 financial year. This assessment considered potential impacts on asset valuations, impairment indicators, and provisions mainly arising from extreme weather events, changes in asset use, or regulatory developments.

LAHC applied a structured three-step process to assess the materiality of climate-related risks and opportunities. First, financial materiality was evaluated, although tracking of costs specifically due to climate-related impacts is limited. Second, the potential impact on LAHC's ability to achieve its operational objectives – particularly its capacity to continue delivering its services – was considered based on the outcomes of LAHC's climate-related risk assessment. Risks rated high or above were deemed material, regardless of whether their effects are current or anticipated.

Finally, stakeholder relevance was assessed by determining whether the climate-related risks and opportunities could influence the decisions of primary users of the disclosure. This ensured that material climate-related risks and opportunities were identified in a consistent manner.

LAHC does not expect any climate-related risks or opportunities to result in material adjustments to the carrying amounts of assets or liabilities within the next annual reporting period. LAHC will continue to assess climate risks and opportunities and implement long-term initiatives to build resilience, reduce emissions, and embed sustainability into its operations.

LAHC adaptation planning activities will inform future investment and asset planning decisions, including potential upgrades to property assets, adoption of low-emissions technologies, and resilience-building initiatives. Funding for these initiatives is anticipated to be sourced through internal capital planning processes and future government budget allocations, aligned with whole-of-government and departmental strategic priorities.

**Table 4: Potential impacts of climate-related risks and opportunity on financial position, financial performance and cashflows**

| Impact Statement                                                                                                                                                                                          | Financial Position                                                                                                                                                                                                                                                                                                                                                                                                                                | Financial Performance                                                                                                                                                                                                                                                                                    | Cashflows                                                                                                                                                                                                                                          |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Service Demand</b>                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                    |
| Climate change impacts are likely to increase the demand for services, such as capital/repair maintenance, placing pressure on the LAHC workforce and assets, ultimately leading to budgetary constraints | <p><b>PPE:</b> capital investment in climate-resilient infrastructure and upgrades; accelerated depreciation or write-offs due to higher utilisation of assets may lead to faster deterioration, requiring earlier replacement</p> <p><b>Cash and Cash equivalents:</b> reduced liquidity due to unplanned climate-related expenditures</p> <p><b>Other liabilities:</b> potential liabilities from service delivery failures or legal claims</p> | <p><b>Operating expenses:</b> increased costs for emergency response, utilities, and maintenance</p> <p><b>Personnel expenses:</b> overtime payments and additional hires to manage increased service demand</p> <p><b>Depreciation and amortisation:</b> accelerated depreciation due to asset wear</p> | <p><b>Cash flows from operating activities:</b> unplanned cash outflows from operating activities due to emergency spending and personnel expenses</p> <p><b>Cash flows from investing activities:</b> cash outflows for capital investment</p>    |
| <b>Service Interruption</b>                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                    |
| The increased frequency, severity, and scale of extreme climate events may prevent LAHC from accessing affected regions and disrupt the supply chain and LAHC service delivery                            | <p><b>PPE:</b> capital investment in climate-resilient infrastructure and upgrades. Potential impairments if assets are damaged or become unfit for purpose</p> <p>Delays in receivables due to disrupted operations</p> <p><b>Cash and cash equivalents:</b> reduced liquidity due to emergency spending</p>                                                                                                                                     | <p><b>Operating expenses:</b> increased costs for emergency logistics</p> <p><b>Personnel expenses:</b> overtime and hazard payment for staff working during the disruption</p> <p><b>Other expenses:</b> costs related to business continuity, insurance premiums, and service disruptions</p>          | <p><b>Cash flows from operating activities:</b> unplanned cash outflows from emergency spending, staffing, and potential delays in revenue collection</p> <p><b>Cash flows from investing activities:</b> cash outflows for capital investment</p> |
| <b>Supply Chain</b>                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                    |
| Climate change impacts are likely to cause critical supply chain disruptions, shortages, and price increases, leading to increased operating expenses and capital works costs for LAHC                    | <p><b>Payables:</b> increased payables due to increased procurement costs</p> <p><b>Cash and cash equivalents:</b> reduced liquidity due to higher spending</p>                                                                                                                                                                                                                                                                                   | <p><b>Operating expenses:</b> increased procurement costs due to shortage and delays</p> <p><b>Other expenses:</b> penalties or costs from project delays</p>                                                                                                                                            | Cash outflows from higher procurement costs, possible delays, and overruns in capital project cash flows                                                                                                                                           |

