National Anti-Corruption Commission

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Budget Estimates – May 2026

Date updated Tuesday, 19 May 2026

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National Anti-Corruption Commission BRIEF **01**

1 - CEO - Key issues

This brief provides a short summary of recent key issues.

Operation Young report published

News – 11 May 2026

- We have published the investigation report for Operation Young on our website.
- In Operation Young, it was established that an Australian Border Force (ABF) officer, George Andreopoulos, used his position as a staff member of the ABF to access protected information and that he improperly disclosed information from it to the benefit of an associate that was a person of interest.
- This investigation was commenced by the former ACLEI, with the NACC having subsumed ACLEI and required to complete the investigation report.

Ethical decision-making guide published

News – 4 May 2026

- We have published a new guide on our website to support public officials to make decisions that serve the public interest and maintain public trust.
- The guide provides practical advice to support public officials at all levels reduce the risk of decision-making being corrupted.

Charges laid and guilty plea in Operation Preston

News – 4 May 2026

- A former Department of Home Affairs staff member has pleaded guilty to dishonesty offences relating to their former employment following a joint investigation with Home Affairs.
- The matter has now been referred for sentencing in the ACT Supreme Court on 10 September 2026.
- The criminal offending was identified during Operation Preston, a joint investigation commenced by the former Australian Commission for Law Enforcement Integrity (ACLEI) and Home Affairs.
- Charges relating to two other staff members are currently before the courts.

Operation Pelican report published

News – 9 April 2026

- We published our investigation report for Operation Pelican, a joint investigation with the Australian Federal Police into whether a staff member of the Western Sydney Airport solicited a bribe during a tender process.
- We found that the conduct of the staff member, Sajish Erasery, was an abuse of office. He used his position to solicit a bribe, knowing it to be improper and with the intention of gaining a benefit for himself. He engaged in corrupt conduct which, given the nature of his role and the amount of money involved, was serious.

Guides for voluntary and mandatory referrals

News – 9 April 2026

- We have published guides for making voluntary and mandatory referrals to the NACC.
- Anyone who has information about corruption involving Commonwealth agencies or public officials can make a *voluntary* referral. This guide explains how to refer suspected serious or systemic corrupt conduct to the NACC.
- Agency heads and public interest disclosure officers must refer suspected serious or systemic corrupt conduct in their agency as soon as reasonably practicable, unless they believe on reasonable grounds that we are already aware of it. This guide explains how and when to make a *mandatory* referral.

NACC publishes investigation report into Robodebt referrals

Media release – 11 March 2026

- The National Anti-Corruption Commission published its investigation report about the 6 individuals referred by the Royal Commission into the Robodebt Scheme.
- The referrals related to specific events during the development, approval and implementation of the Robodebt Scheme in 2015, 2017 and 2018. The Commission's task was to determine whether the conduct of the 6 individuals amounted to corrupt conduct within the meaning of the NACC Act.
- The Commission found that 2 of the 6 individuals engaged in serious corrupt conduct, and that the remaining 4 did not engage in corrupt conduct.

Appeal dismissed in Operation Hay

News – 11 February 2026

- On 9 February, the County Court of Victoria dismissed an appeal from former Australian Tax Office (ATO) employee Kasey Harries against her sentence for falsely claiming Victorian and Australian Government payments using the sensitive information and records of 4 taxpayers.
- Ms Harries had previously been sentenced to a total effective sentence of 5 months imprisonment.
- This conviction and sentencing stemmed from Operation Hay, a joint investigation commenced by the former Australian Commission for Law Enforcement Integrity (ACLEI) and the ATO.

GBE guide and operational case studies published

News – 10 December 2025

- We launched a new guide, *Government Business Enterprises: What the NACC means for you*, at the OECD-Asia Network on Corporate Governance of State-Owned Enterprises meeting in Melbourne.
- Government Business Enterprises (GBE) may face particular corruption risks and vulnerabilities due to their position at the public–private interface and their close relationships with industry – especially in high-risk sectors such as infrastructure, defence and national security – as well as the size and national significance of their projects and their complex governance structures.
- We also published 3 case studies on our website, based on investigations (Operations Angelo, Roe and Overbeek), to assist with identifying corruption risks and to provide real-world examples to better understand vulnerabilities and threats.

Commonwealth employee among three people charged over alleged multi-million dollar fraud scheme

Media releases – 17 November and 20 November 2025

- A Commonwealth employee, his spouse and a director of a local building company were charged on 14 November 2025 for allegedly conspiring to influence the awarding of tenders to their company, with the intention of dishonestly gaining a benefit from the Commonwealth, namely the Department of Defence.
- The charges stem from an AFP-led joint agency investigation named Operation Panton Hill – involving the National Anti-Corruption Commission and Department of Defence – which began in March 2025, after the AFP received a report of crime from the Department of Defence.
- It concerned irregularities identified through an internal investigation in relation to the awarding of contracts by Defence with a value of almost $71 million to a Northern Territory business.
- On 20 November, a fourth person was charged for their alleged role in the scheme.

Annual Reports 2024-25

News – 31 October 2025

- On 31 October, the National Anti-Corruption Commission's Annual Report 2024-25 was tabled by the Attorney-General.
- The Annual Report serves the purpose to inform the Parliament and the public about the achievements, non-financial performance and financial position of Commonwealth entities and companies at the end of each reporting year, and operational activity.

News – 5 November 2025

- On Wednesday 5 November, the NACC Inspector's Annual Report 2024-25 was tabled in Parliament.
- Queries about the Inspector's Annual Report are for the Inspector of the NACC, not for the Commission.

Appeal dismissed in Operation Barker case

News – 2 October 2025

- On Wednesday 24 September, the NSW Court of Criminal Appeal dismissed an appeal from former Australian Taxation Office (ATO) employee Wenfeng Wei against his sentence of 5 years imprisonment for receiving a bribe, unauthorised access to restricted data, and unrelated offences of abuse of public office and 2 other unauthorised access to restricted data offences.
- The sentencing outcome stemmed from Operation Barker, a joint investigation commenced by the former Australian Commission for Law Enforcement Integrity (ACLEI) and the ATO.
- The matter transitioned to the National Anti-Corruption Commission on 1 July 2023.

Former ATO employee sentenced for misuse of taxpayer information, fraud

Media release – 15 September 2025

- Kasey Harries was sentenced to a total effective sentence of 5 months imprisonment for falsely claiming Victorian and Australian Government payments using the sensitive information and records of 4 taxpayers.
- Harries pleaded guilty to 10 charges, including obtaining financial advantage by deception and aiding and abetting another person to attempt to commit an offence.
- The conviction and sentencing stemmed from Operation Hay, a joint investigation commenced by the former Australian Commission for Law Enforcement Integrity (ACLEI) and the Australian Taxation Office (ATO), and marked the eleventh successful conviction resulting from an investigation the Commission either initiated or continued since commencing operations.

New guide: Conflicts of interest and corrupt conduct

News – 10 September 2025

- The Commission published a guide, *Conflicts of interest and corrupt conduct*, to assist all Commonwealth public officials to recognise, disclose, declare, monitor and manage real, apparent and potential conflicts of interest, so that they do not create corruption risks.
- Conflicts of interest are inevitable for public officials. Most do not result in corrupt conduct. However, most corrupt conduct arises from a conflict between an official's public duty and their private interest.

Guide for parliamentarians and their staff

News – 6 August 2025

- The Commission published a guide for parliamentarians and their staff, which provides advice on reporting obligations, corruption risks and vulnerabilities and how to avoid them.
- The guide provides advice on managing specific corruption risks and vulnerabilities that parliamentarians may face, including grants, public sector appointments and the use of parliamentary resources and staff.

NACC secures conviction of corrupt airport official – Op Pelican

Media release – 28 July 2025

- The former Executive Procurement Manager at Western Sydney Airport, Sajish Erasery, was sentenced to a 2-year term of imprisonment, to be served by way of an Intensive Correction Order in the community, including the completion of 500 hours of community service, for soliciting a bribe of approximately $200,000 during a contract procurement process.
- The sentence stemmed from a joint investigation commenced by the Commission and the Australian Federal Police in March 2024, and was the first sentence resulting from a Commission-initiated investigation.

Former immigration officer sentenced for approving family member's visa – Op Carbunup

Media release – 30 June 2025

- A former immigration officer at the Department of Home Affairs, Anne McCann, was sentenced to an aggregate term of 8 months imprisonment, to be released forthwith on the condition she enter into a recognisance in the sum of $10,000 to be of good behaviour for 12 months, for abuse of public office, after approving a visa application for her brother-in-law, and for causing unauthorised access to restricted data of 17 individuals held within the Department's computer systems.
- The sentence stemmed from Operation Carbunup, a joint investigation commenced by the former ACLEI and Home Affairs and continued by the Commission, and was the ninth conviction obtained in matters continued by the Commission.

NACC finds corrupt conduct in Home Affairs recruitment – Op Kingscliff

Media release – 30 June 2025

- The Commission published an investigation report into Operation Kingscliff, finding corrupt conduct by a Senior Executive Service officer in the Department of Home Affairs on multiple occasions.
- The Commission found the official had engaged in corrupt conduct by abusing her office to give her sister and her sister's fiancé an improper benefit, and by misusing official information.
- This was the fourth investigation report published by the Commission, and the first report on an investigation commenced and completed since the Commission was established.

Statement on the settlement between Ms Brittany Higgins and the Commonwealth

Media release – 12 June 2025

- The Commission conducted an extensive preliminary investigation into the settlement between Ms Brittany Higgins and the Commonwealth and found no corruption issue.
- There was no evidence that the settlement process, including the legal advice provided, who was present at the mediation, or the amount, was subject to any improper influence by any Commonwealth public official.
- Given the highly publicised nature of the referrals to the Commission and widespread speculation regarding potential corrupt conduct, the Commission determined it was in the public interest to make a public disclosure about the preliminary investigation.

Overview of NACC and ACLEI sentencing outcomes

There have been 11 convictions since the Commission commenced operations (arising from 9 investigations):

- 1 conviction (Operation Pelican) related to a Commission-initiated operation
- 10 convictions related to 8 ACLEI legacy operations.

Table 1: Overview of sentencing outcomes (as at 7 May 2026)

Sentencing outcomes since 1 July 2023	
Nambung	1-Sep-23
Roe	30-Jan-24
Barker (1 of 3)	12-Mar-24
Meda	6-Sep-24
Barker (2 of 3)	19-Aug-24
Angelo	29-Oct-24
Barker (3 of 3)	5-Dec-24
Harvey	17-Apr-25
Carbunup	30-Jun-25
Pelican	28-Jul-25
Hay	12-Sep-25

4 active court cases

As at 7 May 2026 the Commission has 4 matters before the court.

Operation Preston

- Operation Preston was a joint investigation commenced by the former Australian Commission for Law Enforcement Integrity (ACLEI) and the Department of Home Affairs. The NACC took on responsibility for this and other ACLEI investigations on commencing operations on 1 July 2023, and the majority of this investigation was conducted following that date.
- A former Home Affairs staff member has pleaded guilty to dishonesty offences relating to their former employment. The matter has now been referred for sentencing in the ACT Supreme Court on 10 September 2026.
- Charges relating to two other staff members are currently before the courts, and we will not be providing further comment at this time.

Operation Mint

- Operation Mint was a joint investigation commenced by ACLEI with the Australian Federal Police (AFP), Victoria Police and the Australian Transaction Reports and Analysis Centre, in which a member of the AFP was arrested for corruption, theft and money laundering offences allegedly committed between January and April 2019.
- The AFP member is alleged to have stolen cryptocurrency in the sum of 47 Bitcoin. At the time, the value of the Bitcoin was more than $100,000. The AFP member in question was suspended without pay.
- In February 2024, the AFP member was committed for trial in the Melbourne County Court, on charges of contraventions of sections 142.2(1) and 400.4(1) of the Criminal Code and section 74 of the Crimes Act 1958 (Vic), following a contested committal hearing in the Melbourne Magistrates' Court.
- In August 2024, the AFP member was charged on indictment, with allegedly committing offences contrary to section 142.2(1) of the Criminal Code (Cth) and section 74 of the Crimes Act 1958 (Vic).

Operation Freshwater

- This was a multi-agency investigation by the NACC, the AFP, the Department of Home Affairs, NSW Police Force and other law enforcement partners into whether an ABF employee and an alleged crime figure colluded to import illicit drugs into Australia. The NACC contributed staff to the Multi Agency Strike Force (MAST) according to operational needs.
- The MAST arrested the ABF employee on 11 March 2025 and charged them with receiving a bribe as a Commonwealth official, abuse of public office, unauthorised disclosure of information by a Commonwealth officer, and aiding and abetting the importation of border-controlled drugs.
- The ABF employee is currently suspended from their duties.

Operation Rottnest

- Operation Rottnest was a joint investigation by the NACC, the Australian Federal Police and the Department of Defence into allegations of irregularly awarded Defence contracts valued at almost $71 million to a Northern Territory business.
- On 14 November 2025, multiple search warrants were executed on businesses and homes across Darwin, resulting in a Commonwealth employee, his spouse and directors of a local building company being charged with fraud and corruption offences.
- On 20 November 2025, a fourth person was charged in connection to the alleged fraud and corruption offences.

National Anti-Corruption Commission BRIEF **02**
2 - EVAL - Intake and Assessments
This brief provides an overview of the Intake & Triage and Assessments functions.

Key points as at 31 March 2026:

- Since commencement the Commission has received a total of **7,377** referrals of which **6,730** (**91.23**%) have been finalised
- The Commission's Intake and Triage Team has answered **7,336** phone calls

Statistics as at 31 March 2026

Total referrals **received by FY**

	Mandatory	Voluntary	FY received Total
FY 2025/26	94	1,833	**1,927**
FY 2024/25	108	2,158	**2,266**
FY 2023/24	123	3,061	**3,184**
Total	**325**	**7,052**	**7,377**

Total referrals **finalised by FY**

	Referrals finalised	Finalisation vs Receive Rate*
FY2025/26	1,994	103.48%
FY2024/25	1,994	88.00%
FY2023/24	2,742	86.12%
Total	**6,730**	**91.23%**

* Rate is derived by taking the number of referrals finalised in the FY and dividing it by the number of referrals received. Referrals can be finalised in a different FY to the one it was received in – contributing to some FYs have rates above 100%.

Total referrals **open by FY received**

	Open	% of received	Received
FY2025/26	408	21.17%	1,927
FY2024/25	192	8.47%	2,226
FY2023/24	47	1.48%	3,184
Total	**647**	**31.12%**	**7,377**

Total referrals **open by Tier**

	Total
Tier 1	307
Tier 2	340
Total	**647**

Total referrals **finalised by FY by tier**

	At Tier 1		At Tier 2		Total
FY2025/26	1,737	87.11%	257	12.89%	1,994
FY2024/25	1,754	87.96%	240	12.04%	1,994
FY2023/24	2,473	90.19%	269	9.81%	2,742
Total	**5,964**	**88.62%**	**766**	**11.38%**	**6,730**

Mandatory referrals **received by FY**

	Mandatory Cth agency	Mandatory Intelligence Agency	Public Interest Disclosure	MR FY total	% of all FY
FY 2025/26	90	1	3	**94**	**4.88%**
FY 2024/25	105	1	2	**108**	**4.77%**
FY 2023/24	118	1	4	**123**	**3.86%**
Total	**313**	**3**	**9**	**325**	

Voluntary referrals **received by FY**

	Voluntary Cth agency	Public	FY total	% of all FY
FY 2025/26	26	1,807	**1,833**	**95.12%**
FY 2024/25	21	2,137	**2,158**	**95.23%**
FY 2023/24	51	3,010	**3,061**	**91.14%**
Total	**98**	**6,954**	**7,052**	

Open referrals by **Tier 1 status**

	Total
T1 Awaiting Information	7
T1 Awaiting Legal Advice	3
Pending Triage	57
Triage	238
Return to Triage	2
Pending T1 Review of Decision	0
Total	**307**

Open referrals by **Tier 2 status**

	Total
Pre assessment phase	84
In assessment phase	114
Preliminary Investigation	21*
Approval Phase	18
NSAP phase	34
Finalisation	69
T2 Review	0
Total	**340**

* 24 PIs were open as at 31 March 2024 and are included in varying status ie NSAP phase

Total Intake & Triage **phone calls received**

	Total
FY 2025/26	2,872
FY 2024/25	2,746
FY 2023/24	1,718
Total	**7,336**

National Anti-Corruption Commission BRIEF 03
3 - LEGAL - Finalised NACC investigations

This brief summarises the finalised National Anti-Corruption Commission (Commission) and Australian Commission for Law Enforcement Integrity (ACLEI) reports.

NACC Reports

- The Commission has finalised three National Anti-Corruption Commission investigations (Operation Kingscliff, Operation Myrtleford, and Operation Pelican) resulting in corruption findings. The Operation Kingscliff investigation report was provided to the Minister on 23 June 2025. The Operation Myrtleford report was provided to the Minister on 3 March 2026. The Operation Pelican investigation report was provided to the Minister on 1 April 2026.
- In 15 investigations out of the 54 commenced under the NACC Act since the Commission's commencement, the Commissioner decided that further investigation was not warranted and to take no further action.

ACLEI Reports

- Since the Commission's establishment four ACLEI reports have been provided to the Minister. Three of these reports made corruption findings.
- In 7 investigations, the Commissioner decided to take no further action and finalise without an investigation report on the ground that the corrupt conduct has been the subject of proceedings before a court, resulting in convictions and the completion of an investigation report would serve little value.
- In 4 other investigations, the Commissioner decided that further investigation was not warranted and to take no further action.

Operation Pelican

- Operation Pelican was a joint investigation by the Commission and the Australian Federal Police into whether a staff member of WSA Co Limited (WSA) solicited a bribe during a tendering process for services relating to car park management systems.
- The evidence established that the WSA employee, with responsibility for oversight of tender processes and engagement with potential suppliers in that process, and had access to commercial information from the tendering process and insight into WSA's decision-making, used his position to solicit a secret commission from a potential supplier of approximately $250,000 in return for arranging the supplier to be awarded the car parking contract.
- The WSA employee pleaded guilty to soliciting a corrupt commission, contrary to section 249B of the *Crimes Act 1900* (NSW) and on 25 July 2025 was convicted and sentenced to 2 years imprisonment, to be served as an Intensive Corrections Order including 500 hours of community service.
- On 1 April 2026, an investigation report was provided to the Minister.
- On 8 April 2026, the Commission published the report on the Commission's website.

- The Commissioner found that the WSA employee engaged in corrupt conduct by abusing his office.

Operation Myrtleford

- Operation Myrtleford was a Commission-only investigation into the six persons referred by the Royal Commission into the Robodebt Scheme.
- Following the Inspector's report in October 2024, the Commission appointed former High Court Justice Geoffrey Nettle KC to reconsider the decision not to investigate the Robodebt Royal Commission referrals.
- Mr Nettle commenced his role as Independent Reconsideration Delegate on 16 December 2024. Mr Nettle independently assessed the Robodebt referrals and decided whether, and if so how, the Commission should deal with any corruption issues arising from the referrals.
- On 10 February 2025, Mr Nettle decided that the Commission would investigate the referrals.
- On 4 April 2025, conduct of the investigation was delegated to Deputy Commissioner Kylie Kilgour, with former Mr Nettle as Chief Adviser.
- On 3 March 2026, Deputy Commissioner Kilgour provided an investigation report to the Minister.
- On 11 March 2026, the Commission published the report on the Commission's website.
- Deputy Commissioner Kilgour found that two of the six referred persons (Mark Withnell and Serena Wilson) engaged in serious corrupt conduct, and that the remaining four (Catherine Halbert, Annette Musolino, Kathryn Campbell, and The Hon. Scott Morrison) did not engage in corrupt conduct.
- Deputy Commissioner Kilgour found that Mark Withnell engaged in serious corrupt conduct by intentionally misleading officers of the Department of Social Services during the preparation of a Cabinet submission in 2015.
- Deputy Commissioner Kilgour found that Serena Wilson engaged in serious corrupt conduct by intentionally misleading the Commonwealth Ombudsman during an investigation in 2017.

Operation Kingscliff

- Operation Kingscliff was a Commission-only investigation into whether a Senior Executive Service (SES) staff member in the Department of Home Affairs (Home Affairs) had used her position to influence the recruitment of her sister's fiancé into the department.
- On 23 June 2025, the Commissioner provided an investigation report to the Minister.
- On 30 June 2025, the Commission published a public version of the report where pseudonyms were applied.
- The evidence established the SES staff member was involved in the recruitment of her sister's fiancé by proposing the s 26 transfer, creating the recruitment requisition, promoting his candidacy and qualities to other staff and taking steps to have the onboarding prioritised.

- The evidence also revealed the SES staff member assisted her sister in another recruitment process by sharing official information in the form of interview questions.
- The Commissioner found the SES staff member engaged in corrupt conduct by abusing her office and misusing information.
- The conduct of the sister and fiancé were examined but the Commissioner found neither engaged in corrupt conduct.

What was the impact of the findings in Operation Kingscliff on Joanne?

- Joanne was promoted to her first substantive SES position in August 2023. By February 2024, she had been stood down pending the outcome of this investigation. In June 2024, she resigned from Home Affairs.
- In her submissions, Joanne explained that she had made the decision to resign from the public service (and take up a more junior position in the private sector), which has resulted in financial loss, including of benefits, and also in the non-fulfilment of her longstanding aspiration to serve her entire career in the public service.
- In addition, Joanne submitted her mental health has suffered significantly, and her family members have also suffered as a result of her actions.

Why did the Commission apply pseudonyms to the report for Operation Kingscliff?

- The Commission explains its decision on the use of pseudonyms in the report. The test for publication is in section 156 of the *National Anti-Corruption Commission Act 2022* (Cth) (NACC Act) and requires the Commissioner to be satisfied that publication (in whole or in part) is in the public interest.
- The Commissioner engaged in procedural fairness consultations with the SES staff member, her sister and her sister's fiancé by providing statements setting out potential findings, opinions and recommendations.
- The Commissioner considered the submissions made about the consequences of publication on the wellbeing of the protagonists and that publicly naming the SES staff member would make other protagonists and witnesses significantly more identifiable.
- The SES staff member did not occupy a high-profile position, and the detailed public report could still achieve the imperatives of accountability, transparency and education.
- There are references in the report which may enable protagonists and witnesses to be identified but are considered necessary to provide an understanding of the relevant facts.

Why were there delays in writing and publishing the ACLEI legacy investigation reports?

- Significant resources were dedicated to ending ACLEI and standing up the Commission in the months leading to the introduction of the NACC Bill.

- Significant further work was required by NACC staff to finalise these reports including in some cases further inquiries were required to be made
- Procedural fairness consultations were required before the reports could be provided to the Minister and published.

ACLEI investigation – Operation Young

- Operation Young was a joint investigation commenced by the former Australian Commission for Law Enforcement Integrity (ACLEI), the New South Wales Police Force, the Australian Criminal Intelligence Commission, the Australian Federal Police and the Department of Home Affairs (Home Affairs) and finalised after 1 July 2023 by the National Anti-Corruption Commission.
- Operation Young investigated an allegation that 3 Australian Border force (ABF) officers in the Special Operations Unit may be involved in assisting an individual and potentially criminal entities to import prohibited items.
- On 4 May 2026 an investigation report was provided to the Minister.
- On 11 May 2026 the Investigation Report was published on the Commission's website. The investigation did not establish that Mr Andreopoulos, Mr Collins or Mr Kalam had engaged with criminal entities or that they were assisting them or any other individual to import prohibited items.
- It was established that Mr Andreopoulos used his position as a staff member of the ABF to access protected information and that he improperly disclosed information from it to the benefit of an associate that was a person of interest and therefore Mr Andreopoulos was found to have engaged in corrupt conduct, namely an abuse of office.

ACLEI investigation - Operation Elektra

- A joint investigation by ACLEI, the then Department of Immigration and Border Protection (IBP) and Australian Federal Police (AFP) into whether a Serco officer located at the Christmas Island Immigration Detention Centre (IDC) abused their office by selling mobile phones to detainees.
- On 12 March 2025, an investigation report was provided to the Minister.
- On 11 June 2025, a report was published on the Commission's website.
- The evidence established the Serco officer provided SIM cards to two detainees, with whom they had an intimate relationship with, and routinely paid for a telephone service for one of the detainees.
- When the detainee was transferred to Yongah Hill IDC, they commenced a relationship with a second Serco officer, who accessed and disclosed official information to the detainee.
- The Commissioner found both Serco officers engaged in abuse of office.
- On 29 September 2017, the first Serco officer was convicted and fined $2,000, following a guilty plea to an abuse of office contrary to subsection 142.2(2) of the Criminal Code.