| Impact Statement                                                                                                                                                                                                         | Financial Position                                                                                                                                                                                              | Financial Performance                                                                                                                                                                                                                                     | Cashflows                                                                       |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|
| <b>Increased vulnerability to staff</b>                                                                                                                                                                                  |                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                           |                                                                                 |
| Prolonged exposure to increased extreme weather patterns may increase mental and physical injury to staff, resulting in increased workers compensation, sick leave, higher turnover rates and reduced staff productivity | <b>Provisions:</b> increased liabilities for workers compensation claims                                                                                                                                        | <b>Personnel expenses:</b> increased workers compensation, sick leave, recruitment and training costs due to high turnover                                                                                                                                | Increased operating cash outflows for compensation, recruitment, and training   |
| <b>Increased vulnerability to tenants</b>                                                                                                                                                                                |                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                           |                                                                                 |
| Prolonged exposure to increased extreme weather patterns may negatively impact on tenant health and wellbeing                                                                                                            | <b>Provisions:</b> increased liabilities for insurance claims for flood and storm events, above deductible limits<br><br>Increased cost for climate adaptation actions, such as insulation and air conditioners | Insurance claims expense (Public Liability Claims)                                                                                                                                                                                                        | Increased operating cash outflows for insurance claims, above deductible limits |
| <b>Increased cost of “green” vendors</b>                                                                                                                                                                                 |                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                           |                                                                                 |
| Transitioning to a low carbon economy may increase the cost of high demand goods and services, potentially increasing operating expenses and capital works for LAHC                                                      | <b>PPE:</b> higher capitalisation of green assets<br><br><b>Cash and cash equivalent:</b> reduced due to capital expenses                                                                                       | <b>Operating expenses:</b> higher costs for sustainable goods/ services, higher capital work costs<br><br><b>Depreciation and amortisation:</b> may vary due to capitalisation of green assets with differing useful lives compared to traditional assets | Increased capital expenditure cash outflows; potential long-term savings        |

| Impact Statement                                                                                                                                                                                                                                             | Financial Position                                                                                                                                                                                                             | Financial Performance                                                                                                                                                                                                                                                                                                                                        | Cashflows                                                                                                                                                                                                                                                                                              |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Reduced service capacity due to property loss/ damage</b>                                                                                                                                                                                                 |                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                        |
| Exposure to extreme weather patterns may increase damage and/ or loss of social housing assets, resulting in decreased service capacity                                                                                                                      | <p><b>PPE:</b> asset impairment, or write-offs, capital investment in climate-resilient infrastructure and upgrades</p> <p><b>Cash and cash equivalent:</b> reduced liquidity due to repair, maintenance and capital works</p> | <p><b>Operating expenses:</b> increased repair and maintenance</p> <p><b>Depreciation and amortisation:</b> accelerated depreciation due to asset wear from extreme weather</p> <p><b>Other expenses:</b> insurance excess payments and potential increase in premium</p> <p><b>Other losses:</b> Impairment losses or write-offs due to physical damage</p> | Increased operating and investment cash outflows for repairs, maintenance, and asset replacement                                                                                                                                                                                                       |
| <b>Increase in operating expenses, which may adversely affect LAHC's finances</b>                                                                                                                                                                            |                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                        |
| Exposure to frequent and extreme weather conditions may lead to cost increases in insurance premiums, council rates, and electricity bills associated with cooling                                                                                           | <p><b>Other liabilities:</b> potential increase in insurance liabilities due to higher premiums</p> <p><b>Cash and cash equivalents:</b> reduced liquidity due to recurring higher operational expenditures</p>                | <p><b>Operating expenses:</b> increased ongoing costs for insurance, council rates, and utilities</p> <p><b>Other expenses:</b> possible additional charges from regulatory authorities (e.g., levies tied to climate resilience)</p>                                                                                                                        | <p><b>Cash flows from operating activities:</b> recurring outflows from higher insurance, utilities, and rates payments</p> <p><b>Cash flows from investing activities:</b> not directly impacted unless additional energy efficiency or insurance-related infrastructure investments are required</p> |
| <b>Non-compliance</b>                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                        |
| Inability to meet climate policy obligations due to insufficient funding or/ and resources may result in litigation, potentially causing reputational damage to LAHC. For example, requirements to accelerate decarbonisation/ electrification of properties | <p><b>Other liabilities:</b> potential liability from non-compliance</p>                                                                                                                                                       | <p><b>Other expenses:</b> fines and penalties, legal costs</p>                                                                                                                                                                                                                                                                                               | Increased cash outflows for fines, legal costs, and remediation                                                                                                                                                                                                                                        |

| Impact Statement                                                                                                                                                                                                               | Financial Position | Financial Performance | Cashflows      |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|-----------------------|----------------|
| <b>Lack of ongoing funding to manage climate risks</b>                                                                                                                                                                         |                    |                       |                |
| Lack of ongoing funding prevents LAHC from planning climate actions and priorities systematically and holistically. This limits LAHC's ability to take a proactive approach to manage climate-related risks and opportunities. | Not applicable     | Not applicable        | Not applicable |

## 5.7.3 Risk Management

### Risk and Opportunities Management Processes

Key LAHC staff participated in the DCJ-led CCROA, which was undertaken in alignment with the [Climate Risk Ready NSW Guide](#) and DCJ Enterprise Risk Management Policy, ERMF and Enterprise Risk Management Procedures. In 2024, DCJ reviewed and updated the ERMF documents to integrate climate risk into its enterprise risk methodology. LAHC applies the ERMF. Climate risks are assessed using the same likelihood and consequence criteria as other enterprise risks, ensuring consistency and comparability with other risks in LAHC.

In finalising LAHC's CCROA, the CCROA undertaken by DCJ was reviewed to ensure consistency and to identify any gaps and/or opportunities. The HET endorsed the identified risk and opportunity statements.

The following timescales were utilised to assess physical and transition risks and opportunities:

#### Physical risks

- Short term: current year
- Medium term: projections for 2030 represent the average for the 20-year period 2021–2040
- Long term: projections for 2070 represent the average for the 20-year period 2061–2080.

#### Transition Risks and Opportunities

- Short term: current year
- Medium term: projections for 2030 represent the average for the 20-year period 2021–2040
- Long term: projections for 2050 represent the average for the 20-year period 2041–2060.

Each risk was assessed for likelihood and consequence. A similar process was applied for the opportunity assessment, together with a descriptive assessment for participants.

### Prioritising climate risks, opportunities and responses

LAHC is in the early stages of its climate risk maturity, and climate risks are now being prioritised alongside other enterprise risks. Consideration of climate risk is being integrated into other risk processes where there is alignment. While still in its early stages, this shift signals that LAHC is becoming more aware of climate risks and examining how climate risks are considered and assessed in the management of social housing.

LAHC is analysing its asset portfolio to identify priority risks and opportunities (see *Risk Concentration*). Emissions and energy data will be used to identify opportunities for emissions reduction, align with net zero, and pinpoint areas where transition risks may be concentrated. Adaptation options will be identified and prioritised through a participatory process aligned with the Climate Risk Ready NSW Guide.

Monitoring management of climate risks and opportunities

During 2025–26, LAHC will enhance its data management practices to align with its adaptation planning activities, supporting the monitoring of impacts, responses, and associated costs and benefits. Current data is scattered, incomplete and often relies on estimations. Key metrics will be defined for ongoing monitoring.

Integration with overall risk management

Homes NSW has integrated climate change risk onto its Enterprise Risk Register, creating a conduit through which climate risks can be elevated to the HET. A LAHC Climate Change Risk Register has also been established to support ongoing oversight.

This sub-register is embedded within DCJ's ERMF, ensuring that climate risk is managed with the same rigour and governance as other enterprise risks. The sub-register will be reviewed quarterly with LAHC management.