- On 2 November 2022, the second Serco officer was discharged without conviction, following a guilty plea to the making a record of or disclosing IBP information contrary to subsection 42(1) of the *Australian Border Force Act 2015* (Cth).
- The conduct of a third Serco officer in disclosing information to the detainee was examined but no corruption findings were made, and the prosecution did not recommend charges.

ACLEI investigation - Operation Wilson

- A joint investigation by ACLEI, Home Affairs, AFP and Victoria Police into whether an Australian Border Force (ABF) Officer abused their office by accessing information on consignments of an associate, who was under investigation for illicit tobacco importations.
- On 17 December 2024, an investigation report was provided to the Minister.
- On 12 February 2025, a report was published on the Commission's website.
- The evidence established the ABF Officer worked for a company that the associate was the managing director of and at the associate's request, accessed ABF information that was unrelated to his employment and without authority, on certain shipping containers, some of which contained illicit cigarettes.
- The Commissioner found that the ABF Officer engaged in an abuse of office.
- On 21 November 2022, the ABF Officer plead guilty to unauthorised access to restricted data contrary to subsection 478.1(1) of the Criminal Code and was convicted and fined $4,000.

ACLEI investigation - Operation Bannister

- A joint investigation by ACLEI and Home Affairs into a Home Affairs employee's failure to declare a conflict of interest regarding their familial links to a contracted service provider which had several large contracts with Home Affairs.
- On 16 January 2024, the investigation report was provided to the Attorney-General.
- On 9 October 2024, a public version of the report was published.
- The investigation concluded the employee had not engaged in corrupt conduct.

Meaning of a 'finalised' investigation

- An investigation report is completed, signed by the Commissioner (or delegate) and provided to the Minister.
- If the Commissioner reconsiders how to deal with the corruption issue under the investigation and decides to take no further action.

Transitional arrangements surrounding ACLEI legacy investigations

- The investigation reports prepared for Operations Young, Elektra, Wilson and Bannister were prepared in accordance with item 38 of Schedule 2 of the *National Anti-Corruption Commission (Consequential and Transitional Provisions) Act 2022* (NACC C&T Act).
- For ACLEI investigations completed but not yet reported on before the transition, item 38 of requires the Commissioner to prepare an investigation report as if the *Law Enforcement Integrity Commissioner Act 2006* (Cth) (LEIC Act) had not been repealed.
- Under s 209 of the LEIC Act, ACLEI investigation reports cannot be published unless it is in the public interest.

National Anti-Corruption Commission BRIEF 04

4 - LEGAL - Operation Myrtleford

Commission's Investigation of the referrals from the Robodebt Royal Commission.

Robodebt referrals investigation

Table 1: Reconsideration costs

Item	Detail	Total $ GST inc.
External Counsel	Nettle as SES band 3 16/12/2024-11/02/2025[1]	$238,647
AGS		$35,401
Grand total GST inc.		**$274,048**

Table 2: Operation Myrtleford costs

Item	Detail	Total $ GST inc.
External Counsel	Nettle/Hevey/Croxford	$1,946,428
AGS		$992,092
Hearings	Venue & transcription	$131,318
Travel		$11,737
Grand total GST inc.		**$3,081,575**

[1] Mr Nettle was engaged on a casual basis as SES Band 3 from 16 December 2024 to 11 February 2025 for the reconsideration of the Robodebt referrals.

Table 3: TOTAL: Reconsideration + Operation Myrtleford costs

Item	Detail	Total $ GST inc.
Reconsideration		
External Counsel	Nettle as SES band 3 16/12/2024-11/02/2025	$238,647
AGS		$35,401
Operation Myrtleford		
External Counsel	Nettle/Hevey/Croxford	$1,946,428
AGS		$992,092
Hearings	Venue & transcription	$131,318
Travel		$11,737
Grand total GST inc.		**$3,355,623**

- Following the Inspector's report in October 2024, the Commission appointed former High Court Justice Geoffrey Nettle KC to reconsider the decision not to investigate the Robodebt Royal Commission (RRC) referrals.
- Mr Nettle commenced his role as Independent Reconsideration Delegate (IRD) on 16 December 2024. Mr Nettle independently assessed the Robodebt referrals and decided whether, and if so how, the Commission should deal with any corruption issues arising from the referrals.
- On 10 February 2025, Mr Nettle decided the Commission would investigate the referrals.
- On 4 April 2025, the investigation known as Operation Myrtleford commenced, led by Deputy Commissioner Kylie Kilgour, with Mr Nettle as Chief Adviser. The decision to investigate was communicated in the July 2025 Monthly Update (**Attachment A**).
- The purpose of the investigation was to determine whether any of the 6 referred persons[2] engaged in corrupt conduct.
- The Commissioner and other Deputy Commissioners who were involved in the original decision not to investigate the referrals did not participate in the investigation.

[2] The 6 referred persons are: Mark Withnell, Serena Wilson, Catherine Halbert, Annette Musolino, Kathryn Campbell, and The Hon. Scott Morrison.

- The investigation considered a large volume of material and included private hearings involving more than 40 witnesses, including the examination of the 6 referred persons.
- The investigation followed the steps Mr Nettle recommended in his decision of 10 February 2025, being:
  - Review of Royal Commission evidence
  - Collection of additional material
  - Hearings
  - Preparation of s 149 report
- After the hearings, Counsel Assisting (Gary Hevey SC and Jenny Croxford) prepared submissions for consideration by Deputy Commissioner Kilgour and Mr Nettle in relation to each referral.
- In compliance with section 153 of the NACC Act (procedural fairness provision), the referred persons and Department of Social Services (DSS)/Services Australia were provided proposed findings and given the opportunity to make submissions (in late 2025 / early 2026).
- The Commission found that 2 of the 6 referred persons (Mark Withnell and Serena Wilson) engaged in serious corrupt conduct, and that the remaining 4 (Catherine Halbert, Annette Musolino, Kathryn Campbell, and The Hon. Scott Morrison) did not engage in corrupt conduct – detailed reasons for the findings are included in the report (**Attachment B**).
  - The Commission found that:
    - **Mr Mark Withnell** engaged in serious corrupt conduct by intentionally misleading officers of the Department of Social Services during the preparation of a Cabinet submission in 2015.
    - **Ms Serena Wilson** engaged in serious corrupt conduct by intentionally misleading the Commonwealth Ombudsman during an investigation in 2017.
- On 3 March 2026, the (section 149) investigation report was provided pursuant to sections 154 and/or 229 to the referred persons, Attorney-General, Ministers for Social Services and Government Services, agency heads of Services Australia and DSS, the Inspector of the NACC, Department of Prime Minister and Cabinet (PM&C) and the Australian Public Service Commission (APSC).
- Deputy Commissioner Kilgour determined under section 156 that it was in the public interest to publish the report and on 11 March 2026 the report was published on the NACC's website (**Attachment B**), accompanied by supporting materials including a Media Release (**Attachment C**) and video statement.

Background into the Robodebt Scheme

- The Royal Commission into the Robodebt Scheme was established by Letters Patent on 18 August 2022 under the *Royal Commissions Act 1902* (Cth) to inquire into the Robodebt Scheme (the Scheme). Catherine Holmes AC SC was appointed Royal Commissioner.
- The Scheme was a proposal developed by the Department of Human Services (DHS). It was designed to recover overpayments from welfare recipients in the financial year 2010-11 and relied on a process known as "income averaging" to assess income and entitlement to benefit.

- The RRC inquired into how, by whom and why the scheme was established, designed, implemented; how risks and concerns in relation to it were dealt with and how complaints and challenges were managed by the Government; the use of third-party debt collectors; and the effects of the scheme – human and economic.
- The Royal Commissioner was asked to provide a report of the results of her inquiry and recommendations by no later than 18 April 2023 but having regard to the number of issues which emerged, the extent of the evidence requiring consideration and delays in the production of that evidence, that date was extended to 30 June 2023.
- It was then extended again until 7 July 2023, to allow for a referral of 6 individuals to the Commission.

Referrals to the Commission

- On 6 July 2023, the Commission took receipt of the referrals from the Royal Commission.
- On 16 April 2024, a decision was recorded by the delegated Deputy Commissioner to take no further action pursuant to s 41(6).
- On 6 June 2024, the Commission released a public statement regarding the decision not to investigate the Robodebt referrals.
- On 26 September 2024, the Inspector of the National Anti-Corruption Commission commenced an investigation into the Commission's decision not to investigate the Robodebt referrals.
- Following the publication of the Inspector's report, on 30 October 2024 the Commission decided to have an independent reconsideration of its decision relating to the Robodebt referrals. A media release announced the decision on the same day. (**Attachment D**).
- A team of Australian Government Solicitor (AGS) lawyers were engaged by the Commission to assist Mr Nettle.
- On 10 February 2025, Mr Nettle provided the Commission with his decision to investigate the 6 Robodebt referrals.
- On 18 February 2025, the Commission published a media release announcing its decision to investigate the referrals made by the Robodebt Royal Commission (**Attachment E**).

Engagement of Australian Government Solicitor (AGS)

- The Commission engaged the AGS to:
  - Provide assistance with our response to the Inspector
  - Assisting the Independent Reconsideration Delegate
  - Act as instructing solicitors to assist with the investigation of the Robodebt referrals

FOI

- Between 1 January 2026 to 1 May 2026 (inclusive), the Commission received 10 FOIs relating to the Inspector's Inquiry, Robodebt referrals, or Operation Myrtleford generally.

- In the preceding period to 31 December 2025, the Commission received 25 FOI's relating to the Inspector's Inquiry and Robodebt referrals.

Lessons Learnt

- In addition to the reconsideration decision, the Commission is continuing to focus, through our investigation, inquiry and corruption prevention and education functions, on addressing the integrity issues raised by the Robodebt Royal Commission.
- The Commissioner has spoken regularly on the lessons learnt from Robodebt at public events since he began his term[3].
- In April 2026, Deputy Commissioner Kilgour took part in an interview on the podcast 'The Westminster Tradition'. The interview unpacked the findings of the investigation and the implications for the public service.[4]
- Ethical decision-making, with a focus on senior decision-makers has remained an ongoing priority of the Commission since 2024. As a result, in April 2026 the Commission published the guide 'Ethical decision-making: A guide for decision-makers in the Commonwealth public sector' (**Attachment F**).

Attachments:

- **Attachment A** – July 2025 Monthly Update
- **Attachment B –** Investigation Report Operation Myrtleford published 11 March 2026
- **Attachment C** – Commission media release dated 11 March 2026
- **Attachment D** - Commission media release dated 30 October 2024
- **Attachment E** - Commission media release dated 18 February 2025
- **Attachment F** - Ethical decision-making: A guide for decision-makers in the Commonwealth public sector

[3] ACT Government Lawyers' conference on 11 August 2023; At 'The Mandarin' Conference on 22 February 2024; Law Council of Australia address on 23 February 2024, Clayton Utz address on 29 February 2024.

[4] The Westminster Tradition Podcast, *Kylie Kilgour, Deputy Commissioner at the NACC: On Robodebt* (28 April 2026).

National Anti-Corruption Commission BRIEF **05**

5 - LEGAL - Conflict of interest

This brief sets out the Commission's management of internal conflicts of interest.

Key points

- The Commission manages internal conflicts of interest in a number of ways.
- The Commissioner, Deputy Commissioners, Chief Executive Officer and staff of the Commission are required to declare any real, apparent or potential conflicts of interests prior to commencing their duties. An updated declaration is required to be made if and when circumstances change, or at least annually.
    - APS staff are required by section 29 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act)
    - Statutory Office Holders (SOHs) are made subject to the requirements of section 29 of the PGPA Act by s247 and s261(2)(d) of the *National Anti-Corruption Commission Act 2022* (NACC Act)
- Prior to meetings of the Commissioner, Deputies and senior Commission staff, where referrals are considered, conflicts are called for, declared and recorded.
- The Evaluations Branch also have a guidance document for staff that applies to staff involved in the triage and assessment process. This guidance requires staff to assess whether any real, apparent or potential conflicts exists when allocated a case and provides instruction on how these are to be declared, noted and managed.
- Investigators are required to complete declarations at the time they are assigned to an investigation, which they have an obligation to update if necessary, throughout the investigation. The review and management of conflicts is the responsibility of the Team Leader with oversight of the investigation.
- The Commission has the following policies and forms relating to the management of conflict of interest:
    - *NACC Integrity Policy* (issued 18 July 2023)
    - *Private Interest, Declarable Associations, and Contact Reporting Policy* (issued 18 July 2023)
    - *Secondary Employment Policy* (issued 6 July 2023) – reviewed and issued 29 September 2025
    - *SES Declaration of Interests and Related Parties* (issued 1 July 2023)
    - *NACC Gifts and Benefits Policy* (issued 6 July 2023)
    - *Personal Use of Social Media Policy (issued 6 July 2023)*

- Procedures for managing conflicts of interest by Commission employees are set out in the *NACC Private Interest, Declarable Associations, and Contact Reporting Policy*.
    - *Private Interests* are any interests that prevent, potentially prevent or could be seen as preventing or potentially preventing an employee from impartially carrying out their duties.
    - *Declarable Associations* are any relationship that creates or could create a perceived or real conflict of interest between staff and their position with the NACC.

If asked

Commissioner recusal matters concerning Defence

- As a result of his service in the Australian Defence Force Reserves, many members of the Australian Defence Force (ADF) and the Department of Defence (Defence) are known to the Commissioner. The Commissioner also retains an affiliation with some units or agencies (in particular, the Royal New South Wales Regiment and the University of New South Wales Regiment, of which he remains (honorary) Colonel Commandant; the Sydney University Regiment (of which he remains a member of the Regimental Council); and the Inspector-General of the ADF.
- The Commissioner announced in a media release (**Attachment A**) on 31 October 2025 that he will not participate in consideration of any referrals which involve the interests of any Defence or ADF individual or unit that is or comes before the Commission, regardless of whether it might reasonably be perceived to involve a conflict. Those matters will be allocated to a Deputy Commissioner.
- The Commissioner will not be involved in the decision making process for Defence matters.
- On 22 October 2025, the Commissioner provided an updated annual declaration of material personal interests to the Attorney-General.[1]

How are conflicts of interest managed in relation to referrals?

- Referrals that have progressed through the Commission's Triage and Assessments processes are considered by the Commissioner, Deputies and other senior Commission staff at NACC Senior Assessment Panel meetings (**NSAP**).
- At these meetings conflicts of interest are called for, declared and recorded.
- Conflicts are identified in the minutes of the meeting for future reference.

[1] CEO Philip Reed and Deputy Commissioners Rose and Kilgour provided updated annual declarations of material personal interests to the Attorney-General on 16 September 2025. DC Gauntlett provided an updated annual declaration on 9 March 2026.

Changes to NSAP Terms of Reference

- On 11 November 2024, the Commission made changes to the NSAP Terms of Reference (**Attachment B**) so that where a member has an actual or perceived conflict, they will not participate in consideration of the matter and will leave the meeting while the matter is discussed and determined.
- Changes to the NSAP Terms of Reference involved removing the use of a prescribed form for declaring conflicts of interests, and adding the following paragraphs:
    - A member making a disclosure must also declare whether in the member's opinion the interest or relationship amounts to a conflict of interest, actual or perceived. The NSAP may discuss, and the Chair may rule, whether a disclosed interest or relationship is such as to amount to an actual or perceived conflict of interest. Where it is the Chair making a declaration, the Chair will vacate the Chair and appoint a Deputy Commissioner to assume the Chair and rule on the matter.
    - All such declarations and rulings must be recorded in the minutes. Where a member declares, or the Chair rules, that the member has an actual or perceived conflict of interest, the member will not participate in consideration of the matter and will leave the meeting while the matter is discussed and determined. The minutes must record the departure and return of the member.

Reviews of policies & forms

- The Commission is undertaking a review and finalising amendments to the following materials:
    - *NACC Private Interest, Declarable Association and Contact Reporting Policy*
    - *NACC Integrity Policy*
    - *Gifts and Benefits Policy* (to incorporate hospitality)
- Amendments to the *NACC Integrity Policy, NACC Private Interest, Declarable Association and Contact Reporting Policy* and *Recruitment and Selection Policy* are being made to align with the Commission's *Conflicts of interest and corrupt conduct guide for public officials* (**Attachment C**) released on 9 September 2025, which provides an agreed definition of conflicts of interest and the best practice approach to managing them. The review also reflects the recently released Department of Finance *Resource Management Guide 208* and the Australian Public Service Commission *APS Conflict of Interest Management Framework: Better Practice Model*.
- Updates were made to the Commission's private interest, declarable association and contact reporting form in July 2025 prior to the commencement of the annual COI declaration process, to reflect accessibility requirements, and to ensure consistency with policy wording.

Internal conflict of interest reporting

- The Commission's integrity function has recorded the following in relation to the Commission's integrity framework (1 July 2023 – 31 March 2026) (Note: figure does not include other reports such as conflict of interest in recruitment and procurement exercises):

Category 1: Annual declaration forms which declare private interests and/or declarable associations. This is captured via:

a. Declarations completed upon commencement at the NACC
b. Declarations completed annually

FY23-24	161
FY24-25	196
FY25-26 (to date)	204
Total since start of NACC	561

Category 2: Any additional declarations made including those related to:

a. Changes to or additional private interests
b. Changes to or additional declarable associations
c. Changes in circumstances e.g. personal or financial
d. International travel plans for noting

FY23-24	47
FY24-25	45
FY25-26 (to date)	17
Total since start of NACC	109

Category 3: Contact reporting

FY23-24	37
FY24-25	22
FY25-26 (to date)	21
Total since start of NACC	80

*Note the FY25-26(to date) only includes reporting up until 31/03/2026.

Attachments

- **Attachment A** – NACC Monthly Update – November 2025 – Media Release
- **Attachment B** – NSAP Terms of Reference
- **Attachment C** – Conflicts of interest and corrupt conduct: A guide for public officials

National Anti-Corruption Commission Senior Assessment Panel Terms of Reference

Date Monday, 11 November 2024

File Ref 24#41268DOC

Purpose	The National Anti-Corruption Commission Senior Assessment Panel (NSAP) supports the Commissioner to fulfil their statutory obligations in making decisions regarding corruption issues in accordance with the *National Anti-Corruption Commission Act 2022 (*NACC Act*).*
Role	The role of the NSAP is to consider recommendations from the Director Assessments regarding information received by the National Anti-Corruption Commission (the Commission), usually in the form of mandatory referrals from heads of agencies and voluntary referrals from others, and to support the Commissioner to decide: • whether there is a corruption issue, • whether or not to deal with the corruption issue, and • how to deal with the corruption issue. The recommendations provided to the NSAP are the result of a two-tier assessment process that considers: • whether the referral raises an issue that appears to be within the jurisdiction of the Commission (i.e., that it involves a Commonwealth public official), • whether the referral appears to raise an issue of corrupt conduct, and • whether the corrupt conduct is serious or systemic. Recommendations for the NSAP are developed in accordance with the relevant sections of the NACC Act, the Assessment of Corruption Issue Policy[1], and the NACC Management of Corruption Issue Referrals Standard Operating Procedure.[2] . The Director Assessments will present to the NSAP: • for decision, an Assessment Summary for each case (or set of related cases) progressed to Tier 2 Assessments and *recommended for Commission action* (including for referral to another agency). The NSAP will consider and discuss those recommendations and advise the Commissioner; and

[1] NACC Assessment of Corruption Issues Policy, CM 24#41268DOC

[2] NACC Management of Corruption Issue Referrals Standard Operating Procedure, CM 23#25945DOC

	• for information and review, a list of all matters progressed to Tier 2 Assessments but upon which the delegate has decided to take no further action, including a short statement of the reasons for the decision. The NSAP may advise the Commissioner to review and substitute a different decision or otherwise note them. The NSAP will also consider and advise the Commissioner in respect of sensitive matters, issues emerging in matters under assessment, and 'own motion' matters.
Matters not requiring NSAP consideration	Matters in respect of which the Director Intake and Triage (I&T) makes a Tier 1 determination that the Commission should take no further action because they are clearly not within the Commission's jurisdiction or clearly do not raise a corruption issue are not routinely considered by the NSAP. However, for quality control purposes, the NSAP will from time to time request a list and/or sample of such matters, including a short statement of the reasons for the recommendation.
Legislative Basis	The NACC Act establishes the office of the Commissioner and the Commission. The relevant components in relation to the function of the NSAP are: • Part 2 (Key concepts), which defines 'corrupt conduct', 'corruption issue', and 'public official'. • Part 3 (The National Anti-Corruption Commission) which establishes the functions of the Commissioner, the Deputy Commissioners, the constitution and functions of the Commission. • Part 5 (Referring corruption issues) which facilitates the reporting of corrupt conduct, details exceptions, identifies exceptions, and timing and information requirements. • Part 6 (Dealing with corruption issues) empowers the Commissioner to respond to information that raises a corruption issue and prescribes the matters that must be taken into account when making decisions whether and how to deal with a corruption issue.
Membership	The NSAP will ordinarily be comprised of the Commissioner, Deputy Commissioners, the Divisional Manager Evaluation and Operations Capabilities, the General Manager Operations, the General Manager Evaluation, the General Manager Media, Communications, Corruption Prevention and Education, and the General Manager Legal. The Commission's Chief Executive Officer will be an observer. The Director Assessments will attend to present the cases for consideration. The NSAP may require participation by other Commission staff for specific or specialist advice. The Commissioner will chair the Panel, unless that responsibility is delegated to a Deputy Commissioner for operational reasons, or because of a conflict of interest.
Secretariat	The Secretariat for the NSAP will be provided by the Assessments Section. The responsibilities of the Secretariat include: • consulting internally, as necessary, on individual matters, • preparing and circulating to NSAP members information to support consideration of matters, including Assessment Summaries and other relevant material, in advance of meetings, • recording and documenting decisions and the reasons given for them, • following up on actions arising, and

	• preparing the post-meeting material for the Commissioner or Delegate, including drafting required correspondence.
Operation of the NSAP	The Assessment Section is responsible for liaising with the Commissioner's EA to schedule meetings and book appropriate meeting venues. Generally, the NSAP will meet face-to-face (including virtually), at least every fortnight on Thursday mornings at 10:00am. Out-of-session business may be dealt with electronically. As procedures become embedded, more business may be considered out-of-session.
Conflicts of Interest	Members must at the outset of each meeting verbally disclose any personal interest or relationship relevant to any matter to be considered at that meeting, even if the interest or relationship is not such as in the member's opinion to give rise to a conflict of interest. While individual situations will differ, at a minimum the following relationships must be disclosed: • If an NSAP member, partner or relative has at any time been a work colleague of a person whose interests might be affected by a corruption investigation in relation to the matter, • If an NSAP member, partner or relative has in the last 5 years had any social engagement or association with a person whose interests might be affected by a corruption investigation in relation to the matter, • If an NSAP member has any relationship with journalists who may be involved in reporting on the matter, • If an NSAP member has financial or economic interests such as shares, assets, trust funds or debts, in any entity whose interests might be affected by a corruption investigation in relation to the matter, • If there are any other circumstances which could give an appearance that the member had a financial or personal interest in relation to the matter. All such disclosures must be recorded in the minutes. A member making a disclosure must also declare whether in the member's opinion the interest or relationship amounts to a conflict of interest, actual or perceived. The NSAP may discuss, and the Chair may rule, whether a disclosed interest or relationship is such as to amount to an actual or perceived conflict of interest. Where it is the Chair making a declaration, the Chair will vacate the Chair and appoint a Deputy Commissioner to assume the Chair and rule on the matter. All such declarations and rulings must be recorded in the minutes. Where a member declares, or the Chair rules, that the member has an actual or perceived conflict of interest, the member will not participate in consideration of the matter and will leave the meeting while the matter is discussed and determined. The minutes must record the departure and return of the member.
Review	These terms of reference must be reviewed on an annual basis and may be reviewed *ad hoc* if required. The General Manager Evaluation will undertake a review of the performance of the NSAP at least once every two years. The review will be conducted on a self-assessment basis unless otherwise determined by the Commissioner.