5.7.4 Metrics and Targets

Greenhouse Gas Emissions

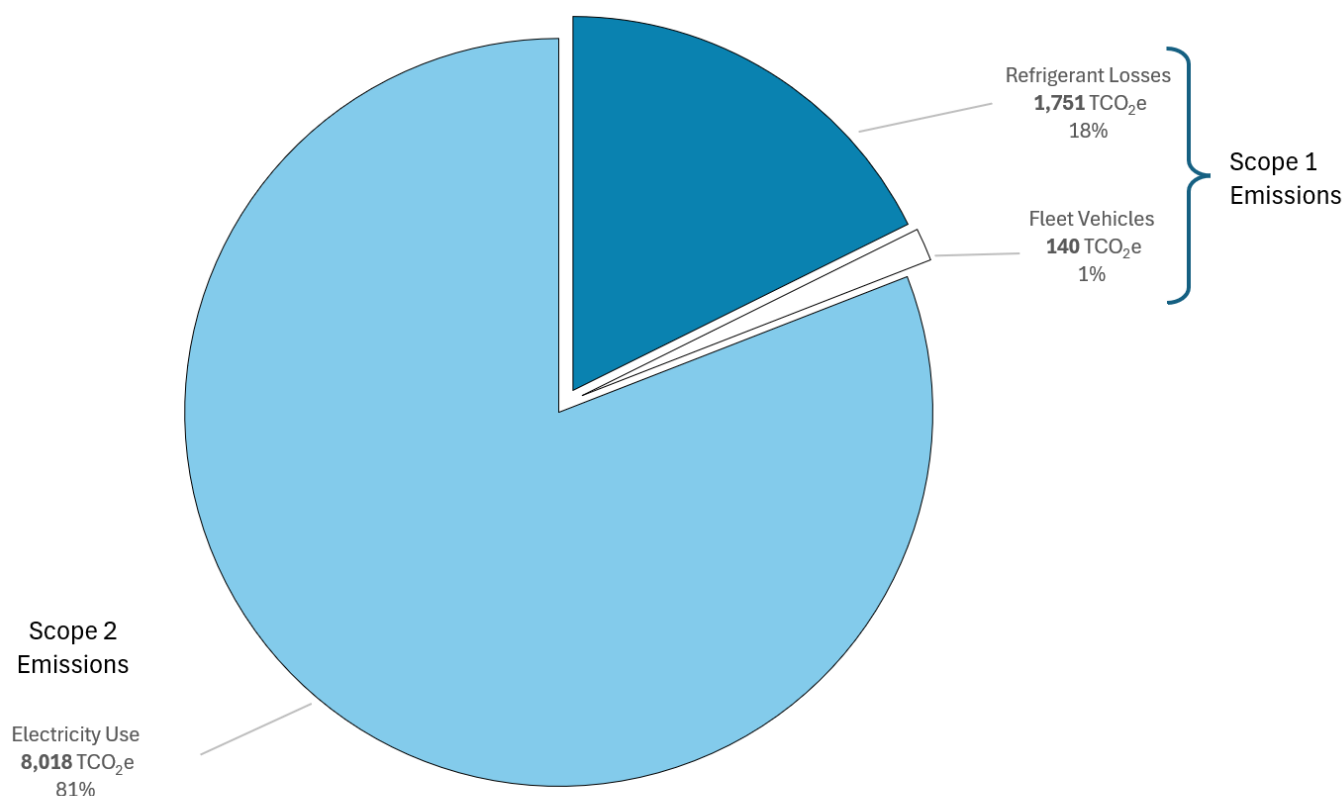
In December 2023, the NSW Government legislated its previously committed GHG emissions reductions targets through the *Climate Change (Net Zero Futures) Act 2023*. The targets require a 50 per cent reduction on 2005 levels by 2030, a 75 per cent reduction by 2035 and net zero by 2050. LAHC is committed to supporting the NSW Government in meeting these targets and is focused on addressing key emission sources across its operational boundaries.

LAHC's emissions profile across Scope 1 and 2 GHG emissions generated in 2024–25 against a 2023–24 baseline is shown in Figure 7a, which is based on available data and aligned with recognised standards such as the Greenhouse Gas Protocol and Australian National Greenhouse Accounts. Key assumptions used in the calculations are also outlined.

Figure 7a: Scope 1 and 2 emissions

| Emissions (tCO <sub>2</sub> e) | Baseline year<br>2023–24 | Progress<br>2024–25 | Target 2030 |
|--------------------------------|--------------------------|---------------------|-------------|
| Scope 1 – Refrigerant Losses   | 1,620                    | 1,751               | 810         |
| Scope 1 – Fleet Vehicle        | 143                      | 140                 | 71          |
| Scope 2 – Electricity Use      | 8,028                    | 8,018               | 4,014       |
| Total                          | 9,791                    | 9,909               | 4,895       |

**Figure 7b: Proportions of Scope 1 and 2 emissions**



### Methodology for the calculation of greenhouse gas emissions

Assessment of Scope 1 and Scope 2 emissions followed the Greenhouse Gas and Reporting Guidelines prepared by DCCEEW to support NSW Government entities in meeting their Net Zero Government Operations Policy and climate-related disclosures reporting obligations.

In determining LAHC's GHG emissions reporting boundary, each of its operational service areas and assets were assessed in line with whether operational emissions were a result of assets where LAHC had operational control. For example, energy use in DCJ-owned assets, where the authority to undertake asset management and maintenance duties is vested with third-party service providers, these are categorised under DCJ's Scope 3 emissions, rather than Scope 2 emissions, and have not been included in the emissions calculations for this disclosure.

Scope 1 emissions from fleet vehicles were quantified using fuel purchase invoices and travel logs. Total fuel consumption values were converted using greenhouse gas emissions factors calculated by DCCEEW, published in their annual National Greenhouse Accounts Factors report. Four LAHC properties consume gas. The emissions were calculated from actual bills and constitute 300 kgCO<sub>2</sub>e in 2024–25 (<0.01 per cent).

Scope 2 emissions from electricity use are automatically calculated by the energy retailer. They are the indirect result of several factors, including, but not limited to common area lighting, multi-storey lift use and rainwater tank pumps.

### Key gaps and assumptions

- As part of the SHEPI, 1,300 air conditioning upgrades will be implemented per year until 1 July 2030, totalling 6,500. This is based on the current implementation rate and has been extrapolated for the remaining length of the program.
- Under SHEPI, 1,500 heat pump hot water system upgrades in existing homes will be implemented per year until 1 July 2030, totalling 7,500.
- In 2023–24 it was stated that 8,400 new dwellings would be constructed by 2028. It is assumed, based on extrapolation, that by 2030, an additional 2,200 new dwellings will have been constructed.

- Heat pump hot water systems are still being piloted. However, given the ambition to decarbonise the grid, the relative expense of electric storage hot water systems, it is assumed that 75 per cent of all new builds (mostly unit buildings) will be connected to a heat pump hot water system.
- The type of refrigerant predominantly used in LAHC heat pumps (R290) is based on the equipment in its Schedule of Rates.
- The viable number and size (kW) of solar sharing technology on unit buildings was extrapolated from an earlier project to install it at six complexes.

### Scope 3 Emissions

LAHC has commenced work to identify and assess its Scope 3 emissions, including those associated with supply chain, investments, waste, and other indirect activities. At this stage, data availability, methodology development, and materiality assessment are still in progress.

Accordingly, detailed Scope 3 emissions metrics and associated targets are not included in the 2024–25 disclosure. These elements require further analysis to ensure robustness, comparability, and alignment with TPG24-33 Reporting Framework and Australian Accounting Standard S2 principles. LAHC is committed to progressively enhancing its climate disclosures and will incorporate Scope 3 emissions metrics and relevant targets as part of its 2025–26 reporting.

### Climate-related targets

Further analysis of LAHC's emissions profile and projected emission reduction trajectories will be used to help set specific decarbonisation targets and guide the prioritisation of associated investments. LAHC's emission scenarios recognise that the decarbonisation of the NSW electricity grid over time will significantly reduce LAHC's Scope 2 emissions, however further planning and investment will be required to achieve net zero by 2050. This includes investment to support the adoption of onsite renewable energy infrastructure and the replacement of end-of-life plant and equipment with low emissions alternatives.

### Facilitating the net zero transition

In March 2025, the NSW Government released the Net Zero Government Operations Policy, which aims to encourage general government sector agencies to lead by example in reducing their GHG emissions and contribute to the state's legislated emissions reduction targets. The policy supersedes the Government Resource Efficiency Policy (introduced in 2014) and consists of 24 actions and targets across seven key focus areas:

- Scope 1 and 2 emissions
- Demand management
- Renewable energy
- Buildings
- Fleet
- Scope 3 emissions, and
- Monitoring and reporting.