Approval

These NSAP Terms of Reference are approved.

The Hon PLG Brereton, AM, RFD, SC

Commissioner

National Anti-Corruption Commission

11/11/2024

Version history

Version	Authorised by	Revision date	Author	Description of change
1	The Hon PLG Brereton, AM, RFD, SC, Commissioner.	11/07/23	Michael Howard, Director Assessments	Final Draft
2	The Hon PLG Brereton, AM, RFD, SC, Commissioner.	12/07/23	Michael Howard, Director Assessments	Approved Version
3	The Hon PLG Brereton, AM, RFD, SC, Commissioner.	11/11/24	Secretariat and Commissioner	Panel membership and conflict of interests updated

National Anti-Corruption Commission BRIEF 06

6 - LEGAL - Freedom of Information

This briefing note sets out statistical and other information regarding the Commission's FOI practice. The data period is 1 July 2023 to 31 March 2026.

Key Points

- Since the Commission commenced on 1 July 2023, 187 Freedom of Information (FOI) requests have been received.
- All but 2 of the Commission's FOI requests have been processed within the applicable statutory timeframes (with those 2 being overdue by a single day).
- The Commission has received **12** requests for internal review under the *Freedom of Information Act 1982* (FOI Act).
- The Commission was the respondent to **1** judicial review application filed in the Federal Court – *Kant v Chief Executive Officer of the National Anti-Corruption Commission* [2026] FCA 13. The application related to an internal review decision issued by the Commission. On 23 January 2026, the matter was dismissed with costs awarded to the Commission.
- Two applicants requested external review by the Information Commissioner of three decisions made by the Commission. The Information Commissioner decided that a review would not be undertaken in these matters (one in July 2024 and two in May 2025).
- One applicant requested an external review by the Information Commissioner of a decision made by Australian Commission for Law Enforcement Integrity (ACLEI). This matter was closed by the Information Commissioner on 26 February 2025.
- One applicant requested external review by the Information Commissioner of a decision made by the Commission. The Commission made a revised decision under s 55G of the FOI Act in July 2025 and is awaiting a response from either the applicant or the Information Commissioner.
- The Commission is currently the respondent to 2 matters before the Information Commissioner.

FOI Statistics (1 July 2023 – 31 March 2026)

Table 1: Breakdown of FOI Requests received

Quarter	2023-24	2024-25	2025-26	
Q1	7	22	26	
Q2	4	24	34	
Q3	12	18	10	
Q4	16	14	-	
Total	**39**	**78**	**70**	**187**

Table 2: FOI requests received – by Request source

Source of request	2023-24	2024-25	2025-26	
Journalists/media	9	27	14	
Politicians	-	4	1	
Academics	3	1	-	
Referrers seeking information about their referrals	9	20	16	
Members of public	15	21	26	
Other/unknown/not specified	3	5	13	
Total	**39**	**78**	**70**	**187**

Table 3: Status of FOI Requests received (at 31 March 2026)

Status	2023-24	2024-25	2025-26	
Finalised	34	67	61	
Withdrawn	4	11	3	
Deemed withdrawn	1	-	-	
Ongoing	-	-	6	
Total	**39**	**78**	**70**	**187**

Outcome of finalised requests

- The Commission has finalised a total of **162** FOI requests.
- Of these, **105** resulted in documents being released either wholly or in part (**21** in FY23-24, **40** in FY24-25 and **44** in FY25-26) with:
  - **55** published on the Commission's Disclosure Log (11 in FY23-24, 24 in FY24-25 and 20 in FY25-26)
  - **49** not published on the Disclosure Log due to containing personal information (10 in FY23-24, 15 in FY24-25 and 24 in FY25-26).
  - **1** not published on the Disclosure Log due to containing business information.
- Of the **57** finalised requests (out of 162) which did not result in documents being released at all:
  - **13** were refused access under Part IV exemptions (2 in FY23-24, 8 in FY24-25 and 3 in FY25-26)
  - **24** were refused accessed due to no documents existing (4 in FY23-24, 13 in FY24-25 and 7 in FY25-26)
  - **13** were refused access due to s 25 - neither confirm nor deny existence of documents (7 in FY23-24, 2 in FY24-25 and 4 in FY25-26)
  - **5** were refused on a practical refusal basis (3 in FY24-25 and 2 in FY25-26)
  - **2** were transferred (1 in FY24-25 and 1 in FY25-26)

Table 4: Outcome of Finalised requests (at 31 March 2026)

2023-24

Outcome	Released	Not released	N/A	Total
Published on disclosure log	11	-	-	**11**
To be published	-	-	-	**0**
Not published on disclosure log	10	13	-	**23**
Transferred	-	-	-	**0**
Total - Finalised	**21**	**13**	**0**	**34**
Withdrawn or deemed withdrawn	**-**	**-**	*5*	*39*

2024-25

Outcome	Released	Not released	N/A	Total
Published on disclosure log	24	-	-	**24**
To be published	-	-	-	**0**
Not published on disclosure log	16	26	-	**42**
Transferred	-	-	1	**1**
Total - Finalised	**40**	**26**	**1**	**67**
Withdrawn or deemed withdrawn	**-**	**-**	*11*	*78*

2025-26

Outcome	Released	Not released	N/A	Total
Published on disclosure log	20	-	-	**20**
To be published		-	-	**0**
Not published on disclosure log	24	16	-	**40**
Transferred	-	-	1	**1**
Total - Finalised	**44**	**16**	**1**	**61**
Withdrawn or deemed withdrawn	**-**	**-**	*3*	*64*

Transfers to/from other agencies

- The Commission received **9** requests transferred from other agencies (3 within Q1, 2023-24, 1 within Q2, 2024-25, 1 within Q1, 2025-26, 3 within Q2, 2025-26 and 1 within Q3 2025-26).
- Of these:
  - **3** requests were transferred from the Attorney-General's Department (AGD)
  - **1** request was transferred from the Office of the Commonwealth Ombudsman
  - **1** request was transferred from the Inspector of the National Anti-Corruption Commission (via AGD)
  - **1** request was transferred from the Department of Defence
  - **2** requests were transferred from the National Disability Insurance Agency
  - **1** request was transferred from the Department of Foreign Affairs and Trade

- The Commission has transferred **2** requests:
  - **1** to the Inspector (received by the Commission on 26 September 2024 and transferred on 14 October 2024); and
  - **1** to the Department of Prime Minister and Cabinet (received 13 November 2025 and transferred on 18 December 2025).

Reasons for Withdrawn requests

- The Commission received **19** requests which were later withdrawn or deemed withdrawn. Of these:
  - **9** requests were withdrawn after an administrative access process.
  - **1** request was deemed withdrawn after a practical refusal consultation process under section 24AB of the FOI Act was unable to elicit further clarity from the applicant as to what they were seeking to access.
  - **1** withdrawal was a duplicate request which the applicant confirmed had been made in error and was happy to withdraw.
  - **1** withdrawal was a duplicate request having been transferred to the Commission from the Inspector.
  - **3** requests were withdrawn following consultation with the applicant confirming that the information sought was publicly available.
  - **1** request was withdrawn following consultation with the applicant in which the premise of the request was corrected.
  - **1** request was withdrawn following a media response.
  - **1** request was withdrawn at the applicant's request.
  - **1** request was withdrawn following publication of an investigation report.

How the Commission handles FOI requests

- FOI requests are handled by staff in the Commission's Legal Branch and overseen by the General Counsel (Corporate).
- Consultation takes place within the Commission to ensure all relevant documents are identified and the most appropriate decision is made in line with the FOI Act.
- Due to privacy considerations, the Commission does not comment publicly on individuals who have made FOI requests to the Commission.

Why generally documents released are not published on our website?

- Section 11C of the FOI Act requires agencies to publish information that has been released in response to an FOI request on the agency's website. This is subject to certain exceptions including where the document contains personal information about a person that would be unreasonable to publish.

- The Commission considers section 11C following the processing of a request where documents are released. A significant number of requests received by the Commission involve referrers seeking further information about their referrals and the personal privacy exemption has applied.
- In addition, the Commission has received a large number of requests seeking information about whether the Commission is assessing/investigating a matter and the Commission's response has been to neither confirm nor deny the existence of any information relying upon section 25 and section 37 of the Act.

How the FOI regime is impacting upon the Commission

- In addition to the large number of requests seeking information about whether the Commission is assessing/investigating a matter, the Commission has also experienced referrers using FOI to get updates on their referrals, including by making multiple, consecutive requests. The Commission has also had a request where the referrer sought information in relation to their own referral and then provided the information to the media.
- The **number** and **complexity** of requests received has at times placed a significant burden on the resources of the Commission's Legal Team.
- The Commission has seen a significant increase in processing costs, attributed to the rise in the number and complexity of requests.
- The Commission notes that State and Territory Integrity bodies are either exempt from FOI legislation or there are significant restrictions on what they required to provide.

Background information on FOI processing

- Agencies subject to the FOI Act are required to comply with the FOI Act and FOI Guidelines issued by the Information Commissioner.
- The FOI Act and FOI Guidelines set out processes including:
  - what constitutes an FOI request
  - how an FOI request is to be made
  - the types of documents that can be requested in an FOI request
  - requirements for FOI decisions, including the timeframes that must be met
  - how statutory timeframes can be extended
  - consultation mechanisms for some types of requests, such as for personal privacy
  - the types of exemptions that apply, some of which are subject to a public interest test
  - processes for internal and external (OAIC) reviews, as well as complaints.

National Anti-Corruption Commission BRIEF 07

7 - ES - Budget and Finance

This brief provides a summary of NACC financial position as at 30 June 2025, a summary of the Commission's results as of 30 April 2026 and an overview of funding for the Commission in 2026-27 Portfolio Budget Statements (PBS).

Key Points

2024-25 Financial Statements as at 30 June 2025

- The financial statements were published in the 2024-25 annual report tabled in Parliament on 31 October 2025.
- Total expenditure as at 30 June 2025 totals $60.492 million against the original published 2024-25 budget of $70.452 million - a $9.960 million underspend.
- When excluding depreciation, expenses of $51.677 million were incurred - a $10.492 million underspend compared to budget. Key impacts were:
  - Total employee expenses accounted for 57% of overall expenditure
  - The 2024-25 actual average staffing level (ASL) was 213.0 against an approved PBS ASL of 266.0
  - Employee expenses were under budget by $4.636m
  - With lower than anticipated ASL, the reduced demand driven costs are reflected in the lower than budgeted supplier expenses.
  - The lower suppliers and employee expenses (compared to budget) resulted in an increase in trade and other receivables, specifically appropriation receivable.
- The Commission is in a sound financial position with financial assets of $53.057 million compared to total liabilities of $27.805 million. Financial assets include cash at bank and appropriations receivable from Government.

April 2026 results

- The April financial year-to-date result is lower than the budget profile recognised in the Central Budget Management System (CBMS) as part of the 2025-26 PBS budget round. ASL and employee expenses are below budget by $2.870 million, and supplier expenses are below budget by $1.007 million.

Portfolio Budget Statements 2026-27

- The Commission's appropriations provided in the 2026-27 Budget are $65.379 million, comprising:
  - $64.861m for ordinary annual services
  - $0.350m for departmental capital budget
  - $0.168m equity injection
- The above is shown in Table 1.1 of the PBS.

- The estimate of the Commission's ordinary annual services appropriations in 2029-30 has been reduced by $3.126 million to reflect the election commitment saving to non-wages expenses, and parameter changes (price and wages index increase). This is shown in Table 1.3 of the PBS.

Appropriation movements since establishment

Movements per Budget round are at Attachment D.

Table 1: Appropriations 1/3/5

Description of movement	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Establish NACC	57,478	65,616	66,112	66,892	-	-	-
Creation of FE3 estimate	-	-	-	-	68,057	68,750	69,896
Creation of FE3 estimate - DCB	-	-	-	-	-	-	350
Application of Efficiency Dividend	-	-	-	-	9	-	-
Parameter change - WCI	55	(65)	(125)	370	975	1,856	2,054
Correction of DCB	-	-	350	350	-	-	-
FE3 efficiency dividend	-	-	-	-	-	-	(699)
FE3 DCB efficiency dividend	-	-	-	-	-	-	(3)
Election commitment savings	-	-	(109)	(2,401)	(2,420)	(2,386)	(3,126)
TOTAL	**57,533**	**65,551**	**66,228**	**65,211**	**66,621**	**68,220**	**68,472**

Table 2: Appropriations 2/4/6

Description of movement	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Establish NACC	16,959	1,692	15,024	518	-	-	-
Movement of Funds	5,191	2,157	(7,348)	-	-	-	-
Correction of DCB	-	-	(350)	(350)	-	-	-
TOTAL	**22,150**	**3,849**	**7,326**	**168**	**-**	**-**	**-**

Attachments

- **Attachment A –** NACC Actuals to Budget 2024-25
- **Attachment B –** NACC April 2026 results
- **Attachment C –** NACC Actuals and 2026-27 PBS funding
- **Attachment D –** Appropriation movements since establishment, per Budget round

Attachment A – NACC Actuals to Budget 2024-25

Funding/Expenditure	Category	2024-25 Actual ($m)	2024-25 PBS ($m)	2024-25 Variance ($m)
Departmental Expenses	Employees	35.3	39.9	4.6
	Suppliers	15.2	22.0	6.8
	Depreciation and amortisation	8.8	8.3	(0.5)
	Finance costs (interest on office leases)	0.7	0.2	(0.5)
	Write-down and impairment of other assets	0.5	0.0	(0.5)
	Total Expenses	**60.5**	**70.4**	**9.9**
Other operating costs	Principal lease payments (for all offices)	2.9	3.5	0.6
	Total Operating Costs	**63.4**	**73.9**	**10.5**
Operating Funding	Revenue from Government	65.6	65.6	0.0
Revenue	Other (Resources received free of charge)	0.1	0.1	0.0
	Surplus / (Deficit)	**2.3**	**(8.2)**	**10.5**
Capital Expenditure	ICT and property	2.3	11.0	8.7
	Total Capital Costs	**2.3**	**11.0**	**8.7**
Average Staffing Level*		213	266	53

***Excludes Statutory Office Holders**

Attachment B – NACC April 2026 results

Funding/Expenditure	Category	2025-26 April YTD Actual ($m)	2025-26 April YTD Budget ($m)	2025-26 Variance ($m)
Departmental Expenses	Employees	32.1	35.0	2.9
	Suppliers	15.5	16.5	1.0
	Depreciation and amortisation	6.0	6.3	0.3
	Finance costs (interest on office leases)	0.5	0.5	0.0
	Total Expenses	**54.1**	**58.3**	**4.2**
Other operating costs	Principal lease payments (for all offices)	**2.1**	**2.5**	**-0.4**
	Total Operating Costs	**56.2**	**60.8**	**3.8**
Operating Funding	Revenue from Government	55.0	55.0	-
	Surplus / (Deficit)	**-1.2**	**-5.8**	**-3.8**
Capital Expenditure	ICT and property	1.6	2.3	0.7
	Total Capital Costs	**1.5**	**2.0**	**0.5**
Average Staffing Level*		237	266	29

***Excludes Statutory Office Holders**

Attachment C – NACC 2024-25 Actuals and 2026-27 PBS funding

Funding / Expenses		2024-25 Actual ($m)	2025-26 Estimated Actual (PBS 26-27) ($m)	2026-27 Budget (PBS 26-27) ($m)	2027-28 Budget (PBS 26-27) ($m)	2028-29 Budget (PBS 26-27) ($m)	202930 Budget (PBS 26-27) ($m)
Departmental Expenses	Employees	35.3	42.2	42.6	43.0	43.5	43.9
	Suppliers	15.2	20.0	18.5	19.6	20.5	20.1
	Depreciation and Amortisation	8.8	7.2	7.5	7.5	7.5	7.6
	Finance Costs	0.7	0.6	0.6	0.5	0.4	0.4
	Write-down and impairment of other assets	0.5	-	-	-	-	-
	Total Expenses	**60.5**	**70.0**	**69.2**	**70.6**	**71.9**	**72.0**
Revenue	Revenue from Government	65.6	65.9	64.9	66.3	67.9	68.1
	Other (Resources received free of charge)	0.1	0.1	0.1	0.1	0.1	0.1
	Surplus / (Deficit)	**5.2**	**(4.0)**	**(4.2)**	**(4.2)**	**(3.9)**	**(3.8)**
Other Comprehensive Income	Changes in asset revaluation reserve	1.6	0.0	0.0	0.0	0.0	0.0
Total Comprehensive Income/(loss)	Total Comprehensive Income/(loss)	**6.7**	**(4.0)**	**(4.2)**	**(4.2)**	**(3.9)**	**(3.8)**
Impact of net cash appropriation arrangements	Plus: Depreciation/Amortisation funded through appropriations	5.8	4.4	5.1	5.4	5.4	5.5
	Plus: ROU Depreciation/Amortisation	3.0	2.8	2.4	2.1	2.1	2.1
	Less: Lease principal repayments	(2.9)	(3.2)	(3.3)	(3.3)	(3.6)	(3.8)
	NET Cash Operating Surplus	**12.6**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**

Capital Funding	ICT and Property	2.3	7.7	0.5	0.4	0.4	0.4
	TOTAL	**2.3**	**7.7**	**0.5**	**0.4**	**0.4**	**0.4**
Average Staffing Level *		213	266				

***Excludes Statutory Office Holders**

Attachment D – Appropriation movements since establishment, per Budget round

Table 1: Appropriations 1/3/5

Description of movement	Budget Round	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Establish NACC	23-24 Budget	57,478	65,616	66,112	66,892	-	-	-
Parameter change - WCI	23-24 Budget	55	(65)	129	130	-	-	
Creation of FE3 estimate	23-24 MYEFO	-	-	-	-	68,057	-	-
Parameter change - WCI	23-24 MYEFO	-	564	893	1,035	1,614	-	-
Parameter change - WCI	24-25 Budget	-	-	(127)	(64)	(199)	-	-
Creation of FE3 estimate	24-25 MYEFO	-	-	-	-	-	68,750	-
Parameter change - WCI	24-25 MYEFO	-	-	-	387	262	1,626	-
Application of Efficiency Dividend	24-25 Pre-ERC	-	-	-	-	9	-	-
Parameter change - WCI	24-25 Pre-ERC	-	(564)	(893)	(970)	(993)	-	-
Parameter change - WCI	25-26 Budget	-	-	(127)	(194)	1	(67)	
Correction of DCB	25-26 Budget	-	-	350	350	-	-	
Election commitment savings	25-26 Approp Bills	-	-	(109)	-	-	-	-
Creation of FE3 estimate	25-26 MYEFO	-	-	-	-	-	-	69,896
Parameter change - WCI	25-26 MYEFO	-	-	-	(182)	(61)	(63)	1,730
FE3 efficiency dividend	25-26 MYEFO	-	-	-	-	-	-	(699)
Creation of FE3 estimate - DCB	25-26 MYEFO	-	-	-	-	-	-	350
Parameter change - WCI	25-26 MYEFO	-	-	-	(1)	-	-	9
FE3 DCB efficiency dividend	25-26 MYEFO	-	-	-	-	-	-	(3)
Election commitment savings	25-26 MYEFO	-	-	-	(2,270)	(2,285)	(2,234)	-
Parameter change - WCI	26-27 Budget	-	-	-	229	351	360	315
Election commitment savings	26-27 Budget	-	-	-	(131)	(135)	(152)	-
Election commitment savings	26-27 Budget	-	-	-	-	-	-	(3,126)
TOTAL		**57,533**	**65,551**	**66,228**	**65,211**	**66,621**	**68,220**	**68,472**

Table 2: Appropriations 2/4/6

Description of movement	Budget round	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Establish NACC	23-24 Budget	16,959	1,692	15,024	518	-	-	-
Movement of Funds	23-24 Budget	10,880	-	(10,880)	-	-	-	-
Movement of Funds	23-24 Budget	3,626	-	(3,626)	-	-	-	-
Movement of Funds	24-25 MYEFO	(9,315)	9,315	-	-	-	-	-
Correction of DCB	25-26 Budget	-	-	(350)	(350)	-	-	-
Movement of Funds	25-26 AEs	-	(7,158)	7,158	-	-	-	-
TOTAL		**22,150**	**3,849**	**7,326**	**168**	**-**	**-**	**-**

National Anti-Corruption Commission BRIEF 08

8 - ES - Procurements

This report provides an overview of the Commission's procurements from 1 July 2024 to 30 April 2026.

Key points

- The Commission undertakes all procurement in accordance with the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), the *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule), the Commonwealth Procurement Rules (CPRs) and the Commission's Accountable Authority Instructions.
- The CPRs were updated, effective 17 November 2025, with the following key changes:
  - **Procurement threshold increase:** The threshold for non-construction procurement was lifted from $80,000 to $125,000.
  - **Australian business prioritisation:**
    - Non-corporate Commonwealth Entities (NCEs) must only invite Australian businesses to make submissions for procurements (excluding those from a standing offer) valued at or above $10,000 and below $125,000 for non-construction procurement.
    - Only Small and Medium Enterprises (SMEs) are to be invited to tender for government contracts valued below $125,000 when procuring from the Management Advisory Services (MAS) and People Panels, and Digital Transformation Agency (DTA) standing offers.
    - The definition of an Australian business has been included in Appendix B, and the definition of an SME has been aligned with the Australian business definition.
  - **Negotiations:** A new section on 'negotiations' has been added in Division 2 of the CPRs. The section allows for situations where negotiations can take place and provides clarity that negotiations for relevant procurements fall within domestic review procedures (*Government Procurement (Judicial Review) Act 2018* (GPJR Act)).
  - **Sharing of confidential information:** The CPRs have been amended to clarify that submissions and confidential information provided as part of tendering may be shared within the Commonwealth for compliance monitoring and other legitimate, non-commercial purposes.
  - **Secondments:** Clarification that secondments within and between Australian government entities are not procurements. This approach ensures secondment of staff between entities is treated consistently while supporting the Australian Public Service Commission's Mobility Framework and is consistent with our international obligations.
- The Commission communicated the changes on its intranet (Agora) on Monday 3 November 2025.
- The Commission has updated all procurement templates and guidance to align with the updated CPRs. These were published on the Commission's intranet (Agora) on Friday 14 November 2025.

- The Commission's purchasing framework ensures:
  - value for money is achieved
  - procurements are ethical, economical, efficient and effective and take account of the Commission's security needs, specialised role and size
  - participation in mandatory whole-of-government coordinated procurement (such as travel, management advisory services, legal services, and property services)
  - support for SME participation
  - use of the Commonwealth Contracting Suite for low-risk procurements valued between $10,000 and $200,000 (GST inclusive)
  - timely payment to suppliers, including using payment cards when possible and appropriate, and
  - compliance with the mandatory requirements of the Indigenous Procurement Policy (IPP) as well as considering use of Indigenous suppliers outside of the IPP Mandatory Set Aside requirements.

Use of Small and Medium Enterprises

- The CPRs include specific targets for the engagement of SMEs by Commonwealth entities. For the 2024-25 financial year, NCEs were required to:
  - source at least 25 per cent of procurement by value, with a value up to $1 billion, from SMEs; and
  - to procure 40 per cent of contracts, by value, with a value of up to $20 million, from SMEs.
- The NACC well exceeded both these targets in 2024-25.

Table 1: Small and Medium Enterprise Procurement Targets

Target	Per Cent Awarded to SMEs for 2024/25 **(NACC)**	Per Cent Awarded to SMEs for 2024/25 **(Commonwealth)**
25% of procurement by value of $1b or less	82.4%	20.7%
40% of contracts by value of $20m or less	72.1%	51.9%

Note: individual entity calculations exclude values under $10,000 to avoid confidentiality limitations.