These actions include a requirement for agencies to have long-term net zero transition plans for their operations. LAHC plans to undertake preliminary research and planning to identify how to transition key asset types to net zero but will develop a long-term Net Zero Transition Plan in 2025–26, in line with the requirements of the Net Zero Government Operations Policy, following the endorsement of the DCJ Climate Change Strategy, which LAHC will adopt, where appropriate.

The Net Zero Transition Plan will identify interim emission reduction targets for key emission sources and the operational boundary for monitoring and reporting on performance against agreed targets, as well as an assessment of funding requirements and the marginal cost abatement curve for emission reduction activities to target and prioritise the most emissions intensive and cost-effective interventions.



## 6.1 Compliance index

| Compliance requirement                                                                                             | Source                                                  | Completed | Page |
|--------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|-----------|------|
| Acknowledgement of country                                                                                         | TPG25-10a                                               | Yes       | 2    |
| Letter of submission                                                                                               | TPG25-10a                                               | Yes       | 3    |
| About this report                                                                                                  | TPG25-10a                                               | Yes       | 6    |
| <b>Overview</b>                                                                                                    |                                                         |           |      |
| About us                                                                                                           | TPG25-10a                                               | Yes       | 10   |
| Our values                                                                                                         | TPG25-10a                                               | Yes       | 10   |
| Our work                                                                                                           | TPG25-10a                                               | Yes       | 10   |
| Our structure                                                                                                      | TPG25-10a                                               | Yes       | 11   |
| Our Leadership Team                                                                                                | TPG25-10a                                               | Yes       | 13   |
| <b>Strategy</b>                                                                                                    |                                                         |           |      |
| Our service delivery areas                                                                                         | TPG25-10a                                               | Yes       | 15   |
| Our people                                                                                                         | TPG25-10a                                               | Yes       | 18   |
| Commitment to Closing the Gap                                                                                      | TPG25-10a                                               | Yes       | 19   |
| <b>Operations and performance</b>                                                                                  |                                                         |           |      |
| Improving outcomes for Aboriginal people and communities                                                           | TPG25-10a                                               | Yes       | 22   |
| People have access to justice and protection under the law                                                         | TPG25-10a                                               | Yes       | 29   |
| People have access to suitable housing                                                                             | TPG25-10a                                               | Yes       | 33   |
| Children and families are safe and supported                                                                       | TPG25-10a                                               | Yes       | 40   |
| Communities are safe                                                                                               | TPG25-10a                                               | Yes       | 50   |
| Communities are diverse, engaged and cohesive                                                                      | TPG25-10a                                               | Yes       | 54   |
| Events arising after the end of the annual reporting that significantly affect operations, or the community served | TPG25-10a                                               | N/A       | N/A  |
| <i>Independent Pricing and Regulatory Tribunal Act 1992 (IPART Act)</i>                                            | section 18(4) of the IPART Act                          | N/A       | N/A  |
| <b>Management and accountability</b>                                                                               |                                                         |           |      |
| People                                                                                                             | TPG25-10a<br>Public Service Commission Circular 2014-09 | Yes       | 64   |