Summary of Total Procurements

Table 2: Summary of Procurements (1 July 2024 to 30 June 2025)

Procurement Type	Category	Number	Value (GST Incl) $*
Total Open Tender	ICT	11	$1,737,125
	Non-ICT	17	$4,246,982
Total Limited Tender	ICT	7	$802,315
	Non-ICT	30	$3,555,282
TOTAL		**65**	**$10,341,704**

*values are rounded to the nearest dollar

Table 3: Summary of Procurements (1 July 2025 to 30 April 2026)

Procurement Type	Category	Number	Value (GST Incl) $*
Total Open Tender	ICT	7	$2,003,654
	Non-ICT	14	$3,538,967
Total Limited Tender	ICT	2	$81,591
	Non-ICT	16	$540,975
TOTAL		**39**	**$6,165,186**

*values are rounded to the nearest dollar

Summary of Limited Tender Procurements

Table 4: Summary Top 5 Contract Values - Limited Tender ICT (1 July 2024 to 30 June 2025)

Supplier Name	Suppliers invited	Value (GST Incl) * $	Proportion of 2024-25 total Limited Tender ICT contract value	Proportion of 2024-25 total ICT contract value
Epiq Australia	3	$316,800	39%	12%
Securest	2	$251,240	31%	10%
Grace Record Management	2	$74,553	9%	3%
Secom	1	$58,664	7%	2%
Pursuit Technologies	1	$47,819	6%	2%
TOTAL Top 5	**9**	**$749,076**	**92%**	**29%**

*values are rounded to the nearest dollar

Table 5: Summary Top 5^ Contract Values - Limited Tender ICT (1 July 2025 to 30 Apr 2026)

Supplier Name	Suppliers invited	Value (GST Incl) * $	Proportion of 2025-26 total Limited Tender ICT contract value	Proportion of 2025-26 total ICT contract value
Fulcrum Management	2	$71,555	88%	5%
ConnectWise	1	$10,035	12%	1%
TOTAL Top 5^	**3**	**$81,590**	**100%**	**6%**

^ there are only 2 contracts in this category | *values are rounded to the nearest dollar

Table 6: Summary Top 5 Contract Value - Ltd Tender Non-ICT (1 July 2024 to 30 June 2025)

Supplier Name	Suppliers invited	Value (GST Incl) * $	Proportion of 2024-25 total Limited Tender non-ICT contract value	Proportion of 2024-25 total non-ICT contract value
Geoffrey Arthur Nettle	1	$1,138,000	32%	15%
Gary Bruce Hevey	1	$660,000	19%	8%
Jennifer Helen Croxford	1	$318,000	9%	4%
National Convention Centre Canberra	2	$285,610	8%	4%
LexisNexis	1	$182,361	5%	2%
TOTAL Top 5	**6**	**$2,583,971**	**73%**	**33%**

*values are rounded to the nearest dollar

Table 7: Summary Top 5 Contract Value – Ltd Tender Non-ICT (1 July 2025 to 30 Apr 2026)

Supplier Name	Suppliers invited	Value (GST Incl) * $	Proportion of 2025-26 total Limited Tender non-ICT contract value	Proportion of 2025-26 total non-ICT contract value
Bret Walker	3	$135,000	25%	3%
Lasch Pty Ltd	7	$92,026	17%	2%
Hellweg Pty Ltd	10	$43,489	8%	1%
Thomas Wood	1	$38,500	7%	1%
Christine Ernst	1	$29,425	5%	1%
TOTAL Top 5^	**22**	**$338,440**	**73%**	**8%**

*values are rounded to the nearest dollar

Reporting Compliance

Table 8: Aus Tender 42-day compliance reporting by contract start date

Compliance/Non-compliance	1 Jul 2024 – 30 Jun 2025 (# - %)	1 Jul 2025 – 31 March 2026 (# - %)
Compliant	57 - 88%	38 - 97%
Non-compliant	8 - 12%	1 - 3%

Attachments:

- **Attachment A -** Procurement list - 1 July 2024 to 30 April 2026

NATIONAL ANTI-CORRUPTION COMMISSION

ES – Procurements – Attachment A

Procurement from 1 July 2024 – 30 April 2026 (NACC)

CN ID	Supplier Name	Description	Category	Procurement method	ICT / Non - ICT	Start Date	End Date	Value (AUD)
CN4074658	Leidos Security Detection & Automation Australia Group	Security Equipment	Security surveillance and detection	Open	ICT	1-Jul-24	31-Oct-24	42,669.00
CN4068798	Indigitise Pty Ltd	Temporary Personnel Services	Temporary personnel services	Open	Non ICT	1-Jul-24	31-Dec-24	97,240.00
CN4074656	WINC Australia Pty Ltd	Office Stationery	Stationery	Open	Non ICT	2-Jul-24	5-Sep-24	25,000.00
CN4079908	B-Sealed	Exhibit Supplies	Stationery	Limited	Non ICT	12-Jul-24	31-Jul-24	24,550.02
CN4082934	Secom Technical Services	Fire Door Works	Doors and windows and glass	Limited	Non ICT	12-Jul-24	30-Jul-24	23,594.76
CN4081636	Epiq Australia	Software Supply & Support	Platform software as a service	Limited	ICT	22-Jul-24	21-Jul-27	316,800.00
CN4092906	CPM Reviews	HR Services	Human resources services	Limited	Non ICT	24-Jul-24	31-Oct-24	28,133.00
CN4133821	Maddocks	WHS Analysis	Human resources services	Limited	Non ICT	24-Jul-24	27-Feb-25	13,324.74
CN4082931	Zenith Interiors	Supply & Installation of Office Equipment	Office supplies	Limited	Non ICT	25-Jul-24	30-Sep-24	26,822.40
CN4084282	Service Quality	ITSM Platform	Platform software as a service	Open	ICT	29-Jul-24	31-Jul-26	216,265.28
CN4082928	Canon Business Services Australia	Mail Security Screening Services	Mailing or mail pick up or delivery services	Open	Non ICT	29-Jul-24	27-Jun-26	87,788.00
CN4091678	LexisNexis	Legal Research Resource Subscription	Online database information retrieval systems	Limited	Non ICT	26-Aug-24	25-Aug-26	182,361.22
CN4094043	Executive Central Group	Learning and Development	Education and Training Services	Open	Non ICT	26-Aug-24	30-Jun-25	14,850.00
CN4091693	Thomson Reuters	Legal Research Resources Subscription	Online database information retrieval systems	Limited	Non ICT	28-Aug-24	27-Aug-26	48,392.30
CN4099599	Ashurst Australia	Legal Services	Legal services	Open	Non ICT	30-Aug-24	30-Jun-25	12,500.00
CN4082885	MA Services Group	Security Guard Services	Security guard services	Open	Non ICT	2-Sep-24	30-Nov-25	1,146,081.64

CN ID	Supplier Name	Description	Category	Procurement method	ICT / Non - ICT	Start Date	End Date	Value (AUD)
CN4099140	Zelie Heger	Legal Services	Legal services	Limited	Non ICT	6-Sep-24	30-Jun-25	15,187.50
CN4107792	Pursuit Technology Pty Ltd	Educational and Training Services	Education and Training Services	Limited	ICT	15-Sep-24	14-Sep-27	47,819.20
CN4101006	List A Barristers	Legal Services	Legal services	Limited	Non ICT	18-Sep-24	30-Oct-25	40,000.00
CN4096530	HP PPS Australia Pty Ltd	ICT Equipment	Electronic hardware and component parts and accessories	Open	ICT	19-Sep-24	31-Oct-24	55,674.30
CN4107733	Forcefield	Security Consulting	Risk management consultation services	Limited	Non ICT	10-Oct-24	31-Mar-26	67,142.90
CN4107731	Lucid Consulting	Engineering Services	Professional engineering services	Limited	Non ICT	10-Oct-24	30-Jun-25	58,938.00
CN4059216	MCAA Pty Ltd	Training Course	Education and Training Services	Limited	Non ICT	14-Oct-24	25-Oct-24	26,400.00
CN4102420	Converge Australia	Support Services	Healthcare provider support persons	Open	Non ICT	17-Oct-24	30-Jun-26	40,000.00
CN4103416	Gilimbaa	First Nations Digital Artwork	Graphic design	Limited	Non ICT	22-Oct-24	31-May-25	21,758.00
CN4117024	Dell Australia Pty Ltd	Hardware (monitors)	Electronic hardware and component parts and accessories	Open	ICT	23-Oct-24	15-Nov-24	14,575.00
CN4118394	Grace Record Management	File Digitisation Services	Management information systems MIS	Limited	ICT	30-Oct-24	30-May-25	74,553.83
CN4106513	Securest Pty Ltd	Software as a Service	Software as a Service (SaaS - Cloud)	Limited	ICT	11-Nov-24	4-Dec-27	251,240.00
CN4106079	Expense8	Travel & Expense Management System	Software as a Service (SaaS - Cloud)	Open	ICT	11-Nov-24	14-Jul-26	388,300.88
CN4106077	Health at Work	WHS Education and Training	Education and Training Services	Limited	Non ICT	18-Nov-24	30-Jun-25	59,427.50
CN4117028	Safeguard Safes Pty Ltd	Secure Hardware Storage	Locks and security hardware and accessories	Limited	Non ICT	28-Nov-24	20-Dec-24	42,636.54
CN4157306	Secom Technical Services Pty Ltd	Security Alarm System	Security or access control systems	Limited	ICT	1-Dec-24	1-Dec-27	58,664.10
CN4111081	ICONINC HOLDINGS PTY LTD	Website Support Services	Telecommunications media services	Open	ICT	1-Dec-24	30-Nov-25	19,008.00
CN4111069	Chalfont Consulting	Temporary Personnel	Temporary personnel services	Open	Non ICT	9-Dec-24	8-Dec-25	368,520.00
CN4117037	Clicks Recruit Pty Ltd	Recruitment Placement Fee	Personnel recruitment	Open	Non ICT	12-Dec-24	12-Dec-24	10,890.00

CN ID	Supplier Name	Description	Category	Procurement method	ICT / Non - ICT	Start Date	End Date	Value (AUD)
CN4121770	WINC Australia Pty Ltd	Stationery and Office Supplies	Stationery	Open	Non ICT	14-Dec-24	13-Dec-29	50,000.00
CN4121647	Green Cloud Consulting	TechnologyOne Support Services	Information technology consultation services	Open	Non ICT	1-Jan-25	31-Dec-26	257,256.00
CN4119979	National Convention Centre Canberra	Conference	Conference centres	Limited	Non ICT	6-Jan-25	30-Sep-26	285,610.00
CN4125306	Aurion Corporation Pty Ltd	Payroll Services	Human resources services	Open	ICT	29-Jan-25	28-Jan-28	627,813.20
CN4136835	Greens List Barristers	Legal Services	Legal services	Limited	Non ICT	31-Jan-25	30-Jun-26	111,800.00
CN4111049	Axiom Associates	Provision of Internal Audit Services and Annual Corporate Planning Services	Internal audits	Open	Non ICT	16-Feb-25	15-Feb-28	497,476.80
CN4122013	Janine McMinn	Audit Committee Member Services	Audit services	Limited	Non ICT	21-Feb-25	20-Feb-27	40,000.00
CN4128917	Streem Pty Ltd	Media Monitoring Services	Telecommunications media services	Open	ICT	21-Feb-25	20-Feb-26	34,650.00
CN4130550	Simplified Consulting	Financial Statements Services	Public enterprises management or financial services	Limited	Non ICT	24-Feb-25	31-Oct-25	132,000.00
CN4133861	DFP Recruitment	Recruitment Support Services	Personnel recruitment	Open	Non ICT	4-Mar-25	3-Mar-26	157,260.00
CN4133859	Australian Institute of Management (AIM)	Training Services	Education and Training Services	Limited	Non ICT	5-Mar-25	31-Mar-25	11,650.58
CN4138404	Delta Q	Energy Management Plan	Energy conservation	Limited	Non ICT	27-Mar-25	31-Dec-27	18,744.00
CN4138746	AMA Projects	Office Refurbishment	Building construction and support and maintenance and repair services	Open	Non ICT	27-Mar-25	30-Jun-25	1,038,094.92
CN4137586	Eleven Wentworth Chambers	Legal Services	Legal services	Limited	Non ICT	1-Apr-25	31-Dec-25	51,000.00
CN4142830	GARY BRUCE HEVEY	Legal services	Legal services	Limited	Non ICT	4-Apr-25	28-Feb-26	660,000.00
CN4142834	Jennifer Helen Croxford	Legal services	Legal services	Limited	Non ICT	4-Apr-25	28-Feb-26	318,000.00
CN4142826	Geoffrey Arthur Nettle	Legal Services	Legal services	Limited	Non ICT	7-Apr-25	28-Feb-26	1,138,000.00

CN ID	Supplier Name	Description	Category	Procurement method	ICT / Non - ICT	Start Date	End Date	Value (AUD)
CN4138095	Chalfont Consulting	Temporary Personnel - ICT Services	Temporary personnel services	Open	Non ICT	7-Apr-25	6-Oct-25	202,752.00
CN4148381	Clayton Utz Lawyers	Legal services	Legal services	Open	Non ICT	11-Apr-25	30-Jun-25	12,231.45
CN4149560	Jones Lang Lasalle Advisory Services	Asset revaluation services	Management advisory services	Limited	Non ICT	6-May-25	30-Jun-26	22,880.00
CN4151381	VideoPro	Audio visual equipment	Audio and visual equipment	Limited	ICT	15-May-25	31-Dec-25	41,237.90
CN4151644	Grosvenor Engineering Group	Ventilation services	Heating and ventilation and air circulation	Limited	Non ICT	19-May-25	6-Jun-25	25,409.54
CN4166383	Christopher Tran	Legal services	Legal services	Limited	Non ICT	1-Jun-25	1-Jun-26	34,000.00
CN4155213	Patch My PC	Software	Software maintenance and support	Limited	ICT	1-Jun-25	31-May-28	12,000.00
CN4155242	Australian Institute of Management Education and Training Pty Limited	Training	Education and Training Services	Limited	Non ICT	4-Jun-25	31-Aug-25	14,101.20
CN4152413	Billigence Pty Ltd	Software Licenses	Software	Open	ICT	6-Jun-25	5-Jun-26	42,056.30
CN4163758	Data#3 Limited	Licenses	Software	Open	ICT	8-Jun-25	7-Jun-28	107,662.50
CN4159287	Data#3 Limited	Hardware (laptops)	Computers	Open	ICT	11-Jun-25	30-Jun-25	188,450.90
CN4157298	Outback Talent	Labour Hire	Temporary personnel services	Open	Non ICT	23-Jun-25	23-Dec-25	229,041.00
CN4155218	Broadbean Catering & Events	Catering	Banquet and catering services	Limited	Non ICT	24-Jun-25	26-Jun-25	13,418.50
CN4154168	Converge International	Trainings	Education and Training Services	Open	Non ICT	1-Jul-25	31-Dec-25	40,150.00
CN4149531	Cushman and Wakefield	Property Management	Property management services	Open	Non ICT	1-Jul-25	30-Jun-29	200,000.00
CN4149532	Cushman and Wakefield	Property Operating Expenses	Property management services	Open	Non ICT	1-Jul-25	30-Jun-26	776,981.00
CN4166796	Lasch Pty Ltd	Conference services	Conference centres	Limited	Non ICT	3-Jul-25	30-Sep-26	92,026.00
CN4171516	Epiq Australia	Legal services	Legal services	Open	Non ICT	5-Aug-25	31-Oct-25	130,000.00
CN4181088	Christine Ernst	Legal Services	Legal services	Limited	Non ICT	14-Aug-25	28-Feb-26	29,425.00
CN4181539	Matthew Varley	legal Services	Legal services	Limited	Non ICT	14-Aug-25	14-Nov-25	14,600.00
CN4180477	CPM Reviews Pty Ltd	HR Services	Human resources services	Open	Non ICT	15-Aug-25	31-Dec-25	19,106.10

CN ID	Supplier Name	Description	Category	Procurement method	ICT / Non - ICT	Start Date	End Date	Value (AUD)
CN4183431	Delta Building Automation	HVAC services	Heating and cooling and air conditioning HVAC construction and maintenance services	Limited	Non ICT	29-Aug-25	29-Nov-25	20,422.60
CN4186030	The Trustee for Kirra services Unit Trust	Hardware	Phone and video conference equipment and hardware and controllers	Open	ICT	4-Sep-25	30-Sep-25	14,482.55
CN4185520	Ricoh Australia Pty Ltd	SaaS Cloudstream services	Software as a Service (SaaS - Cloud)	Open	ICT	16-Sep-25	16-Sep-28	21,131.00
CN4194018	Centre for Leadership and Management Pty Ltd	Education and Training Services	Education and Training Services	Limited	Non ICT	23-Sep-25	31-Mar-26	19,579.00
CN4139579	Novotel Sydney Darling Harbour	Conference venue	Conference centres	Limited	Non ICT	23-Sep-25	24-Sep-25	15,000.00
CN4187428	ConnectWise	Software	Software	Limited	ICT	24-Sep-25	23-Sep-29	10,035.56
CN4207829	Clayton Utz	Legal Services	Legal services	Open	Non ICT	30-Sep-25	30-Sep-26	40,018.00
CN4191946	The Architecture Practice	Temporary Personnel	Temporary personnel services	Open	ICT	3-Oct-25	2-Oct-26	438,240.00
CN4185526	Solstice IT	Software	Software	Open	ICT	6-Oct-25	5-Oct-26	437,932.00
CN4194016	Fulcrum Management Pty Ltd	Workstations and office packages	Workstations and office packages	Limited	ICT	8-Oct-25	30-Nov-25	71,555.00
CN4190485	Nisus Australia	Temporary personnel services	Temporary personnel services	Open	ICT	13-Oct-25	12-Oct-26	342,144.00
CN4191689	Horizon One Recruitment Pty Ltd	Temporary personnel services	Temporary personnel services	Open	Non ICT	13-Oct-25	12-Apr-26	137,136.00
CN4189882	Ethos CRS Consulting Pty Ltd	Training Services	Education and Training Services	Open	Non ICT	1-Nov-25	30-Jun-26	13,995.00
CN4207970	Jancis Cuncliffe	Counsel Assist	Legal services	Limited	Non ICT	5-Nov-25	4-Nov-26	12,512.50
CN4200821	Certis Security Australia	Security Guarding Services	Security guard services	Open	Non ICT	10-Nov-25	9-Nov-26	1,085,424.47
CN4194024	Hellweg Pty Ltd	Workplace safety training aids and materials	Workplace safety training aids and materials	Limited	Non ICT	30-Nov-25	31-Jan-26	43,488.72
CN4201610	Reserve Bank of Australia	Banking Services	Banking and investment	Limited	Non ICT	1-Dec-25	30-Nov-30	15,000.00
CN4207172	Oxide Interactive	Website Services	Telecommunications media services	Open	Non ICT	9-Dec-25	30-Jun-26	49,757.00

CN ID	Supplier Name	Description	Category	Procurement method	ICT / Non - ICT	Start Date	End Date	Value (AUD)
CN4208686	Sixth Floor Limited	Legal Services	Legal services	Limited	Non ICT	15-Dec-25	14-Dec-26	25,000.00
CN4207920	Optus Networks	Telecommunication Services	Local and long distance telephone communications	Open	ICT	21-Dec-25	20-Dec-27	228,000.00
CN4212763	MTP Services	Temporary Personnel Services	Temporary personnel services	Open	Non ICT	19-Jan-26	18-Jan-27	321,024.00
CN4219793	Timothy Barry Goodwin	Legal services	Legal services	Limited	Non ICT	21-Jan-26	21-Jan-27	25,000.00
CN4226332	National Health Group Pty Ltd	Occupational health and safety services	Occupational health or safety services	Limited	Non ICT	1-Feb-26	30-Jun-26	11,521.13
CN4219767	Laura Ellen Hilly	legal services	Legal services	Limited	Non ICT	2-Feb-26	1-Feb-27	21,900.00
CN4217647	Cushman & Wakefield Project Services Aust Pty Ltd	Property management services	Property management services	Open	Non ICT	9-Feb-26	31-Oct-26	317,904.82
CN4221814	King & Wood Mallesons	Legal services	Legal services	Open	Non ICT	19-Feb-26	18-Feb-27	75,000.00
CN4223856	Thomas Michael Wood	Legal Services	Legal services	Limited	Non ICT	26-Feb-26	26-Aug-26	38,500.00
CN4223877	Bret William Walker	Legal services	Legal services	Limited	Non ICT	3-Mar-26	3-Sep-26	135,000.00
CN4223874	Frances Leitch	Legal Services	Legal services	Limited	Non ICT	3-Mar-26	3-Sep-26	22,000.00
CN4235337	AMC Architecture Pty Ltd	Architectural services	Architectural services	Open	Non ICT	22-Apr-26	31-Oct-26	332,470.60
CN4236727	Centorrino Technologies Pty Ltd	Software	Software as a Service (SaaS - Cloud)	Open	ICT	30-Apr-26	29-Apr-29	521,724.13

National Anti-Corruption Commission BRIEF 09

9 - ES - Human Resources

This brief contains HR metrics and other staffing information.

STAFFING

	30 June 2024	30 June 2025	1/7/25 – 31/3/2026
Headcount*	221	231	249
Average Staffing Level (ASL)*	189	217.8	237.5
Full Time Equivalent (FTE)*	211.9	225.6	241.5
Secondees**	3	5	7
Labour Hire**	7	7	8

*Includes Statutory Office Holders

**Salary for secondees and labour hire staff is paid by their home agency or the labour hire company

Employment arrangements for NACC Australian Public Service staff*

	30 June 2024		30 June 2025		31 March 2026	
Category	**Headcount**	**FTE**	**Headcount**	**FTE**	**Headcount**	**FTE**
Ongoing	206	193.3	217	212.4	238	230.7
Non-ongoing	10	13.6	9	8.2	6	5.8
Total	**216**	**206.9**	**226**	**220.6**	**244**	**236.5**

*Does not include Statutory Office Holders

Staffing Levels by Branch

	30 June 2024		30 June 2025		31 March 2026	
Branch	**Headcount**	**FTE**	**Headcount**	**FTE**	**Headcount**	**FTE**
Enabling services	37	37.2	46	44.2	47	45.6
Operations	61	61.2	60	59.6	63	62.4
Operational Capability	32	30.7	34	34	37	35.8
Evaluation	33	30.8	35	33.4	41	39.2
Legal	16	11.4	20	18.8	26	24.6
MCCPE	20	18.6	20	20	19	18
Executive and Business Support	17	17	11	10.6	11	11
Statutory Office Holders	5	5	5	5	5	5
Total	**221**	**211.9**	**231**	**225.6**	**249**	**241.5**

Staffing by gender as at 30 June 2024

	APS 3	APS 4	APS 5	APS 6	EL 1	EL 2	SES Band 1	Statutory Officers	Total
Female	1	6	16	40	40	13	3	2	**121**
Male	1	3	9	26	37	16	5	3	**100**
Total	**2**	**9**	**25**	**66**	**77**	**29**	**8**	**5**	**221**

Staffing by gender as at 30 June 2025

	APS 3	APS 4	APS 5	APS 6	EL 1	EL 2	SES Band 1	Statutory Officers	Total
Female	1	5	17	48	46	10	3	2	**132**
Male	1	1	15	23	40	12	4	3	**99**
Total	**2**	**6**	**32**	**71**	**86**	**22**	**7**	**5**	**231**

Staffing by gender as at 31 March 2026

	APS 3	APS 4	APS 5	APS 6	EL 1	EL 2	SES Band 1	Statutory Officers	Total
Female	0	7	14	52	52	14	3	2	**144**
Male	0	1	11	25	45	16	3	3	**104**
X	0	0	0	1	0	0	0	0	**1**
Total	**0**	**8**	**25**	**78**	**97**	**30**	**6**	**5**	**249**

There is a higher proportion of female employees in the APS 4 – Executive Level 1 classifications, a higher proportion of male employees in the Executive Level 2 classification and equal numbers at the SES classification.

Staffing – Diversity

30 June 2025

Aurion HRMIS	#
Employees identifying as First Nations	2
Employees identifying as having a disability	14

31 March 2026

Aurion HRMIS	#
Employees identifying as First Nations	3
Employees identifying as having a disability	13

Diversity information is self-reported by employees and recorded in Aurion.

2024 APS Census	Percentage	Respondents
Employees identifying as First Nations	1%	2
Employees identifying as having a disability	11%	20
Culturally and linguistically diverse	18%	33
2025 APS Census	**Percentage**	**Respondents**
Employees identifying as First Nations	1%	2
Employees identifying as having a disability	8%	16
Culturally and linguistically diverse	24%	47

Diversity information is self-reported by employees in the 2024 and 2025 APS Census*.