| Compliance requirement                                                                                 | Source                                                                                           | Completed | Page |
|--------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|-----------|------|
| Consultants                                                                                            | TPG25-10a                                                                                        | Yes       | 68   |
| International travel                                                                                   | TPG25-10a                                                                                        | Yes       | 72   |
| Privacy management                                                                                     | TPG25-10a                                                                                        | Yes       | 74   |
| Infrastructure program                                                                                 | TPG25-10a                                                                                        | Yes       | 76   |
| Costs and benefits associated with machinery of government changes                                     | TPG25-10a                                                                                        | Yes       | 80   |
| Child Safe Action Plan                                                                                 | <i>Children's Guardian Act 2019</i>                                                              | Yes       | 81   |
| NSW Government response to Royal Commission into Institutional Responses to Child Sexual Abuse         | Royal Commission into Institutional Responses to Child Sexual Abuse (Royal Commission)           | Yes       | 82   |
| The <i>Surveillance Devices Act 2007</i> and Report of the Surveillance Device Commissioner            | Legislative provision - Section 45A <i>Surveillance Devices Act 2007</i>                         | Yes       | 84   |
| Report of the Commissioner of Victim Rights                                                            | <i>Victims Rights and Support Act 2013</i><br>No 37. Section 13(5)                               | Yes       | 86   |
| Risk management and insurance                                                                          | TPG25-10a                                                                                        | Yes       | 101  |
| Internal audit and risk management attestation statements                                              | TPP20-08                                                                                         | Yes       | 104  |
| Legislation administered                                                                               | TPG25-10a                                                                                        | Yes       | 112  |
| Legislation changes in 2024–25                                                                         | TPG25-10a                                                                                        | Yes       | 119  |
| Right to information – <i>Government Information (Public Access) Act 2009</i> – Departmental reporting | GIPA Act 2009, section 125(4), (6)<br>GIPA Regulation 2018, Schedule 2 and clause 13, Schedule 3 | Yes       | 126  |
| Requirements arising from employment arrangements                                                      | TPG25-10a                                                                                        | N/A       | N/A  |
| <b>Sustainability</b>                                                                                  |                                                                                                  |           |      |
| Work health and safety                                                                                 | TPG25-10a                                                                                        | Yes       | 133  |
| Workforce diversity                                                                                    | TPG25-10a<br>PSC Circular 2014-09                                                                | Yes       | 135  |
| <i>Modern Slavery Act 2018 (NSW)</i>                                                                   | <i>Modern Slavery Act 2018 (NSW)</i>                                                             | Yes       | 141  |
| <i>Compliance with Carers (Recognition) Act 2010</i>                                                   | <i>Compliance with Carers (Recognition) Act 2010</i>                                             | Yes       | 142  |

| Compliance requirement                                                                       | Source                                                                                                                       | Completed | Page     |
|----------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|-----------|----------|
| Disability Inclusion Action Plan                                                             | <i>Disability Inclusion Act 2014</i>                                                                                         | Yes       | 145      |
| Climate-related financial disclosure                                                         | TPG25-10a<br>TPG24-33                                                                                                        | Yes       | 150      |
| <b>Appendices</b>                                                                            |                                                                                                                              |           |          |
| Compliance index                                                                             | TPG25-10a                                                                                                                    | Yes       | 193      |
| <b>Management and accountability</b>                                                         |                                                                                                                              |           |          |
| <i>Government Information (Public Access) Act 2009</i> (GIPA Act) requirements – Ministerial | <i>GIPA Act 2009</i> , section 125(3) (5)<br><i>GIPA Regulation 2018</i> , Schedule 2 and clause 13, Schedule 3<br>TPG25-10a | Yes       | Volume 2 |
| <b>Financial performance</b>                                                                 |                                                                                                                              |           |          |
| Financial performance                                                                        | TPG25-10a                                                                                                                    | Yes       | Volume 3 |

Yes: it is a compliance requirement for the agency, and the agency has complied with the requirement

N/A: this is not a compliance requirement for the agency.

## 6.2 Acronyms glossary

| Name / Phrase                                                    | Acronym |
|------------------------------------------------------------------|---------|
| Aboriginal Child and Family Centre                               | ACFC    |
| Aboriginal Community-Controlled Organisations                    | ACCOs   |
| Aboriginal Community Housing Providers                           | ACHPs   |
| Aboriginal Employment Strategy                                   | AES     |
| Aboriginal Housing Office                                        | AHO     |
| Aboriginal Legal Service NSW/ACT                                 | ALS     |
| Audit and Risk Committee                                         | ARC     |
| Australian and New Zealand Standard Classification of Occupation | ANZSCO  |
| Australian Disability Network                                    | ADN     |
| Australian New Zealand School of Government                      | ANZSOG  |
| Casework Support Program                                         | CSP     |
| Child Safe Action Plan                                           | CSAP    |
| Climate Change Executive Leadership Group                        | CCELG   |
| Climate Change Risk and Opportunity Assessment                   | CCROA   |
| Community Housing Providers                                      | CHPs    |
| Corrective Services NSW                                          | CSNSW   |
| Courts, Tribunals and Service Delivery                           | CTSD    |
| Cross Dependency Initiative                                      | XDI     |
| Culturally and Linguistically Diverse                            | CALD    |
| Department of Climate Change, Energy, the Environment and Water  | DCCEEW  |
| Department of Communities and Justice                            | DCJ     |
| Disability Employee Network                                      | DEN     |
| Disability Inclusion Action Plan                                 | DIAP    |
| Disability Royal Commission                                      | DRC     |
| Electric Vehicle                                                 | EV      |
| Enterprise Risk Management Framework                             | ERMF    |
| Executive Leadership Team                                        | ELT     |
| Family Connect and Support                                       | FCS     |
| Functional Family Therapy – Child Welfare                        | FFT-CW® |