*180 NACC employees responded to the 2024 APS Census and 194 responded to the 2025 APS Census.

Staffing by location and classification 30 June 2024

Classification	Canberra	Sydney	Brisbane	Melbourne	Perth
APS 1-6	41	14	17	20	11
EL 1	34	17	10	14	3
EL 2	15	5	1	4	2
SES	5	1	0	1	0
Stat Officer	2	1	1	1	0
Total	**97**	**38**	**29**	**40**	**16**

Staffing by location and classification 30 June 2025

Classification	Canberra	Sydney	Brisbane	Melbourne	Perth
APS 1-6	49	13	17	22	10
EL 1	39	14	10	15	8
EL 2	9	5	2	4	2
SES	6	1	0	0	0
Stat Officer	2	1	1	1	0
Total	**105**	**34**	**30**	**42**	**20**

Staffing by location and classification 31 March 2026

Classification	Canberra	Sydney	Brisbane	Melbourne	Perth
APS 1-6	50	12	15	23	11
EL 1	39	18	14	15	11
EL 2	10	5	5	8	2
SES	5	1	0	0	0
Stat Officer	2	1	1	1	0
Total	**106**	**37**	**35**	**47**	**24**

COMMENCEMENTS and RECRUITMENT

	2023-2024	2024–2025	1 July 2025 – 31 March 2026
New commencements	111	66	43
Positions advertised	48 (+11 EOIs)	51(+17 EOIs)	46 (+ 5 EOIs)
Current recruitment underway	-	-	3 (jobs advertised but the selection report was not finalised as at 31 March 2026)
Total Positions Advertised	**59**	**68**	**51**

TOTAL NACC SEPARATIONS

	2023-2024	2024–2025	1 July 2025 – 31 March 2026
Transferred to another APS agency	24	32	8
Resignation	16	19	7
Retired (Age)	1	2	4
Completion of casual contract	0	2	0
Completion of temporary transfer	0	0	2
Incentive to retire	0	0	1
Completion of non-ongoing contract	1	1	2
Total	**42 (22%*)**	**56 (26.7%*)**	**24 (13.3%*)**

* Denotes attrition rate

WORKPLACE BEHAVIOUR AND WHS

	2023-2024	2024–2025	1 July 2025 – 31 March 2026
Bullying and harassment complaints	0	3	1
Code of Conduct matters finalised	0	0	2
Comcare claims accepted	2	1	0
Performance Management	0	1	0

National Anti-Corruption Commission BRIEF 10

10 - ES - Statutory Office Holder arrangements

This brief outlines arrangements for the Commission's Statutory Office Holders, including remuneration, travel arrangements, and relevant Commission 'home' office location.

Key Points

- The Commission comprises 5 Statutory Office Holders.
    - National Anti-Corruption Commissioner: The Hon Paul Brereton AM RFD SC
    - Three Deputy Commissioners: Dr Ben Gauntlett; Ms Kylie Kilgour; and Ms Nicole Rose PSM
    - Chief Executive Officer: Mr Philip Reed
- Former Deputy Commissioner Jaala Hinchcliffe was appointed to the Commission from 1 July 2023 until 11 February 2024 inclusive. Deputy Commissioner Kilgour was appointed to the Commission on 12 February 2024.
- The Statutory Office Holders have total remuneration, travel entitlements and allowances determined by the Remuneration Tribunal under the current '*Remuneration and Allowances for Holders of Full Time Public Office Determination 2025* and *Remuneration Tribunal (Official Travel) Determination 2025.*

Statutory Office Holder Remuneration and office locations

- Information relating to the remuneration of all NACC Statutory Office Holders is publicly available and is outlined in *Remuneration and Allowances for Holders of Full Time Public Office Determination 2025.*
- The total remuneration for each of the NACC Statutory Office Holders includes salary and superannuation:
    - Commissioner: $803,440
    - Deputy Commissioner: $627,700
    - Chief Executive Officer: $470,800
- If asked why the remuneration is higher in the annual report compared to the Remuneration Tribunal Determination; one is an entitlement, the other is a cost.[1]

[1] The Remuneration Tribunal sets the annual total remuneration for statutory officeholders. In contrast, financial statements must report the full cost of employing the officeholder during the year, which includes salary paid, superannuation, and all accruals for leave entitlements. Because accounting rules require us to include future obligations, such as increases in annual and long service leave provisions, the accounting total remuneration will never equal the Tribunal determined remuneration.

- The notional primary office locations of the NACC Statutory Office Holders are:
    - Commissioner Brereton: Canberra
    - Deputy Commissioner Gauntlett: Sydney
    - Deputy Commissioner Kilgour: Melbourne
    - Deputy Commissioner Rose: Canberra
    - Chief Executive Officer Reed: Brisbane
    - *Former Deputy Commissioner Hinchcliffe: Canberra*
- The notional primary office location of each Statutory Office Holder allows for the appropriate determination and calculation of travel allowance to be paid during official travel.

Statutory Office Holder Travel

- Information relating to the travel entitlements and allowances of all NACC Statutory Office Holders is publicly available and is outlined in *Remuneration Tribunal (Official Travel) Determination 2025.*
- Travel allowance is paid during official travel only. The *Official Travel* determination does not apply for travel between the place of residence and the primary office location.
- Travel undertaken by Statutory Office Holders is in accordance with the Whole of Australian Government travel policy and guidelines.
- **Total Statutory Office Holder travel** for the period 1 July 2025 to 31 March 2026 is **$ 57,534 (GST exclusive)**.
    - Flights: $33,899
    - Accommodation and allowances: $20,316
    - Transport costs: $2,676
    - Booking and credit card fees: $643
- **Total Statutory Office Holder travel** for the period 1 July 2024 to 30 June 2025 is **$113,629 (GST exclusive):**
    - Flights (including booking and credit card fees): $59,614
    - Accommodation and allowances: $46,199
    - Transport costs: $7,816

- **Total Statutory Office Holder travel** for the period 1 July 2023 to 30 June 2024 is **$194,833 (GST exclusive):**
    - Flights (including booking and credit card fees): $123,431
    - Accommodation and allowances: $57,982
    - Transport costs: $13,420

Refer to brief **SB26-000011** **Staff Travel** for further information on costs**.**

Complimentary Airline Lounge Memberships

Statutory Officer	Qantas Chairman's Lounge	Virgin Beyond	Comments
Commissioner Brereton	Yes	No	• From 2011 to 2015, Commissioner Brereton had complimentary membership of the Qantas Chairman's Lounge associated with his Defence Appointment • On 15 October 2023, the Commissioner was invited to resume his Qantas Chairman's Lounge membership which he accepted on 19 October 2023. • Does not hold complimentary Virgin Beyond membership.
Deputy Commissioner Gauntlett	Yes	No	• Currently holds complimentary Qantas Chairman's Lounge membership. • Does not hold complimentary Virgin Beyond membership.
Deputy Commissioner Kilgour	Yes	No	• Currently holds complimentary Qantas Chairman's Lounge membership. • Does not hold complimentary Virgin Beyond membership.
Deputy Commissioner Rose	Yes	Yes	• Currently holds Qantas Chairman's Lounge and Virgin Beyond memberships as Deputy Commissioner. • Deputy Commissioner Rose has held these memberships for 4 to 5 years related to previous senior level roles.
Chief Executive Officer Reed	Yes	No	• Currently holds Qantas Chairman's Lounge membership as CEO of the Commission – granted on 2 August 2023. • Mr Reed previously had Chairman's Lounge membership from 2010 to 2018 (in his capacity as head of agency of a number of Queensland Government agencies, and then as CEO for the Royal Commission into Institutional Responses to Child Sexual Abuse). • Does not hold complimentary Virgin Beyond membership.

Complimentary Airline Lounge Membership for former Deputy Commissioner Jaala Hinchcliffe (who was appointed to the Commission from 1 July 2023 to 9 February 2024):

Statutory Officer	**Qantas Chairman's Lounge**	**Virgin Beyond**	**Comments**
Deputy Commissioner Hinchcliffe	Yes	No	• Held Qantas Chairman's Lounge Membership as a Deputy Commissioner. • Previously had Chairman's Lounge Membership from when appointed as Integrity Commissioner of the Australian Commission for Law Enforcement Integrity

National Anti-Corruption Commission BRIEF 11

11 – ES – Staff Travel

Overview of travel for the Commission from 1 July 2025 to 30 April 2026 and prior financial year (2024-25).

Key Points

There were 3 international trips between 1 July 2025 and 30 April 2026:

- Commissioner Brereton and one staff member: Doha, 11-21 December 2025
- Staff member: Jakarta, 22-25 September 2025

Total Commission International Travel Costs (including Statutory Office Holders) – 1 July 2025 to 30 April 2026

Cost Item	Brereton (GST exclusive)	Staff: Jakarta (GST exclusive)	Staff: Doha (GST exclusive)	Total (GST exclusive)
Flights	$11,134	$5,695	$14,339	**$31,168**
Accommodation	$4,532	$792	$4,532	**$9,856**
Travel Allowances	$4,024	$505	$2,925	**$7,454**
Transportation	$200	$80	$330	**$610**
Total travel costs	**$19,890**	**$7,072**	**$22,126**	**$49,088**

Total Commission Domestic Travel Costs (<u>including Statutory Office Holders</u>) – 1 July 2025 to 30 April 2026

Cost Item	Amount (GST exclusive)
Flights	$426,034
Accommodation/Travel Allowances	$403,596
Transportation	$91,809
Booking fees	$17,910
Total travel costs*	**$939,350**

*Total Travel Costs (GST exclusive) recorded in FMIS 1 July 2025 to 30 April 2026, excluding unreconciled Credit Card Transactions.

Total Commission Domestic Travel Costs (<u>excluding Statutory Office Holders</u>) – 1 July 2025 to 30 April 2026

Cost Item	Amount (GST exclusive)
Flights	$403,269
Accommodation/Travel Allowances	$383,414
Transportation	$89,177
Booking fees	$17,266
Total travel costs*	**$893,126**

*Total Travel Costs (GST exclusive) recorded in FMIS 1 July 2025 to 30 April 2026, excluding unreconciled Credit Card Transactions.

Travel for Statutory Office Holders – 1 July 2025 to 30 April 2026

Cost Item	Flights (GST excl)	Travel Allow. (GST excl)	Transport (GST excl)	Booking fees (GST excl)	Total (GST excl)
Comm Brereton	$12,958	$11,798	$53	$210	**$25,019**
CEO Reed	$10,457	$6,257	$868	$212	**$17,794**
DC Kilgour	$4,285	$2,807	$954	$106	**$8,153**
DC Rose	$5,283	$1,821	$645	$72	**$7,821**
a/CEO Ratcliffe	$916	$903	$112	$44	**$1,975**
Total travel costs	**$33,899**	**$23,586**	**$2,633**	**$643**	**$60,761**

* SOH receive Travel Allowance to pay for their own Accommodation

* Peter Ratcliffe acted as CEO from 13 October 2025 to 7 November 2025.

* Peter Ratcliffe only took 1 trip during the acting period, the second booking was made during the acting period but taken after the acting period, therefore figures have been changed from last Senate Estimates Brief.

Total Commission choice of carriers – 1 July 2025 to 30 April 2026

	Total for Commission (incl SOH)	Commission staff (excl SoH)
Cost Item	1 July 2025 – 30 April 2026	
Number of trips	853	23
QANTAS	64%	48%
Virgin	34%	48%
Other	2%	4%

Total Commission Travel Costs (<u>including Statutory Office Holders</u>) – 1 July 2024 to 30 June 2025

Cost Item	Amount (GST exclusive)
Flights (including booking fees)	$621,329
Accommodation/Travel Allowances	$595,711
Transportation	$166,809
Total travel costs*	**$1,383,849**

*Total Travel Costs (GST exclusive) recorded in FMIS 1 July 2024 to 30 June 2025, excluding unreconciled Credit Card Transactions.

Total Commission Travel Costs (excluding Statutory Office Holders) – 1 July 2024 to 30 June 2025

Cost Item	**Amount** (GST exclusive)
Flights (including booking fees)	$561,715
Accommodation/Travel Allowances	$549,512
Transportation	$158,993
Total travel costs*	**$1,270,220**

*Total Travel Costs (GST exclusive) recorded in FMIS 1 July 2024 to 30 June 2025, excluding unreconciled Credit Card Transactions.

Travel for Statutory Office Holders – 1 July 2024 to 30 June 2025

Traveller	**Commissioner**	**CEO**	**DC Gauntlett**	**DC Kilgour**	**DC Rose**	**Totals**
Flights	$24,492	$12,611	$5,773	$13,780	$2,957	**$59,614**
Accommodation & Travel allowance	$9,193	$14,065	$3,638	$16,493	$2,811	**$46,200***
Transport	$288	$1,801	$2,535	$2,688	$504	**$7,816**
Total Travel Costs	**$33,973**	**$28,477**	**$11,946**	**$32,961**	**$6,272**	**$113,629**

*Rounding error of $1.

Total Commission choice of carriers – 1 July 2024 to 30 June 2025

	Total for Commission (incl SOH)	**Commission staff (excl SoH)**
Cost Item	1 July 2024 – 30 June 2025	
Number of trips	1,578	1,480
QANTAS	54%	53%
Virgin	44%	45%
Other	2%	2%

National Anti-Corruption Commission BRIEF 12

12 - OP - Current Investigations

This brief provides a summary of the Commission's ongoing Investigations as at 13 May 2026.

Key points

- Since 1 July 2023, the Commission has commenced **54 NACC investigations** (including **36** Commission-only and **18** joint investigations)[1].
- Of these, as at 13 May 2026 the Commission has:
  - **34 Current NACC investigations**, comprising:
    - 24 Commission-only
    - 10 joint investigations
  - **18 Finalised NACC investigations (10 in FY24-25, 8 FYTD)**
    - **15** concluding that no corruption issue arose (NCIA), and no further action was taken
    - **3** where a corruption finding was made and report provided to the Minister
- Of the 22 ACLEI legacy matters, 15 have been finalised of which 5 were completed by way of a report provided to the Minister. 7 remain current.
  - The oldest ongoing ACLEI legacy matter is Op Pentecost, which commenced in 2021.
  - The s 54 report is currently underway for this matter.
  - See **SB26-000003 Finalised NACC investigations** for details.

Ongoing NACC investigations

- Between 1 July 2025 to 13 May 2026, the Commission has commenced **14 investigations**, including **5 joint investigations**.

Table 1: Status of ongoing NACC & Joint Investigations (as at 13 May 2026)

	Status	**NACC**	**Joint**	**Total**
Ongoing	Active/ Investigation underway	19	7	26
	Under consideration by CDPP	1	1	2
	Before the Court	-	1	1
	Pending finalisation / s149 Reporting underway	4	1	5
	TOTAL	**24**	**10**	**34**

37(1)(a)

ACLEI inherited matters - outcomes & status

Status of ongoing ACLEI inherited Investigations (as at 13 May 2026)

Status		Transitioned	LEIC	Total
Ongoing	Active/ Investigation underway	1	-	**1**
	Under consideration by CDPP	-	-	**-**
	Before the Court	1	1	**2**
	Pending finalisation/ s54/s149 Reporting underway	2	2	**4**
	Subtotal	**4**	**3**	**7**

What can the Commission investigate?

- The Commission investigates allegations of serious or systemic corrupt conduct within the Commonwealth public sector. This includes conduct that occurred before or after it was established.
- The Commission can investigate conduct of:
  - any person that adversely affects a public official's honest or impartial exercise of powers or performance of official duties
  - a public official that involves a breach of public trust
  - a public official that involves abuse of office
  - a public official or former public official that involves the misuse of documents or information they have gained in their capacity as a public official.
- Public officials include ministers, parliamentarians and their staff, and staff members of Commonwealth agencies. Staff members of Commonwealth agencies include individuals employed by or engaged in assisting the agency, and contracted service providers under Commonwealth contracts administered by the agency.
- **The Commission does not comment on ongoing investigations, as to do so may compromise operational activities or unfairly impact reputations.**

Joint investigations

When deciding whether to conduct a joint investigation, the Commission considers the:

- expertise, capacity and mutual interest of the partner agency to fully investigate the alleged corrupt conduct
- benefit of the specialised skills in the other agency
- benefits and risks of information sharing
- economies of sharing resources, particularly in complex or resource-intensive investigations
- powers of the partner agency and the utility of the Commission's additional powers.

National Anti-Corruption Commission BRIEF 13

13 - OP - Warrants and notices

A summary of the investigative powers exercised by the National Anti-Corruption Commission from 1 July 2025 to 31 March 2026.

Key Points

- Since commencement of operations, the Commission has exercised investigative powers pursuant to the *National Anti-Corruption Commission Act 2022* (NACC Act), and other law enforcement powers under the *Crimes Act 1914* (Crimes Act), *Telecommunications (Interception and Access) Act 1979* (TIA Act) and *Surveillance Devices Act 2004* (SD Act).
- Powers exercised under the NACC Act include directions and notices to produce, and confidentiality directions.

Key facts and figures

Figures are for *issued* warrants, directions, notices, or orders (or *authorised* in the case of Controlled Operations) not *executed*. **FYTD is 1 July 2025 to 31 March 2026**.

Directions and Notices issued	2023-24	2024-25	FYTD	Total
Directions to Produce *pursuant to subsection 57(2) of the NACC Act*	11	18*	47	**76**
Notices to Produce *pursuant to subsection 58(2) of the NACC Act*	110^	164**	87	**361**
Confidentiality Notices *pursuant to subsection 233(2) of the NACC Act*	38	63	45	**146**

^Excludes three s58 notices in Op Exford which were invalidly issued.
* Includes 2 outside of Argus for Op Myrtleford. ** Includes 2 outside of Argus for Op Myrtleford.

Warrants and Production orders issued	2023-24	2024-25	FYTD	Total
Surveillance Device Warrants *pursuant to section 27A or Section 14 of the SD Act*	11	6	0	**17**
Telecommunication Interception Warrants *pursuant to sections 46/46A of the TIA Act*	13	9	6	**28**
Stored Communications Warrant *pursuant to section 116 of the TIA Act*	0	3	2	**5**
Search Warrants *pursuant to section 3E of the Crimes Act*	28	22	13	**63**
Production orders (to provide information, access or assistance to an electronic device) *pursuant to section 3LA of the Crimes Act*	23	21	12	**56**

Controlled Operations authorised	2023-24	2024-25	FYTD	Total
Controlled Operations authorised	1	0	**0**	**1**

National Anti-Corruption Commission BRIEF **14**
14 - OPCAP - Agency investigations
This brief provides a summary of the Commission's Agency Investigations.

Key Points

- The Commission has the power under the *National Anti-Corruption Commission Act 2022* (NACC Act) to refer matters to jurisdictional agencies for investigation. This can include with oversight (s 50), the giving of Directions (s 51), mandatory progress and/or completion reporting (s 52) requirements. All of these are collectively referred to as being subject to 'oversight'.
  - Where an agency investigation was commenced by ACLEI and continued by the Commission, it is referred to as an investigation the Commission is 'monitoring'.
- As of **31 March 2026**, there are 23 ongoing agency investigations across 8 jurisdictional agencies. The Commission is monitoring 3 of those investigations and has oversight of 20 of those investigations.

Overview of Agency investigations (of 31 March 2026)

Status	NACC Act	Transitioned	LEIC Act	TOTAL
Ongoing	**20**	**3**	**0**	**23**

2023-24	NACC Act	Transitioned	LEIC Act	TOTAL
Commenced (or inherited)	5	12	19	36
Completed	0	2	13	15
Ongoing as of 30 June 24	**5**	**10^**	**6**	**21**

^A further 15 agency investigations were inherited from ACLEI where the decision was taken that no report was required.

2024-25	NACC Act	Transitioned	LEIC Act	TOTAL
Carried over 2023-24	5	10	6	*21*
Commenced (or inherited)	11	N/A	N/A	11
Completed	5*	2	5	12
Ongoing of 30 June 25	**11**	**8**	**1**	**20**

*includes 1 agency investigation commenced in 2023-24 which was reconsidered to a s41(2) corruption investigation in 2024-25 and is considered finalised.

2025-26	NACC Act	Transitioned	LEIC Act	TOTAL
Carried over 2024-25	*11*	*8*	*1*	*20*
Commenced (or inherited)	14	N/A	N/A	14
Completed	5*	5**	1	11
Ongoing of 18 January 2026	**20**	**3**	**0**	**23**

*includes 1 agency investigation commenced in 2025-26 which was reconsidered under section 41(5) to a NACC investigation and is considered finalised.
**includes 2 ACLEI transitioned agency investigations commenced in 2020-21 which were reconsidered under section 41(5) and are considered finalised.

Oversight and Directions
Note: more than one type of oversight or direction may apply to a single agency investigation

Type of oversight or direction	Ongoing Agency investigations
s 50 oversight	0
s 51 give directions	4
s 52(a) mandatory progress report	6
s 52(b) mandatory completion report	23
s 53 make recommendations	0
s 54 require a follow up report	0

COMMISSION APPROACH TO AGENCY INVESTIGATIONS

What assistance does the Commission provide to agencies with their investigations?

- The Commissioner has the power to give the agency directions about the planning and conduct of the investigation under s 51 of the NACC Act. The agency head must comply with the directions.
- The Commission is available to meet with agencies at any time throughout the life of an investigation to provide informal advice and guidance. The Commission believes that agencies should be empowered to undertake their own internal investigations. We meet quarterly with members of each agency carrying an investigation/s to obtain updates and ensure the investigations are progressing satisfactorily.

What mechanisms are in place to ensure agencies have the capability and capacity to conduct these investigations?

- The capability and capacity of agencies are considered when the Commission is evaluating how to deal with a corruption issue. This will be a factor that the Commission continues to consider for agencies that were not within ACLEI's jurisdiction but now fall under the Commission's jurisdiction, as our knowledge of their internal business processes continues to develop.
- Furthermore, the Commission has the power to reconsider the matter to be investigated by the Commission either alone or jointly with an agency. This avenue may be utilised to address an insufficient capability and/or capacity that either the Commission has identified in the agency or that the agency raises with the Commission.

What if an investigation is not conducted to an acceptable standard?

- If an investigation is not conducted to an acceptable standard, the Commissioner has legislative authority under the NACC Act to require further action.
- Under s 53 of the NACC Act, the Commissioner has the power to provide comments and additional recommendations regarding reports received under s 52 of the NACC Act. Under s 54 of the NACC Act, the Commissioner can also request follow-up action on a report provided by the agency. The agency head must comply with the request.

- *If asked – how many times has the Commissioner provided comments, additional recommendations or a follow up report?*
  - *The Commissioner has not yet provided any comments or recommendations under s 53 or 54 of the Act.*

How many times has the Commission requested reports under s 52 of the NACC Act?

- The Commission requested reports under s 52 of the NACC Act 11 times during the 2024-25 financial year and 14 times during the 2025-26 financial year.

Background - ACLEI inherited agency investigations

- All matters referred back to agencies under the *Law Enforcement Integrity Commissioner Act 2006 (Cth)* (LEIC Act) required the provision of a completion report to the former Australian Commission for Law Enforcement Integrity (ACLEI).
  - The *National Anti-Corruption Commission Act 2022* (Cth) (NACC Act) provides for discretionary reporting requirements and stipulates that the Commissioner may request the provision of a completion report.
- Upon the Commission's establishment, the Commissioner considered all the corruption investigations currently with agencies to determine the most appropriate way for them to be managed by the Commission.
  - This was guided by the five transitional pathways of the *National Anti-Corruption Commission (Consequential and Transitional Provisions) Act 2022 (Cth)* (C&T Act).