| Name / Phrase                                                                         | Acronym                 |
|---------------------------------------------------------------------------------------|-------------------------|
| <i>Government Information (Public Access) Act 2009</i>                                | GIPA Act                |
| Greenhouse Gas                                                                        | GHG                     |
| Heating, Ventilation and Air Conditioning                                             | HVAC                    |
| High-Cost Emergency Arrangements                                                      | HCEAs / HCEA            |
| Homes NSW Executive Leadership Team                                                   | HET                     |
| International Day Against Homophobia, Biphobia, and Transphobia                       | IDAHOBIT                |
| Lesbian, Gay, Bisexual, Transgender, Queer/Questioning, Intersex, Asexual, and + Plus | LGBTQIA+                |
| Liquefied Petroleum Gas                                                               | LPG                     |
| Local Government Areas                                                                | LGAs                    |
| Machinery of Government                                                               | MoG                     |
| Maximum Value At Risk                                                                 | MVAR                    |
| Modern Methods of Construction                                                        | MMC                     |
| Multisystemic Therapy for Child Abuse and Neglect                                     | MST-CAN®                |
| National Agreement on Closing the Gap                                                 | The National Agreement  |
| National Disability Insurance Scheme                                                  | NDIS                    |
| New South Wales                                                                       | NSW                     |
| Non-Government Organisations                                                          | NGOs                    |
| NSW Aboriginal Rugby League Knockout                                                  | Koori Knockout          |
| NSW and Australian Regional Climate Modelling                                         | NARClIM                 |
| NSW Carers Strategy: Caring in NSW 2020–2030                                          | The NSW Carers Strategy |
| NSW Child, Family and Community Peak Aboriginal Corporation                           | AbSec                   |
| NSW Civil and Administrative Tribunal                                                 | NCAT                    |
| NSW Land and Housing Corporation                                                      | LAHC                    |
| NSW Performance and Wellbeing Framework                                               | The Framework           |
| NSW Treasury Policy Guidelines 25-10a Group 1 - Annual Report                         | TPG25-10a               |
| NSW Treasury Policy on Internal Audit and Risk Management Policy                      | TPP20-08                |
| Open Government, Information and Privacy Unit                                         | OGIP                    |
| Out-of-Home Care                                                                      | OOHC                    |
| People Matter Employee Survey                                                         | PMES                    |

| Name / Phrase                                               | Acronym         |
|-------------------------------------------------------------|-----------------|
| <i>Privacy and Personal Information Protection Act 1998</i> | PPIP Act        |
| Privacy Management Plan                                     | PMP             |
| Problematic and Harmful Sexual Behaviours                   | PHSB            |
| Property, Plant and Equipment                               | PPE             |
| Queensland                                                  | QLD             |
| Reintegration Housing Support Program                       | RHSP            |
| Safe Aboriginal Youth                                       | SAY             |
| Shared Socioeconomic Pathways                               | SSP             |
| Social Housing Energy Performance Initiative                | SHEPI           |
| Specialist Homelessness Services                            | SHS             |
| Statutory and Other Offices Remuneration Tribunal           | SOORT           |
| Staying Home Leaving Violence                               | SHLV            |
| <i>Surveillance Devices Act 2007</i>                        | SDA             |
| Surveillance Devices Commissioner                           | SD Commissioner |
| Sustaining Tenancies in Social Housing                      | STSH            |
| Targeted Earlier Intervention                               | TEI             |
| Teacher Housing Authority NSW                               | THA             |
| Veterans Employment Program                                 | VEP             |
| Women's Domestic Violence Court Advocacy Service            | WDVCAS          |
| Youth Justice NSW                                           | YJNSW           |
| Youth Koori Court                                           | YKC             |