Transitional pathways under the NACC Act:

1. On 1 July 2023, there was an incomplete investigation conducted by a law enforcement agency that was overseen and/or managed by the Integrity Commissioner – NACC Commissioner may oversee/manage under LEIC Act and LEIC Act reporting obligations apply – item 4, sch 2 C&T Act.
2. On 1 July 2023, there was a complete investigation conducted by a law enforcement agency that was overseen and/or managed by the Integrity Commissioner, but the report was not yet prepared – LEIC Act reporting obligations apply – rule 9(6)-(8) C&T Rules.
3. On 1 July 2023, there was an incomplete investigation conducted solely by a law enforcement agency referred under s 26(1)(b)(iii) – Referral taken to be made under s 41(1)(c) of the NACC Act and NACC Commissioner has a discretion in s 52 to request report – item 5, sch 2 C&T Act.
4. On 1 July 2023 there was an incomplete investigation conducted solely by a law enforcement agency that was referred under s 26(1)(c)(iii) – Part 3, Division 7 of LEIC Act continues to apply, report must be prepared under s 66 of LEIC Act – rule 9(2) of the C&T Rules.
5. On 1 July 2023, there was a complete investigation conducted solely by a law enforcement agency that had been referred to it either under s 26(1)(b)(iii) or s 26(1)(c)(iii) of the LEIC Act but the report was not yet prepared – LEIC Act reporting obligations apply – rule 9(6)-(8) C&T Rules.

National Anti-Corruption Commission BRIEF 15

15 - OPCAP - Witness welfare

State anti-corruption and integrity commissions have faced scrutiny in recent years concerning their management of the wellbeing of witnesses and persons of interest to their investigations. This follows incidents where persons, particularly those subject to compulsory/coercive powers have attempted self-harm and, on several occasions, died by suicide. The witness welfare approaches of some state-based agencies have been closely scrutinised by oversight bodies and parliamentary inquiries and been subject to media publicity.

Key Points

- The Commission has two ongoing full time equivalent (FTE) witness liaison positions:
  - One is filled in a non-ongoing capacity until January 2027.
  - One is filled in an ongoing capacity but the current incumbent is currently on secondment to the Royal Commission into Antisemitism and Social Cohesion until December 2026.
  - Recruitment is underway to recruit one ongoing employee and one non-ongoing employee.
- 'Witness' refers to witnesses, referrers, persons of interest and other persons subject to or impacted by the exercise of the Commission's duties, functions or powers.
- The Commission has a witness welfare policy and Standard Operating Procedure (SOP). The policy was finalised on 8 March 2024. The SOP was updated in March 2026.
- The witness welfare policy and SOP mandate the following to assist in promoting witness wellbeing during interactions with the Commission:
  - **mental health awareness training** for all staff who regularly interact with witnesses;
  - **the central coordinating role of a Witness Liaison Officer (WLO)**;
  - the provision of an **information document** to witnesses in certain circumstances;
  - **welfare screening** of witnesses at certain critical touch points to assist in identifying issues or vulnerabilities;
  - **risk assessment** of Commission investigation and reporting activities that takes into account the potential impact of these activities on the mental health or general wellbeing of a witnesses;
  - **inclusion of WLO's** in strategic planning and regular investigation review meetings to assist the WLOs to maintain visibility of and to provide insights into any known or potential witness welfare issues; and
  - processes for **escalation** if the mental health or wellbeing of a witness is of immediate concern.
- The Commission has completed mental health awareness training for all staff who regularly interact with referrers, witnesses and persons of interest. An eLearning package is being

developed as a resource for staff to refresh themselves in an ongoing basis, with the intention that this eventually form part of the mandatory training package for staff.

- The Commission has secured the services of a specialised witness support service provider to ensure witnesses are able to access ongoing counselling services should they require it. This allows five free counselling sessions, with the potential for more to be included if needed.
- The Commission has developed detailed procedures, guidance material and tailored training to ensure staff have a trauma informed approach to witness welfare.
- Witnesses are provided with an information document about WLO support and specialised witness support services at key investigation touchpoints, including at interview, search warrant and when served a summons. This includes a QR code for them to self-refer to the Commission's third-party support service.
- Witness Liaison Officers attend coercive hearings to provide witness support throughout the hearing process and to refer to external specialised witness support services if required.
- The Commission is engaged with partner agencies in a witness welfare community of practice.

Key events

- June 2023: Witness Welfare Policy drafted for consideration of Commissioner-designate and Chief Executive Officer-designate.
- November 2023: Draft Witness Welfare Policy provided to Inspector of the National Anti-Corruption Commission (Inspector NACC), Gail Furness SC, for feedback.
- November 2023: Inspector NACC provides feedback.
- 8 March 2024: Policy signed by the Commissioner and CEO.
- 22 April 2024: Approach to Market for Service Provider.
- 23 April 2024: Job advertisement for Witness Liaison Officer went live.
- 7 June 2024: Following procurement process, Service Provider engaged.
- 19 August 2024: Witness Liaison Officer 1 commenced employment (background in Social Work). Exited the Commission in July 2025.
- 2 September 2024: Witness Liaison Officer 2 commenced employment (background in Clinical Psychology). Exited the Commission in March/April 2025.
- 3 February 2025: Witness Liaison Officer 3 commenced employment (background in Clinical Neuropsychology).

- 22 July 2025: Witness Liaison Officer 4 commenced employment (background in Social Work).
- September to October 2025: Delivery of mental health awareness training.
- 13 March 2026: Witness welfare SOP updated.
- 1 April 2026: Witness Liaison Officer 3 commenced secondment to with the Royal Commission into Antisemitism.

National Anti-Corruption Commission BRIEF 16

16 - LEGAL - Whistleblower protection reform

Key Points

- The Attorney General's Department (AGD) publicly consulted on further stage 2 public sector whistleblowing reforms.
- Policy and legal reform questions are best put to the AGD as they are a matter for government.
- However, the Commission has publicly made general comments relating to whistleblowers including the importance of there being a "no wrong door" approach to disclosure and made recommendations to amend the *National Anti-Corruption Commission Act 2022* (NACC Act) to better protect whistleblowers.
- The Commission has previously commented on whistleblower reform. The Commission's CEO and General Manager Legal appeared before the Legal and Constitutional Affairs Legislation Committee's inquiry into the *Whistleblower Protection Authority Bill 2025* on 13 August 2025.
- The Commission made a submission on 12 January 2024 to the AGD's public consultation on the stage 2 public sector whistleblowing reforms.
- The Commission also made an informal submission to the AGD's exposure draft legislation amending the *Public Interest Disclosure Act 2013* (PID Act) as part of stage 2 reforms. The submission was not published on AGD's website as it was not provided to AGD before the 1 October 2025 cut-off date.
- The Bill is yet to be introduced to Parliament.

Importance of whistleblower protections

- The Commission recognises the importance of whistleblowers in combating corruption.
- Corruption is often conducted secretly, depending on private influence and contact. For this reason, whistleblowers can play a critical role in exposing corruption and other conduct that would otherwise remain undetected, and ultimately in holding those responsible to account.
- Appropriate protections for whistleblowers are therefore important to facilitate, support and encourage the reporting of corrupt conduct by those most likely to have information about it.
- It is important that the protections available to whistleblowers are clear and unambiguous, so that potential whistleblowers can make informed decisions, so that disclosers are aware of and can invoke their protections, and so that those who might contemplate adverse action against a whistleblower are deterred.

Commission's appearance before inquiry into the Whistleblower Protection Authority Bill 2025 on 13 August 2025

- The Commission did not provide a written submission to the inquiry, however the CEO and General Manager Legal appeared before the Committee to give evidence at the public hearing on 13 August 2025.
- The Commission received 2 questions on notice arising from the inquiry:
    - Senator Shoebridge: "*any distinct identified protections that the NACC has put in place to protect whistleblowers*".
        - The Commission's response outlined the protections in place for persons interacting with the Commission, including whistleblowers (**Attachment A**).
        - The Commission subsequently updated its website to better inform referrers, whistleblowers and witnesses of the support and protections available to them – see Protections for referrers, whistleblowers and witnesses.
    - Senator Pocock: *"If the WPA's functions were housed in your office instead, how would you see that working in practice?".*
        - The Commission's response outlined such reform would significantly change the Commission's remit and would require structural overhaul (**Attachment B**).
- The Committee ultimately recommended the Senate not pass the Bill and instead consider the evidence given as part of the stage 2 reforms to the PID Act, the statutory review of the *Corporations Act 2001*, and the *Taxation Administration Act 1953* frameworks.

The Commission's submission to AGD on the Stage 2 Public Sector Whistleblowing Reforms

- On 12 January 2024, the Commission provided a submission to AGD on the Stage 2 Public Sector Whistleblowing Reforms (**Attachment C**).
- The Commission made the following recommendations to amend the NACC Act:
    - To clarify that the protections in the NACC Act apply even where the whistleblower has reported conduct that does not meet the definition of 'corrupt conduct' or 'corruption issue' for the purposes of the NACC Act.
    - To strengthen the protections in section 24 of the NACC Act so that whistleblowers can access professional advice such as financial, legal and counselling services without liability.
    - To clarify that the Commission is not obliged to report whistleblowers to the police or prosecutors even if the disclosure reveals a potential breach of criminal law.
- The Commission also recommended extending standing to apply for orders under section 15 of the *Public Interest Disclosure Act 2013* (PID Act) to integrity agencies such as the Commission, so that they can apply for remedies for reprisal actions on a discloser's behalf if needed.

- The submission acknowledged that a Whistleblower Authority could serve as a first port-of-call for potential disclosers who may be uncertain as to the correct reporting pathway.
- The Commission agreed with the observations of the recent Queensland review of the *Public Interest Disclosure Act 2010* (Qld) regarding the need for caution in adding a new body to an already crowded integrity landscape.
- Potential conflicts of interest could also arise in housing all the relevant functions, including provision of advice and support, in one agency.
- The Commission was of the view that reform should be on ensuring:
  - effective 'no wrong door' policies and procedures (including provision for transfer between agencies and regimes without prejudice to protections); and
  - greater effective, practical support for disclosers prior to, during and after making a disclosure, regardless of the legislative framework that applies; for example, referrals for psychological support and legal advice, advocacy services for whistleblowers, assistance in relation to taking action for civil remedies, and assistance in relation to whom and how to report reprisal action.
- The submission noted the Commission was, at the time, disinclined to be supportive of a rewards scheme (distinct from a compensation scheme) for whistleblowers under the PID Act – noting it was the Commission's experience that people do not need an incentive or a reward to report matters of concern to the Commission. Though, this may differ in other contexts.

How can the NACC Act be amended to better protect whistleblowers?

- As outlined in the Commission's 12 January 2024 submission to AGD:
  - Clarifying the definition of 'corrupt conduct' and 'corruption issue'
    - In its interpretation and application of the NACC Act, the Commission is guided by the Revised Explanatory Memorandum that accompanied the NACC Bill during its passage to Parliament.
    - The Revised Explanatory Memorandum provides at paragraphs 2.83 and 2.84 that if an allegation or information concerns conduct that would not satisfy the definition of 'corrupt conduct' in section 8, the allegation would not give rise to a corruption issue that is within the Commissioner's jurisdiction to investigate or otherwise deal with.
    - Section 32 provides that any person may refer a corruption issue or provide other information about a corruption issue to the Commissioner. If there is no corruption issue the protections appear not to apply to the people who make referrals.
  - Strengthening protections available through section 24
    - Section 24 of the NACC Act provides that people making NACC disclosures are not subject to any civil, criminal or administrative liability, nor may relevant contractual obligations be enforced against them.

        - 'NACC disclosures' are defined in section 23 of the NACC Act. They are limited to referring corruption issues to the Commissioner or IGIS or NACC corruption issues to the Inspector; as well as giving information and evidence to the Commissioner, IGIS or the Inspector.
        - Section 24 of the NACC Act would not apply to, for example, people telling a lawyer about their suspicions in the lead up to or during the process of referring a corruption issue to the Commission, nor if they sought counselling during or after the process. Such disclosures are not protected under the NACC Act and could therefore be used against the person and potentially deter them from referring issues.
    - Clarifying there is no obligation for the Commission to report whistleblowers
        - Section 229 of the NACC Act provides that the Commissioner and Commission staff may disclose information they have obtained to exercise their powers or perform functions or duties in limited circumstances. Only the Commissioner may disclose information to the head of a Commonwealth, State or Territory agency such as a police force or Director of Public Prosecutions, and then only if it is appropriate to do so.
        - A breach of section 229 of the NACC Act may lead to a conviction for an offence for the individual involved. Despite these provisions, persons wishing to make a referral may still be deterred by the thought that the Commission may report them to the police.

The Commission's submission to AGD on the exposure draft legislation of the PID Act

- On 10 September 2025 the Attorney General's Department opened consultation on exposure draft legislation that would improve the accessibility, operation and administration of the *Public Interest Disclosure Act 2013* (PID Act) as part of stage 2 reforms.
- Submissions were due 1 October 2025. The Commission provided an informal submission on 3 October 2025.
- The Commission was supportive of:
    - The establishment of a Whistleblower Ombudsman
    - Providing broader immunities to whistleblowers for disclosing information to certain professionals (e.g. legal practitioners, medical practitioners, union associations)
    - Reversing the burden of proof in proceedings for reprisals
    - Further aligning the PID Act with the NACC Act by treating all NACC disclosures made by public officials as PIDs.
- The Commission made two recommendations:
    - The Bill make clear the Whistleblower Ombudsman's jurisdiction does not extend to the Commission's handling of NACC disclosures

  - Consideration be given to further harmonise inconsistencies between the Bill and the NACC Act.

- The Commission continued to consult with AGD about the Bill and its Explanatory Memorandum from 3 October 2025 until 19 December 2025. This consultation focused on the relationship between the Bill and NACC Act.

- The Bill is yet to be introduced to Parliament (as at 23 April 2026).

Attachments

- **Attachment A -** Answer to question on notice, 13 August 2025.
- **Attachment B** - Answer to question on notice, 19 August 2025.
- **Attachment C** - Submission to Attorney-General's Department on Stage 2 Public Sector Whistleblowing Reform (12 January 2024).

Legal and Constitutional Affairs Committee
Inquiry into the Whistleblower Protection Authority Bill 2025

Hearing date: 13 Aug 2025
Type: verbal question on notice

Senator SHOEBRIDGE: If you could just respond to my question. You are providing the same resources in the form of witness liaison officers to persons of interest, who are colloquially known as targets, as you're providing to the whistleblower—a potentially incredibly vulnerable whistleblower who came to your organisation in the first place. You're providing the same resources, aren't you?

Mr Reed: We're using the same processes to deal with people who come through. These are corruption issues, and we're trying to define whether they need to be investigated or not investigated. We understand that the more we work on a particular matter through a preliminary investigation, or a full investigation, we are dealing at times with quite vulnerable people who are not identifying as whistleblowers; they're identifying as people raising a corruption issue. We will then ensure that the protections under our act apply to those individuals where it's an issue that is actually within our jurisdiction. But most of the matters that come to us are not within our jurisdiction.

Senator SHOEBRIDGE: I don't see anything distinct that the NACC has put in place to protect whistleblowers, and, if I'm wrong in that, please feel free to answer on notice any distinct identified protections that the NACC has put in place to protect whistleblowers.

Mr Reed: We're happy to take that on notice.

National Anti-Corruption Commission response:

Protections for Whistleblowers

The *National Anti-Corruption Commission Act 2022* (**NACC Act**) does not use the term 'whistleblower'; however, it provides protections to *anyone* who refers a corruption issue, or provides information or evidence, to the National Anti-Corruption Commission (**Commission**). They cannot be subject to any civil, criminal or administrative liability (including disciplinary action) for doing so, and no contractual or other right or remedy can be enforced against them. This includes (but is not limited to) absolute privilege in proceedings for defamation, and protection from termination of employment for making the disclosure. These protections override all other laws of the Commonwealth. These protections (unlike some of those available under the *Public Interest Disclosure Act 2013*), are not conditioned on any 'good faith' or 'reasonable grounds' requirement.

These protections apply to whistleblowers (defined for present purposes according to the ordinary meaning of the term as individuals who have inside knowledge of misconduct or wrongdoing within an organisation, often by virtue of current or previous employment with that organisation, and who report such conduct), but also to all other referrers. Many referrals that could be from whistleblowers are anonymous, although they appear to be from someone with inside knowledge. Many individuals who do not satisfy the definition of whistleblower (because they are not 'insiders') nonetheless have similar vulnerabilities. For those reasons, it is inappropriate in the context of the Commission to have particular protections that are available to and only to 'whistleblowers' as defined. All referrers to the Commission receive the statutory protections, and the Commission tailors its dealings with individual referrers according to their circumstances on a case-by-case basis.

The Commission has produced a factsheet for whistleblowers outlining in plain English the protections that are available to them. The factsheet can be accessed on the Commission's website: https://www.nacc.gov.au/reporting-and-investigating-corruption/protections.

Confidentiality

Referrals can be – and many are – anonymous. The Commission's webform referral process gives referrers the option of making a referral anonymously. This enables whistleblowers who do not wish to compromise their identity at all to provide information to the Commission. (However, it can also affect how the Commission deals with the issue, because it often limits opportunities to obtain further information).

Section 228 of the NACC Act has the effect of protecting the confidentiality of persons who make a report to the Commission. Commission staff are required to sign a *Confidentiality and Secrecy Declaration*, acknowledging that they understand their confidentiality obligations.

In hearings, the Commission has avoided disclosing information from which a whistleblower who wishes to remain unidentifiable could be identified. In reports, where appropriate, the identity of referrers can be concealed.

Where the Commission is considering disclosing a referral externally (e.g. under sub-section 41(1) or section 229), a key consideration is the potential impact on the referrer, particularly when they have expressed concerns about repercussions or reprisals. Practically, the Commission may decide not to refer a matter to an agency because of the risk to the referrer. If it is minded to make a disclosure when a referrer has expressed such concerns, the Commission consults with the referrer, and to date has not made a disclosure contrary to a referrer's wishes.

Policies and Procedures

The Commission's *Witness Welfare Policy* and *Witness Welfare Standard Operating Procedure* apply for all referrers, including whistleblowers. They require staff whose duties involve direct contact with referrers, witnesses or persons of interest to undertake mental health awareness training (proposed to commence in September 2025). Staff are also required to escalate witness welfare issues to their manager and the Witness Liaison Team.

The Commission's *Response Guideline Standard Operating Procedure* prescribes how and when the Intake and Triage team responds to contacts. It includes that Intake and Triage staff play a key role in informing referrers of the protections available under the NACC Act when making disclosures, to assist them to make informed decisions.

Witness Liaison Team

As outlined on the Commission's website, all witnesses – including whistleblowers - have access to our specialist Witness Liaison Team, to help them access information and support in their dealings with the Commission. A witness is defined as including someone who provides information to the Commission and a person who is impacted by the Commission's functions or powers. As a result, the Witness Liaison Officers can be and have been an important support for whistleblowers.

The Witness Liaison Team contacts witnesses where appropriate to assess their wellbeing and formulate a support plan suited to their specific needs and circumstances. The Witness Liaison Team can assist with information and refer witnesses to independent wellbeing support and counselling services. However, they do not discuss evidence or provide counselling services. The Commission has an agreement with a dedicated independent psychological services provider which allows those who interact with the Commission to access free psychological support sessions. This service provider is independent of the Commission and does not report back to the Commission.

The Witness Liaison Team can also refer whistleblowers to the Human Rights Law Centre Whistleblower Project, with whom the Commission has cooperated in a number of matters. The Commission has received very positive feedback from the Human Rights Law Centre in relation to the support provided by the Witness Liaison Team to whistleblowers referred to the Commission by the Centre. At a recent presentation to the Commission, the Centre stated that in their view this function was a successful initiative by the Commission in mitigating concerns of whistleblowers.

Case studies

Matter One

The Commission has received referrals from whistleblowers represented by the Human Rights Law Centre. In one matter, the whistleblower had concerns in relation to the provision of evidence to the Commission, including the potential for retaliatory action and destruction of evidence. The whistleblower, the Centre and the Commission worked co-operatively, resulting in an expedited assessment of the referral and the lawful obtaining of the evidence through the exercise of the Commission's coercive powers without compromising the whistleblower's confidentiality. The Human Rights Law Centre has commended the manner in which the Commission deals with whistleblowers.

Matter Two

A significant Commission investigation involves a whistleblower with concerns about retaliatory action and the protection of their identity. The Commission's Operations, Legal, and Operational Capabilities branches worked together to ensure the whistleblower was properly informed about the protections available under the NACC Act, their choices, and what the Commission was able to do to protect their identity, including the limits on the protections available. Decisions about what could be used in hearings have been guided by the protection of the identity of the whistleblower, and their identity has not been disclosed or compromised.

Legal and Constitutional Affairs Committee
Inquiry into the Whistleblower Protection Authority Bill 2025

Hearing date: 13 Aug 2025
Type: written question on notice

Senator David Pocock has asked the following written question on notice for the National Anti-Corruption Commission:

1. If the WPA's functions were housed in your office instead, how would you see that working in practice?

National Anti-Corruption Commission response:

The National Anti-Corruption Commission (**Commission**) operates under the *National Anti-Corruption Commission Act 2022* (Cth) (**NACC Act**). Any amendment to the NACC Act to incorporate the proposed functions of the Whistleblower Protection Authority (**Authority**) is a matter for government, particularly given this involves significant policy considerations.

However, the Commission provides the following observations.

The Authority's functions are predominantly tied to 'disclosures of wrongdoing' as defined by the Bill. *Disclosure of wrongdoing* means disclosures under various regimes, including the *Public Interest Disclosure Act 2013*, *Corporations Act 2001*, NACC Act, and disclosures about wrongdoing in accordance with any other Commonwealth law.

Those functions relating to disclosures of wrongdoing are very wide-ranging, extending to providing advice and guidance relating to making of disclosures, receiving disclosures, referring disclosures to appropriate agencies and monitoring them, ensuring appropriate support and protection to persons who make disclosures, investigating issues of reprisal and detrimental action arising or resulting from disclosures, and commencing proceedings in a court, or making applications to an industrial, civil or administrative body, to enforce the Bill or any Commonwealth law containing whistleblower protection responsibilities.

Although there is some overlap, the disclosures of wrongdoing in respect of which the Authority is intended to have functions are much broader than the Commission's current statutory remit. There are also different pathways for making referrals and some divergence in statutory protections for the various disclosure regimes.

Accordingly, vesting jurisdiction in the Commission for these other disclosure regimes would significantly change the Commission's remit. It would substantially broaden the

Commission's functions and increase its responsibilities and operational activities. It would involve a recasting of the Commission's statutory purpose, which enlivens various policy, budgetary and governance considerations.

In practice, the significant change in remit would likely result in a structural overhaul of the Commission. This could include, for example:

1. a dedicated statutory office holder responsible for the new functions;
2. new branches/teams – e.g. an 'Oversight Branch' responsible for monitoring, managing, overseeing, reviewing and reporting on agencies dealing with disclosures of wrongdoing and issues of reprisals; and
3. an increase in Intake & Triage staff commensurate with the increased number of disclosures.

Given these broad and distinct functions, the Commission has serious concerns that incorporation of the Authority within the Commission would result in internal conflicts of interests that may be unmanageable, particularly noting that the Commission does not represent particular referrers and it is intended that the Authority will have monitoring and information seeking powers in relation to the Commission's dealing with disclosures of wrongdoing and issues of reprisals.

National Anti-Corruption Commission

Submission to Stage 2 Public Sector Whistleblowing Reforms

Submission by the National Anti-Corruption Commission

12 January 2024

National Anti-Corruption Commission Submission: Stage 2 Public Sector whistleblowing reforms

1. Introduction

1.1 The National Anti-Corruption Commission (Commission) welcomes the opportunity to make this submission to the Attorney General's Department (AGD) in response to the *Consultation Paper on Public Sector Whistleblowing Reforms: Stage 2 – Reducing Complexity and Improving the Effectiveness and Accessibility of Protections for Whistleblowers* (Consultation Paper).

The National Anti-Corruption Commission

1.2 The Commission is an independent Commonwealth agency. The Commission's mission is to enhance integrity in the Commonwealth public sector by deterring, detecting and preventing corrupt conduct involving Commonwealth public officials through education, monitoring, investigation, reporting and referral. We detect, investigate and report on serious or systemic corruption in the Commonwealth public sector. We also educate federal parliamentarians, their staff, the public service and the public, about corruption risks and prevention.

The importance of whistleblower protection in combating corruption

1.3 The Commission makes this submission given the importance of whistleblowers in combating corruption, and thus our interest in ensuring that anyone who reports suspected corrupt conduct to the Commission or elsewhere has appropriate protection from liability and reprisals. Such protections facilitate, support and encourage the reporting of corrupt conduct by those most likely to have information about it.

1.4 Corruption is essentially about the misuse of public power, position or property, usually for private purposes. Corruption erodes the public's perception of good government and undermines confidence in our democratic institutions. Corruption diverts resources from the public purposes for which they are intended, and increases the cost of goods and services to the Australian public. It can directly impact the rights and welfare of citizens.

1.5 Corruption is conducted secretly. It depends on private influence and contact. For this reason, whistleblowers play a critical role in exposing corruption and other conduct that would otherwise remain undetected, and in holding those responsible to account. The risk of corruption is elevated in environments where reporting is not facilitated and adequately protected.[1] The importance of providing protections for whistleblowers is emphasised in many international instruments.[2]

1.6 It is important that the protections available to whistleblowers are clear and unambiguous, so that potential whistleblowers can make informed decisions, so that disclosers are aware of and can invoke their protections, and so that those who might contemplate adverse action against a whistleblower are deterred. For this reason, the Commission recommends that there be a consistent approach to whistleblower protection across the Commonwealth public sector. Further, provision of appropriate support for whistleblowers prior to, during and after making a referral is important, not only for their own welfare, but also to facilitate their provision of information and their ongoing engagement with any investigation or subsequent process.

Summary of submission

1.7 The main themes of this submission are:

a. The protections available to whistleblowers should be consistent across the Commonwealth public sector, and should be "world's best practice";

b. For internal disclosures made to a competent authority (including to the Commission), protections should not be conditioned on the existence of a basis for the disclosure, nor on the belief (or state of mind) of the discloser, although liability for intentionally false or misleading statements should be maintained;

c. There should be "no wrong door" for whistleblowers who seek to report corrupt conduct, so that the availability of protections does not depend on the discloser identifying the appropriate regime or agency to which to make a disclosure.

d. Agencies should provide practical support for whistleblowers seeking to report corrupt conduct prior to, during and after they make a report.

1.8 This submission is informed by international anti-corruption and whistleblower protection standards. In this submission, the terms "whistleblower", "discloser", "reporter", "referrer", and "reporting persons" are used interchangeably.

2. Background

Existing protections for NACC disclosers

2.1 The Commission operates under the *National Anti-Corruption Commission Act 2022* (Cth) (NACC Act) which defines our jurisdiction and what corrupt conduct is. The NACC Act protects persons who make disclosures to the Commission (NACC disclosers) from liability and reprisals. It also protects the confidentiality of their

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[1] G20 High-Level Principles for the Effective Protection of Whistleblowers (2019).

[2] For example: United Nations Convention Against Corruption art 33; Conference of the State Parties to the UN Convention against Corruption, *Resolution on protection of reporting persons,* 10th sess, (15 December 2023) (attached to this submission).

identity. In addition, the Commission has developed, or is developing, policies and processes for the support of persons, including whistleblowers, who engage with it.

Protections from liability and reprisals

2.2 Part 4 of the NACC Act provides protections for disclosers under the NACC Act from liability and reprisals. In particular:

- Any person who makes a referral, provides information or gives evidence to the Commission about a corruption issue (that is, makes a 'NACC disclosure') is protected from all civil, criminal or administrative liability (including disciplinary action) for doing so, and no contractual right or remedy can be taken against them.[3]
- It is a criminal offence for anyone to take, or threaten to take, reprisal action of any kind against a person for making a referral, providing information or giving evidence to the Commission.[4] A 'reprisal' is when a person causes another person detriment because they believe or suspect that the other person has, may or could disclose a corruption issue to the Commission.[5]

2.3 Where a witness provides information to the Commission as a result of the use of the Commission's coercive powers (such as in response to a notice to produce or at a hearing) this information is also a NACC disclosure[6] and thus attracts the liability and reprisal protections.

2.4 Notably, these protections are not conditioned on any "good faith" requirement. However, the liability of a discloser for intentionally providing false or misleading information to the Commission is preserved;[7] and a discloser cannot obtain immunity for their own misconduct by self-reporting it to the Commission.[8] While these protections are significant and meet the essential requirements for whistleblower protection, they do not include the civil remedies that are available to PID disclosers under the PID Act, and there is doubt as to the scope of disclosures that attract protection, discussed below.[9]

Confidentiality

2.5 Maintaining the confidentiality of a reporting person's identity can be important in protecting them from reprisals, and assurances of confidentiality can be important in encouraging potential disclosers to report.

2.6 Although the protections in Part 4 of the NACC Act otherwise broadly mirror the protections available under the PID Act, there is no equivalent in the NACC Act to the

[3] NACC Act, s 24.

[4] NACC Act, s 30.

[5] NACC Act, s 29.

[6] NACC Act, s 23(c).

[7] NACC Act, s 25.

[8] NACC Act, s 26.

[9] See Section 3 below.

offence in section 20 of the PID Act concerning disclosure or use of identifying information. However, it is an offence for a Commission staff member to make a record of, or disclose, information obtained in the course of their duties, unless permitted to do so by an exception in the NACC Act.[10] The chief exception is if the record or disclosure is made for purposes connected with the exercise of powers, or the performance of the functions or duties, of the Commissioner.[11] Commission staff are required to sign a Confidentiality and Secrecy Declaration, acknowledging that they understand their obligations under relevant legislation. Section 228 has the effect of protecting the confidentiality of persons who make a report to the Commission.[12]

2.7 Although section 228 of the NACC Act provides a measure of protection for the confidentiality of a discloser's identity by imposing confidentiality obligations on the Commission's staff, this may not be effective to prevent an identity being revealed by a third party who has become aware of the identity, potentially through being involved in a corruption investigation as a witness or person of interest. However, these circumstances may be covered by the offences for disobedience of a non-disclosure notation or non-disclosure direction.

Other support for NACC disclosers

2.8 The Commission is developing a *Witness Welfare Policy* (the Policy) for Commission staff members who interact with referrers, witnesses or persons of interest in the course of the assessment and investigation of corruption issues and related reporting processes under section 149 of the NACC Act. The purpose of the Policy is to minimise the potential for the Commission's investigative and reporting processes to cause harm, insofar as this is reasonably practical, having due regard to the Commission's objectives and overall purpose.

2.9 To this end, the Policy will mandate:

a) **mental health awareness training** for all staff who regularly interact with referrers, witnesses and persons of interest;

b) **the central coordinating role of a Welfare Management Officer (WMO)**;

c) the provision of an **information document** to referrers, witnesses and persons of interest in certain circumstances;

d) **risk assessment** of Commission investigation and reporting activities if there are concerns about the potential impact of these activities on the mental health or general welfare of a witness or person of interest; and

e) conduct of a **welfare check** if the mental health or welfare of a referrer, witness or person of interest is of immediate concern.

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[10] NACC Act, s 228(1).

[11] NACC Act, s 229(1).

[12] Revised Explanatory Memorandum, National Anti-Corruption Commission Bill 2022 (Cth) and National Anti-Corruption Commission (Consequential and Transitional Provisions) Bill 2022 (Cth) 4.12 (Explanatory Memorandum).

2.10 In addition, witnesses are permitted to disclose information to legal and medical professionals despite non-disclosure notations or directions being in place for a notice, summons or investigation material.

2.11 When reporting persons contact the Commission regarding a voluntary referral, they are informed of the protections available to them (as outlined on the Commission's website[13]) and requested to provide information and contact details via a web form. They are informed that if the Commission requires any further information, they will be contacted directly.

2.12 Although the Commission is not under any legal duty to consider whether to deal with any corruption issue that is referred to it, as a matter of policy the Commission provides referrers with short reasons for decisions not to investigate matters referred. If a matter is progressed to investigation, a Commission case officer is allocated who is responsible for managing any contact with the referrer. Should further engagement with a referrer be required, wherever possible, that case officer is the ongoing point of contact.

2.13 Section 158 of the NACC Act provides that the Commissioner may advise a person of the outcome of an investigation of a corruption issue that was raised by that person.

Interaction of the Public Interest Disclosure Act 2013 (Cth) with the NACC Act

2.14 There are several interactions between the NACC Act and the *Public Interest Disclosure Act 2013* (Cth) (PID Act).

Mandatory referrals: NACC Act s 35

2.15 Under section 35 of the NACC Act, PID officers have mandatory referral obligations to the Commission in relation to corruption issues of which they become aware in the course of performing their functions as a PID officer, if the issue concerns the conduct of a person who is or was a staff member of the PID officer's agency while a staff member, and the PID officer suspects that it could involve corrupt conduct that is serious or systemic. This includes where the PID officer becomes aware of a corruption issue through an internal disclosure made under the PID Act.

2.16 Following referral of a corruption issue to the Commission, a PID officer is still obliged to handle or deal with the internal disclosure in accordance with the PID Act, unless the Commissioner issues a stop action direction.

2.17 If the PID officer makes a referral to the Commission of an issue of which they become aware through an internal disclosure made under the PID Act, the PID officer must notify the original discloser as soon as reasonably practical.

2.18 A PID officer who makes a mandatory referral to the Commission obtains the protections in Part 4 of the NACC Act. The original discloser retains the protections in the PID Act.

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[13] Protections | National Anti-Corruption Commission (NACC).

NACC disclosures as PID disclosures: PID Act s 26(1A)

2.19 In accordance with section 26(1A) of the PID Act, disclosures of corruption issues made directly to the Commission are recognised as public interest disclosures under the PID Act, if the person disclosing the information is or was a public official under the PID Act, but only if the information tends to show disclosable conduct, or the discloser believes on reasonable grounds that it does so. In such a case, the discloser is covered by both the protections in the NACC and PID Acts.

2.20 A PID discloser receives the same protections (from liability and reprisals) as a NACC discloser, but:

a. a PID discloser additionally obtains access to the civil remedies for reprisals (including compensation, injunctions, apologies, and reinstatement) provided in the PID Act;

b. a PID discloser's protections depend on the disclosure objectively tending to show disclosable conduct, or the discloser believing on reasonable grounds that it does so. Subject to the comments made below about the scope of a protected 'NACC disclosure', a NACC discloser's protections are not so conditioned.

2.21 It is undesirable that there be different conditions for protection depending on which regime is invoked, whether the discloser selects the correct regime or agency (at least so long as the disclosure is to a competent authority and not external), and whether the agency decides to investigate or refers the matter elsewhere.

3. Clarification of NACC Act protections

3.1 Section 23 of the NACC Act defines 'NACC disclosure' for the purposes of the NACC Act. This definition is also adopted in the PID Act, through section 8 of that Act.

3.2 Under section 23, a NACC disclosure includes "where a person refers, or provides other information about, a corruption issue to the Commissioner or the IGIS under Part 5". Part 5 makes provision for voluntary and mandatory referral of corruption issues to the Commission. "Corruption issue" is defined in section 9 as meaning an issue of whether a person has engaged, is engaging or will engage in corrupt conduct. "Corrupt conduct" is defined in section 8 as meaning any conduct of any person that adversely affects the honest or impartial exercise or performance of any Commonwealth public official's powers, functions or duties; any conduct of a Commonwealth public official that involves a breach of public trust; any conduct of a public official that involves abuse of the person's office; and any conduct of a public official that involves the misuse of official information.

3.3 The Explanatory Memorandum contains the following explanation of when a corruption issue is raised:

> **When an allegation or information raises a corruption issue**
>
> For an allegation, or other information, to give rise to a corruption issue, the allegation or information would need to give rise to, bring up, or put forward all of the essential elements of a corruption issue, as defined. Central to the definition of a corruption issue is the related definition of corrupt conduct (see clause 8). If an allegation or information concerns conduct that would not satisfy the definition of corrupt conduct, the allegation would not give rise to a corruption issue that is within the Commissioner's jurisdiction to investigate or otherwise deal with. This is the case even if an allegation raises an issue concerning some other form

of misconduct. The NACC would be a specialised investigative body tasked specifically with investigating serious or systemic corruption, and would only be able to deal with corrupt conduct as defined. However, in these circumstances, the Commissioner may:

- refer allegations of misconduct outside of their jurisdiction to a more appropriate person or entity to investigate (see paragraph 6.25); or
- conduct a preliminary investigation to determine the existence of a corruption issue and determine whether it could involve serious or systemic corrupt conduct (see clause 42).

3.4 To date, a very high proportion - about 77% - of referrals received by the Commission have been assessed as not raising a corruption issue. In many cases this is because they do not involve a Commonwealth public official.

3.5 This raises a question whether a referral to the Commission which does not in fact raise a corruption issue attracts the protections. At least on one view, the existence of a corruption issue is an essential element of the definition of "NACC disclosure". The NACC Act does not expressly state that a disclosure which does not raise or relate to a corruption issue will be within "a NACC disclosure" for the purpose of the protections. As such, it is uncertain whether Part 4 of the NACC Act provides protection to persons who make referrals which do not in fact meet the threshold in the definition of "corruption issue" in the Act. This could mean that a disclosure which does not in fact raise a corruption issue may not attract the protections.

3.6 The Commission ***recommends*** that the NACC Act be amended to clarify that the protections in Part 4 of the NACC Act extend to persons who make referrals to the NACC, even if the referral does not raise a corruption issue within the definition.

3.7 Section 24 of the NACC Act is currently limited to protection for the act of making the NACC disclosure (these being limited to disclosures to the Commissioner, IGIS or the Inspector). The NACC Act does not provide protection for communications with professional advisers, whom a discloser might consult before, during or after making a disclosure, for advice or for support. The Commission ***recommends*** that the NACC Act be amended so that disclosures to professional advisers are protected provided there is a relationship of confidentiality between the discloser and the adviser, and the disclosure is made under that relationship for the purpose of obtaining advice or assistance in connection with the disclosure or the disclosure process.

3.8 Potential disclosers of corrupt conduct may also be deterred by fear that, if they are themselves implicated, they may be referred for prosecution. While it is one thing to provide that a discloser does not obtain immunity by making a disclosure,[14] knowledge that the Commission would not be obliged to report criminal conduct disclosed to it would support the reporting of corrupt conduct by participants. The Commission therefore ***recommends*** amendment of the NACC Act to clarify that the Commission has no obligation to report any potential criminal conduct of the discloser revealed by a NACC disclosure.

[14] NACC Act, s26.

4. Consultation Paper Issue 1: Making a disclosure within government

Q1: Who should be protected for public sector whistleblowing under the PID Act?

4.1 In order to support and encourage reporting, any current or former public official, or officer or employee of a contracted service provider, who makes an internal disclosure of misconduct should be protected, except in respect of their own misconduct, but liability for intentionally false or misleading statements should be preserved.

Q2: What, if any, additional pathways should be created to provide ways for a public sector whistleblower, including those from intelligence agencies, to make a disclosure and receive protections?

4.2 We have not identified a requirement for *additional* pathways for protected disclosures by public sector whistleblowers. However, it is important that there be "no wrong door". This means that:

a. a disclosure made under one protected disclosure regime or agency, even if not the appropriate regime or agency, attracts the protections that attach to a disclosure under that regime or to that agency; and

b. where a disclosure is made under an inappropriate regime or to an inappropriate agency, it may be transferred to the more appropriate regime and/or agency, and if so transferred retains the protections it originally attracted.

Q3: Do you have any other views on reforms for how a public sector whistleblower makes a disclosure within government?

4.3 The Commission is inclined to the view that for internal disclosures to a competent authority, protections should not be conditioned on the disclosure objectively tending to reveal misconduct, or on the discloser believing on reasonable grounds that it does so. Such conditions may deter disclosers who harbour suspicions but have no proof, and for internal disclosures to a competent authority, are unnecessary. Sufficient protection from vexatious disclosures is provided by preserving liability for intentionally false or misleading statements.

4.4 The Commission supports the expansion of the agencies that can receive internal complaints to include all the Commonwealth integrity agencies listed in section 15 of the NACC Act.

5. Consultation Paper Issue 3: Protections and remedies under the PID Act

Q7: What reforms to the PID Act should be considered to ensure public sector whistleblowers and witnesses have access to effective and appropriate protections and remedies?

5.1 As discussed above, the Commission is inclined to the view that for internal disclosures to a competent authority, protections should not be conditioned on the disclosure objectively tending to reveal misconduct, or on the discloser believing on reasonable grounds that it does so. These conditions may deter disclosers who harbour suspicions but have no proof, and for internal disclosures to a competent authority, are unnecessary. Sufficient protection from vexatious disclosures is provided by preserving liability for intentionally false or misleading statements.

5.2 The Commission supports the reversal of the burden of proof in civil (but not in criminal) proceedings for reprisals or threatened reprisals, given that the reasons for the conduct is particularly within the knowledge of the alleged perpetrator. Facilitating proof for a civil remedy may assist in deterring reprisal actions, in circumstances where the standard of proof for the criminal offence is beyond reasonable doubt. This approach is consistent with Australia's international commitments.[15]

5.3 Disclosers may require support to take action under the civil remedy provisions. In this regard, the Commission draws attention to provisions in Part 3 of the *Public Interest Disclosure Act 2022* (NSW) particularly as they relate, for example, to the wider category of persons or entities (in comparison to the PID Act) with standing to apply for an injunction under section 37 of that Act. Under the NSW provisions, standing is not limited to the victim of the reprisal, but extends to an integrity agency. Under section 34, agencies also have mandatory reporting obligations if they obtain evidence of a detrimental action offence, this being the equivalent to reprisal offences in the Commonwealth context. The Commission ***recommends*** that standing to apply for orders under section 15 of the PID Act should be enlarged similarly.

Q9. In what additional circumstances should protections and remedies be available to public sector whistleblowers, such as for preparatory acts?

5.4 The Commission considers that it would be beneficial for there to be greater clarity regarding the extent to which, if at all, a person is protected for preparatory acts taken in advance of a making a disclosure. It is important that potential whistleblowers are aware of their rights and responsibilities in this regard before undertaking any preparatory acts. The Commission has not been able in the time available fully to consider this issue and would be grateful for the opportunity to

[15] OECD 2021 Recommendation on further combating bribery of foreign public officials, Recommendation XXII (ix) in administrative, civil, or labour proceedings, shift the burden of proof on retaliating natural and legal persons and entities to prove that such allegedly adverse action against a reporting person was not in retaliation for the report.

provide further submissions on this issue once any legislative reform options relating to protections for preparatory acts are available.

5.5 However, consistent with the recommendation in [3.6] above, the Commission considers that disclosures to professional advisers should be protected, provided there is a relationship of confidentiality between the discloser and the adviser, and the disclosure is made under that relationship for the purpose of obtaining advice or assistance in connection with the disclosure or the disclosure process.

Q10: Do you have any other views on reforms for protecting public sector whistleblowers who make a disclosure under the PID Act, and remedies for when protections fail?

5.6 As noted above, preservation of the confidentiality of a discloser's identity is important. In this respect, the Commission draws attention to the offence introduced in section 146A of the *Independent Commissioner Against Corruption Act 2017* (NT), relating to breach of the obligation to keep the identity of a protected person confidential, which commenced operation on 2 January 2024.

Q11. Should the PID Act establish other incentives for public sector whistleblowers, and if so, what form should such incentives take?

5.7 As presently advised, the Commission is disinclined to be supportive of a rewards scheme. However, it has not been possible to give this question sufficient consideration to provide a definitive position, and the opportunity to provide further submissions at a later stage would be welcome.

Q13. Are there benefits to better aligning the whistleblower protections available under the NACC Act?

5.8 As noted in the Consultation Paper, the NACC Act - unlike the PID Act – contains no civil remedy provisions. This means that a person who makes a disclosure or provides information about a corruption issue to the NACC (or has the ability to do so) cannot apply for civil remedies under the NACC Act to address or prevent a reprisal. However, civil remedies are available under the PID Act for public officials who make a NACC disclosure that also constitutes a valid public interest disclosure under the PID Act.

5.9 As presently advised, the Commission is inclined to support amendment of the NACC Act to include civil remedy provisions that correspond with those in the PID Act. Although the PID Act provides a pathway for public officials who report to the Commission to access these remedies, including them in the NACC Act would make them available to other disclosers who do not fall within the scope of the PID Act. However, this would conceivably also create a large new class of potential applicants for those remedies, and given the incidence of querulous referrals this may have undesirable consequences. For this reason, the Commission would appreciate the opportunity to give more mature consideration to this question.

5.10 The Commission favours the NACC Act reflecting the PID Act in requiring agencies to take reasonable steps to support those who make disclosures to the Commission, including by protecting disclosers from reprisals, ensuring that there are procedures in place to deal with the risks of reprisals, and providing training and education for officers on the protections for disclosers. In this context, the Commission draws attention to the directions and guidelines regarding whistleblower disclosures and protecting whistleblowers from retaliation, recently released by the Northern Territory Independent Commission Against Corruption,[16] which provide valuable guidance. Similarly, the Commission supports requiring agencies to have a whistleblowing policy, and to ensure that it is made available to staff (as provided for in the private sector whistleblowing scheme in the Corporations Act).

6. Consultation Paper Issue 4: Oversight and integrity agencies, and consideration of a potential Whistleblower Protection Authority or Commissioner

Q16. Should an additional independent body be established to protect public sector whistleblowers, and if so, what should be its key purposes, functions and powers?

6.1 In the context of this consultation, AGD may wish to consider the mission and outcomes of other national whistleblower authorities, such as the Dutch Whistleblower Authority (Huisvoorklokkenluiders) and the Republic of Korea's Anti-Corruption and Civil Rights Commission (ACRC).

6.2 The Dutch Whistleblower Authority is a government agency that:

- provides advice and support for persons who want to report a possible wrongdoing within the context of their work-related activities
- conducts investigations into wrongdoings within organisations or into reprisals against reporting persons, and
- provides know-how for organisations on how to improve their internal integrity policy.

6.3 The Authority's services are confidential, independent, and free of charge.[17]

6.4 Korea's ACRC was established in 2008, integrating the Ombudsman of Korea, the Korea Independent Commission against Corruption and the Administrative Appeals Commission. It receives reports of 'violation of the public interest' and is has a range of powers to protect reporting persons and investigate retaliations. The ACRC can:

- request the police to take protective measures for public interest whistleblowers and their family members when they have faced or are likely to face serious danger to their lives.
- make orders to remedy harm suffered by reporting persons as a result of retaliation, such as dismissal, discharge, unpaid wages, cancelation of permit or license, or cancelation of contract.
- financial rewards: when a report directly results in the recovery of or increase in revenue of the central or local governments through penalty surcharges and

[16] New whistleblower directions and guidelines (nt.gov.au)

[17] Dutch Whistleblowers Authority website (in English): English | Huisvoorklokkenluiders.

others, the ACRC provides the whistleblower with a reward of up to KRW 3 billion. Even when no direct recovery of or increase in revenue followed, if the whistleblowing serves the public interest, then the reporter, with a recommendation of the relevant agency, will be awarded up to KRW 200 million by the ACRC.

- financial compensation: also, when the report causes damages or expenses related to medical treatment, residential relocation, litigation, wage loss or other reasons, the ACRC will provide relief funds to the whistleblower.[18]

6.5 An independent Whistleblower Protection Authority could serve as a first port-of-call for potential disclosers who may be uncertain as to the correct reporting pathway and available protections, given the current fragmented legislative approach to protected reporting at the Commonwealth level. However, the Commission sees force in the observations of the recent Queensland review of the *Public Interest Disclosure Act 2010* (Qld), to the effect that it was not persuaded of the efficacy of a standalone body, and accepted the need for caution against a new body in an already crowded integrity landscape – an observation that applies equally to the Commonwealth. Like that review, the Commission has concerns about potential conflicts of interest in housing all the relevant functions, including provision of advice and support, in one agency, and questions whether the number of cases justifies the requisite resourcing to establish such an agency.

6.6 Rather, many of the same benefits could be gained by:

a. effective "no wrong door" policies and procedures, as discussed above, including provision for transfer between agencies and regimes without prejudice to protections, and

b. greater effective practical support for disclosers prior to, during and after making a disclosure, regardless of the legislative framework that applies. This support includes:

  - advice in relation to which agency is the appropriate agency to make a report to
  - advice in relation to the protections that are available to reporters
  - referrals for psychological support and legal advice
  - advocacy services for whistleblowers
  - assistance in relation to taking action for civil remedies, and
  - assistance in relation to whom and how to report reprisal action.

[18] Anti-Corruption and Civil Rights Commission website (in English): Anti-corruption & Civil Rights Commission (acrc.go.kr)

7. Conclusion

7.1 The Commission is grateful for the opportunity to respond to the Consultation Paper and looks forward to ongoing engagement with AGD in relation to these important reforms.

7.2 As noted in several points above, the available time has not allowed mature consideration of some of the important issues that arise, and the opportunity to make further submissions in respect of them at an appropriate time would be welcomed.

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United Nations CAC/COSP/2023/L.12/Rev.1

Conference of the States Parties to the United Nations Convention against Corruption

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Agenda item 4
Prevention

European Union, Norway, Russian Federation, Saudi Arabia, Serbia, State of Palestine and Thailand: revised draft resolution

Protection of reporting persons

The Conference of the States Parties to the United Nations Convention against Corruption,

Concerned about the seriousness of the problems and threats posed by corruption to the stability and security of societies, undermining the institutions and values of democracy, ethical values and justice and jeopardizing sustainable development and the rule of law,

Reaffirming the commitment of States parties to the United Nations Convention against Corruption[1] as the most comprehensive, legally binding universal instrument on corruption, and the need for the full and effective use of the Convention,

Highlighting the important role that reporting plays in enhancing efforts provided by the States parties to more efficiently and effectively prevent and combat corruption and thus effectively implement the Convention,

Reaffirming the importance of all reporting persons to enable States parties to detect, investigate and prosecute cases of corruption,

Recalling article 33 of the Convention, which requires that States parties consider incorporating into their domestic legal systems appropriate measures to provide protection against any unjustified treatment for any person who reports in good faith and on reasonable grounds to the competent authorities any facts concerning offences established in accordance with the Convention,

Recalling also article 8, paragraph 4, of the Convention, which requires that States parties consider, in accordance with the fundamental principles of their domestic law, establishing measures and systems to facilitate the reporting by public officials of acts of corruption to appropriate authorities, when such acts come to their notice in the performance of their functions, and article 13, paragraph 2, in which States parties are called upon to provide access to anti-corruption bodies by the public, where appropriate, for the reporting, including anonymously, of any incidents that may be considered to constitute an offence established in accordance with the Convention,

Recalling further that, in the political declaration entitled "Our common commitment to effectively addressing challenges and implementing measures to

[1] United Nations, *Treaty Series*, vol. 2349, No. 42146.

prevent and combat corruption and strengthen international cooperation",[2] adopted by the General Assembly at its special session against corruption, held in 2021, Member States committed, inter alia, to providing a safe and enabling environment to those who expose, report and fight corruption and, as appropriate, for their relatives and other persons close to them, and to supporting and protecting against any unjustified treatment any person who identifies, detects or reports, in good faith and on reasonable grounds, corruption and related offences,

Acknowledging that reporting persons who report corruption to competent authorities in good faith and on reasonable grounds may require appropriate measures for protection against any unjustified treatment,

Acknowledging also that reporting persons who report corruption in the context of their professional activity and work-related environment, who may, in some countries, be referred to as whistle-blowers in their own domestic legal context or realities, may face unjustified treatment, and, in accordance with domestic law, also require appropriate protection,

Noting that the measures provided for in article 33 of the Convention represent one of the areas in which the United Nations Office on Drugs and Crime received the largest numbers of recommendations and technical assistance requests as part of the Mechanism for the Review of Implementation of the United Nations Convention against Corruption,

Highlighting the need to enhance knowledge regarding all types of harm faced by reporting persons as a result of reporting and, in that regard, to promote academic research on good practices with regard to the protection of reporting persons against all kinds of unjustified and retaliatory treatment,

Stressing the importance of efficient cooperation between relevant domestic authorities, in particular regulators and law enforcement agencies that investigate administrative and criminal offences, and public and private employers to ensure the protection of reporting persons,

Acknowledging the important contribution of individuals and groups outside the public sector, such as the private sector, civil society, non-governmental organizations, community-based organizations and the media, in supporting the efforts of States parties to fight corruption, including by raising awareness of matters relevant to the protection of reporting persons, in accordance with article 13 of the Convention,

Recalling its resolution 9/1, entitled "Sharm el-Sheikh declaration on strengthening international cooperation in the prevention of and fight against corruption during times of emergencies and crisis response and recovery", in which it called upon States parties to establish and, where appropriate, diversify and strengthen confidential complaint systems and protected reporting systems that are accessible and inclusive,

Recalling also its resolution 9/4 on strengthening the implementation of the Convention at regional levels, in which it requested the United Nations Office on Drugs and Crime to continue to provide technical assistance to States parties, upon request, including in the area of assisting States parties, as appropriate, in incorporating into their domestic legal systems appropriate measures to provide protection against any unjustified treatment for any person who reports in good faith and on reasonable grounds to the competent authorities any facts concerning offences established in accordance with the Convention,

Recalling further its resolution 6/5, entitled "St. Petersburg statement on promoting public-private partnership in the prevention of and fight against corruption", in which it recommended that States parties consider, in accordance with their domestic legal systems, establishing confidential complaint systems and

[2] General Assembly resolution S-32/1, annex.

effective witness and whistle-blower protection programmes and measures, consistent with articles 32 and 33 of the Convention,

Recognizing the importance of the establishment of robust frameworks for reporting and for the protection of all reporting persons, including public officials, who report corruption through appropriate channels,

Taking note of the guides and tools developed by the United Nations Office on Drugs and Crime, such as the *Resource Guide on Good Practices in the Protection of Reporting Persons* and *Speak Up for Health! Guidelines to Enable Whistle-blower Protection in the Health-care Sector*, to support States parties in developing national frameworks as well as internal mechanisms for reporting and protecting reporting persons,

1. *Calls upon* States parties to continue their efforts to implement article 33 of the United Nations Convention against Corruption, in accordance with the fundamental principles of their legal systems, and to continue to develop appropriate measures to fully and effectively provide protection against unjustified treatment for all persons who, on reasonable grounds, expose or report corruption and related offences to competent authorities, and to extend the protection, when appropriate, to their relatives and other persons close to them;

2. *Urges* States parties to increase public awareness of means for reporting instances of corruption, including by disseminating information regarding the rights and responsibilities of reporting persons in accordance with domestic legislation;

3. *Encourages* States parties, in accordance with their domestic law, to establish and strengthen confidential complaint systems and protected internal reporting systems that are accessible, diversified and inclusive to facilitate timely reporting of corruption and to ensure the confidentiality of the reporting persons' identities and personal information, including, where appropriate, allowing for anonymous reporting, and utilize innovative and digital technology in these efforts, with due regard for data protection and privacy rights;

4. *Also encourages* States parties, within their means, and in accordance with their domestic laws, to consider that all reporting channels take into consideration good practices related to protecting reporting persons;

5. *Further encourages* States parties, where appropriate, to consider options to provide legal advice to persons who consider reporting corruption and ways of cooperating with competent authorities and other legal experts or professionals outside the public sector;

6. *Calls upon* States parties to ensure that all relevant protections are available to those who report corruption and may suffer unjustified treatment, including workplace retaliation or actions that can result in reputational, professional, financial, social, psychological and physical harm;

7. *Encourages* States parties to consider that appropriate remedies under domestic law are available to persons who report corruption in line with article 33 of the Convention for any unjustified treatment against them or retaliatory actions;

8. *Also encourages* States parties, in accordance with the fundamental principles of their legal systems, to consider that legislation on reporting persons provides protective measures to prevent or stop retaliation, as well as the possibility to complain against retaliation or any unjustified treatment to the competent authorities;

9. *Further encourages* States parties, in accordance with the fundamental principles of their legal systems, to consider providing in their domestic frameworks appropriate and effective measures to deter unjustified treatment against reporting persons;

10. *Encourages* States parties, in accordance with domestic legislation, to ensure that individual legal or contractual obligations, such as confidentiality or

non-disclosure agreements, cannot be used to conceal corrupt acts from scrutiny in order to deny protection or penalize reporting persons for having reported information on corruption-related offences to the competent authorities;

11. *Invites* States parties, as applicable and in accordance with their domestic law, to consider enhancing domestic legislation, such as employment legislation, in a manner that ensures the protection of any reporting person, particularly those who report in their professional context or workplace environment;

12. *Calls upon* States parties, in accordance with domestic law, to establish, facilitate and maintain complaint intake systems that allow reporting persons in their professional context or workplace environment to report directly to law enforcement or other relevant authorities, without the need to exhaust internal reporting systems first;

13. *Encourages* States parties to initiate, develop or improve specific training programmes for their personnel responsible for protecting reporting persons, in line with article 33 of the Convention, to effectively protect those persons against any unjustified treatment as a result of reporting;

14. *Invites* States parties, in accordance with domestic law, to interpret the notion of good faith, when included in national frameworks, as the reporting person's reasonable belief that the information reported is true, and without consideration of personal reasons that may be behind the report;

15. *Encourages* States parties to consider, as appropriate, within their means, periodically assessing the effectiveness of their domestic law and policies regarding the protection of reporting persons and to make full use of the results of those reviews to further improve the protection of reporting persons and to build trust and improve the confidence of potential reporting persons;

16. *Also encourages* States parties to afford one another, according to their capacities, the widest measure of technical assistance in the protection of reporting persons, especially for the benefit of developing countries, including material assistance and training, notably at the regional level, based on their needs and priorities, including, inter alia, those identified by States in their country reviews;

17. *Requests* the United Nations Office on Drugs and Crime, within its mandate and subject to the availability of extrabudgetary resources, to continue and expand its provision of technical assistance and capacity-building to States parties, upon request, to support their capacity to protect reporting persons;

18. *Also requests* the United Nations Office on Drugs and Crime to convene an intergovernmental meeting with the participation of relevant experts, subject to the availability of resources, in close coordination with States parties, to identify and share best practices and challenges in the protection of reporting persons, and to develop a study for States parties on best practices and challenges identified;

19. *Further requests* the United Nations Office on Drugs and Crime to provide a report on the findings of that study to the Open-ended Intergovernmental Working Group on the Prevention of Corruption and to hold a panel discussion on challenges and good practices in the protection of reporting persons at the next available meeting of the Working Group, on the basis of those findings;

20. *Invites* States parties and other donors to provide extrabudgetary resources for the purposes identified in the present resolution, in accordance with the rules and regulations of the United Nations.

National Anti-Corruption Commission BRIEF 17

17 - LEGAL - Financial assistance for witnesses

This briefing note provides an overview of the financial assistance schemes for witnesses under either Part 4 or Part 5 of the *National Anti-Corruption Commission Regulations 2023* (Cth), and of Federal Court proceeding NSD1591/2025.

Key points

- The *National Anti-Corruption Commission Regulations 2023* (Cth) (NACC Regulations) provide for two separate financial assistance schemes:
  - The Part 4 'general' scheme is available to any person but is limited to the cost of legal representation at a **hearing** or an **application for administrative review**.
  - The Part 5 scheme is only available to parliamentarians and former parliamentarians and may cover the cost of **any matter** arising under the *National Anti-Corruption Commission Act 2023* (Cth) (NACC Act), including an application for administrative review.
- Both the Part 4 and Part 5 financial assistance schemes are managed by the Attorney-General's Department.
- The Attorney-General has an obligation to report to both Houses of Parliament on decisions to pay financial assistance under the Part 5 scheme. The consolidated statement of expenditure for 2024-25 was tabled in Parliament by the Attorney-General on 4 September 2025.[1]
- The role of the National Anti-Corruption Commissioner (Commissioner) is limited to:
  - determining the *decision maker* for any application under the Part 5 scheme, and
  - advising the Attorney-General whether reporting to the Parliament may compromise a corruption investigation.
- Options for legal financial assistance depend on the office or position the relevant person holds or has held.

Part 4 'general' financial assistance scheme

Under Part 4 of the NACC regulations:

- A person who is summoned to attend a hearing for the Commission may apply to the Attorney-General for financial assistance in respect of the person's representation at the hearing by a legal practitioner.
- A person who has applied, or proposes to apply, to the Federal Court or the Federal Circuit and Family Court of Australia (Division 2) under the *Administrative Decisions (Judicial Review) Act 1977* (ADJR Act) for an order of review in respect of a matter arising under the NACC Act may apply to

[1] Tabled documents | Document 12411

the Attorney-General for financial assistance in respect of the application or the proposed application.

Part 5 financial assistance scheme

Under Part 5 of the NACC regulations:

- A parliamentarian or former parliamentarian may apply to the Attorney-General's Department for financial assistance in relation to:
    - any matter arising under the NACC Act, other than a prosecution for an offence against the NACC Act, and
    - an application that any person has made, or proposes to make, to the Federal Court or the Federal Circuit and Family Court of Australia (Division 2) under the ADJR Act for an order of review in respect of a matter arising under the NACC Act.

Where an application is made under the Part 5 scheme:

- The Secretary of the Attorney-General's Department must give the Commissioner a copy of the application.
- The Commissioner may give the Secretary a certificate specifying that the decision maker for the application is either the Secretary, the Prime Minister or the Finance Minister.
- If the Commissioner decides not to give the Secretary a certificate, the decision maker is the Attorney-General.

Where a decision is made to pay financial assistance under the Part 5 scheme:

- The Attorney-General must inform each House of the Parliament:
    - **as soon as possible** of the decision to pay financial assistance, including reasons for the decision and any limits on expenditure, and
    - **within 3 months after the end of the financial year** table in each House of the Parliament a consolidated statement of expenditure under the Part 5 scheme for that year specifying the expenditure for each matter.
- **Before** informing each House of Parliament of a decision to pay financial assistance (or tabling a consolidated statement of expenditure), the Attorney-General must:
    - Consult the Commissioner and the Inspector about whether disclosing the information may compromise a NACC Act process, which includes a corruption investigation.
    - If the Commissioner or the Inspector consider that disclosing the information may compromise a NACC Act process the Attorney-General **must not** disclose the information to Parliament.
- If particular information was not disclosed to Parliament and then the Commissioner or the Inspector no longer consider that disclosing the information may compromise a NACC Act process:

- they must inform the Attorney-General, and
- the Attorney-General must give the information to each House of Parliament as soon as possible after being so informed.

If asked/holding statements

Has the Commissioner either issued a certificate specifying an 'approving official' under Reg. 19 of the National Anti-Corruption Commission Regulations or decided not to issue a certificate?

- On 23 October 2023 and 13 May 2024, the Commissioner issued certificates under paragraph 19(2)(b) of the NACC Regulations specifying the Secretary of the Attorney-General's Department as the approving official in respect of applications for financial assistance.
- On 23 December 2024, Acting Commissioner Gauntlett issued a certificate under paragraph 19(2)(b) of the NACC Regulations specifying the Secretary of the Attorney-General's Department as the approving official in respect of an application for financial assistance.
- On 24 September 2025, Deputy Commissioner Rose issued a certificate under paragraph 19(2)(b) of the NACC Regulations specifying the Prime Minister as the approving official in respect of an application for financial assistance.
- On 30 September 2025, the Commissioner issued a certificate under paragraph 19(2)(b) of the NACC Regulations specifying the Secretary of the Attorney-General's Department as the approving official in respect of an application for financial assistance.
- The Commissioner has stated that in deciding whether or not to give a certificate he will take into account the desirability of the process not only being but also appearing to be impartial and independent of politics. In these cases, the concern was the appearance of being independent of politics.

Have statements been tabled by the Attorney-General in respect of applications for financial assistance under the NACC Act?

- On 16 May 2024, the Attorney-General tabled a statement informing the Parliament of the decision to provide financial assistance in a matter as required by Part 5 of the NACC Regulations. In the statement the Secretary is referred to as the approving official. The statement does not contain any information about who made the application or what it was for.
- On 12 September 2024, the Attorney-General tabled a second statement informing the Parliament of the decision to provide financial assistance in a matter as required by Part 5 of the NACC Regulations. In the statement the Secretary is referred to as the approving official. The statement states that the assistance is for the Hon Linda Reynolds CSC.
- On 26 March 2025, the Attorney-General tabled a third statement informing the Parliament of the decision to provide financial assistance in a matter as required by Part 5 of the NACC Regulations.[2]

[2] Tabled documents | Document 10076

In the statement the Secretary is referred to as the approving official. The statement does not contain any information about who made the application or what it was for.

- On 27 January 2026, the Attorney-General tabled a fourth statement informing the Parliament of the decision to provide financial assistance in a matter as required by Part 5 of the NACC Regulations.[3] The statement does not contain any information about who made the application or what it was for.
- The Commission is not able to provide any further information about the statements in circumstances where the scheme is administered by the Attorney-General's Department (public interest immunity considerations may also apply– refer Senate Estimates briefing on PII).

Has the Commissioner been consulted by the Attorney-General about either informing each House of the Parliament of a decision to pay financial assistance or tabling in each House of the Parliament a consolidated statement of expenditure?

- On 16 May 2024, 12 September 2024, and 26 March 2025, the Attorney-General tabled statements informing the Parliament of the decision to provide financial assistance in three matters as required by the NACC Regulations. As required by the NACC Regulations the Commissioner was consulted prior to tabling.
- Information was excluded from the 16 May 2024 and 26 March 2025 statements following consultation, specifically the names of the persons seeking financial assistance.
- On 20 February 2025, the Attorney-General consulted with the Commissioner regarding the disclosure of information in a draft tabling statement relating to financial assistance. The Commissioner provided a response on 28 February 2025.
- On 21 July 2025, the Attorney-General consulted with the Commissioner regarding the disclosure of information in the consolidated statement of expenditure for 2024-2025.
- On 27 November 2025, the Attorney-General consulted with the Commissioner regarding the disclosure of information in a draft tabling statement relating to financial assistance. The Commissioner provided a response on 5 December 2025.
- The Commissioner is aware of his obligations under the NACC Regulations for matters where a decision is made by him that disclosing particular information may compromise a corruption investigation to inform that Attorney-General if he no longer holds concerns.

Has the Attorney-General been advised under reg. 25(4) of the Regulations that the Commissioner no longer considers that disclosing information that has previously been omitted may compromise a NACC Act process

- On 4 May 2026, Deputy Commissioner Kilgour informed the Attorney-General that the Commission no longer considers that disclosing the Hon Scott Morrison's name may compromise a NACC Act process, given the publication of the Commission's investigation report into the Robodebt referrals on 11 March 2026.

[3] Tabled documents | Document 14748

Would the Part 5 scheme potentially cover the cost of legal representation in circumstances where there is not a hearing, inquiry or investigation on foot (for example where legal advice is sought in relation to an individual's rights or responsibilities in relation to a referral or potential referral to the NACC)?

- Whether an application for financial assistance is in relation to an '*eligible matter*' is a matter for the decision maker, not the Commissioner.

Judicial review application – Federal Court – *Bruce Lehrmann v Commonwealth Special Minister of State and National Anti-Corruption Commissioner* (NSD1591/2025)

- On 4 September 2025, Mr Bruce Lehrmann (the Applicant) filed an application seeking relief under section 39B of the *Judiciary Act 1903* against the Commonwealth Special Minister of State and the National Anti-Corruption Commissioner.
- The application relates to a request by the Applicant for a grant of legal funding in relation to Commission investigations.
- The National Anti-Corruption Commission does not provide legal financial assistance to witnesses and does not make or is involved in any decisions regarding applications for legal financial assistance.
- All persons summoned to give evidence before the Commission are advised that they may apply to the Attorney-General for financial assistance in respect of their legal representation.
- As this matter is currently before the Court, it would not be appropriate to comment further.

National Anti-Corruption Commission BRIEF 18

18 - LEGAL - NACC Inspector

This estimates brief set out topics relating to the Inspector of the National Anti-Corruption Commission (Inspector) including referrals of NACC Corruption Issues to the Inspector, the Commission's interactions with the Inspector, and the Inspector's Annual Reports.

Key points

- The Inspector has the following oversight functions in relation to the Commission:
  - investigate NACC corruption issues that could involve corrupt conduct that is serious or systemic
  - investigate complaints of maladministration or officer misconduct relating to the Commission
  - audit the Commission's operations for compliance with Commonwealth laws.
- A NACC corruption issue includes:
  - where a staff member of Commission has engaged, is engaging, or will engage, in corrupt conduct or
  - where a person does something that adversely affects a Commission staff member's honest or impartial exercise of powers or performance of public duties.
- The Commissioner has a mandatory referral obligation to the Inspector under the *National Anti-Corruption Commission Act 2022* (Cth) (NACC Act) in relation to any NACC Corruption issues he becomes aware of.
- The Commissioner and Commission staff meet with the Inspector to discuss issues of relevance to both the Commission and Inspector.
- On 14 November 2024, the Inspector released her annual report for 2023-2024.[1]
- On 5 November 2025, the Inspector released her annual report for 2024-2025.[2]

Memorandum of Understanding

- A Memorandum of Understanding (MoU) between the Commission and the Inspector was signed by both parties on 5 February 2024.
- The MoU sets out arrangements for liaison between the Commission and the Inspector concerning referral of matters, access to information and points of contact between both parties.
- A revised MoU was published on 24 March 2025.

Mandatory referrals of NACC corruption issues to the Inspector

- Where the Commissioner becomes aware of a NACC corruption issue, the Commissioner is required to make a mandatory referral to the Inspector as soon as reasonably practicable under sections 203 and 207 of the NACC Act.

- Section 34 of the *National Anti-Corruption Commission Regulations 2023* requires the Inspector to include in her annual report the number of voluntary and mandatory referrals of NACC Corruption

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[1] Inspector of the National Anti-Corruption Commission Annual Report 2023-24
[2] Inspector of the National Anti-Corruption Commission Annual Report 2024-25

Issues and complaints of agency maladministration and officer misconduct received by her during the year. It would not be appropriate to pre-empt the Inspector's report.

- It is not appropriate for the Commission to comment on any NACC corruption issue referrals that the Commissioner may make to the Inspector. It is for the Inspector to decide what if any public comments are made about referrals in accordance with the exercise of her functions, powers and obligations under the NACC Act.
- The Inspector's 2023-24 annual report identified that 2 NACC corruption issues were referred by the Commissioner to the Inspector during the reporting period under section 203 of the NACC Act.
- The Inspector's 2024-25 annual report identified that 1 NACC corruption issue was referred by the Commissioner to the Inspector during the reporting period under section 203 of the NACC Act.

Meetings between the Commissioner and Inspector & awareness of Inspector's role

- On 27 June 2024, a meeting was held between the Commissioner, Deputy Commissioners, CEO, relevant Commission staff and the Inspector.
- The meeting agenda included:
    - an update on the evaluation process
    - an update on the organisational structure
    - an update on operational matters
    - consultation on the revisions to the Service Charter
    - an update on Inspector operations
    - an update on the Commission's policies
    - discussion on the Robodebt Referral Decision Inquiry
    - discussion on the staff complaints received by the Inspector
    - In addition, the Commission's Legal Branch delivered a presentation to all staff on 22 September 2025 about the Inspector's role and responsibilities.

Background

Definition of NACC corruption issue

- A *NACC corruption issue* is an issue of whether a person has, is or will engage in corrupt conduct where that person is either a staff member of the Commission, their conduct has adversely affected a Commission staff member's exercise of their duties, or the person's conduct occurs in conspiracy with a Commission staff member: s 201, NACC Act.

Information sharing between the Commissioner and Inspector

- The Commissioner and Inspector may disclose information to each other where they are satisfied it is appropriate to do so and the disclosure is not prohibited by other provisions in the NACC Act: s 229(3), NACC Act.

Functions, duties and powers of the Inspector

- Sections 182 and 183 of the NACC Act establish the office of the Inspector as an independent officer of Parliament.
- The Inspector's functions include, *inter alia*, to:
  - detect corrupt conduct in the Commission
  - to investigate and report on NACC Corruption Issues
  - to investigate complaints of agency maladministration or officer misconduct in relation to the Commission and Commission staff: s 184, NACC Act.
- In conducting investigations, the Inspector has broadly the same powers as the Commissioner through Division 4, Part 10 of the NACC Act.

National Anti-Corruption Commission BRIEF 19

19 - OPCAP - Corruption Survey

There have been various media reports in relation to the Commonwealth Integrity Survey, including some proactively generated by the Commission.

Key Points

- On 7 May 2024, the Commissioner obtained the support of the Secretaries Board to undertake a survey of staff perceptions of corruption in the Commonwealth public sector.
- The survey ran from 19 August to 20 September 2024 and was designed by the Commission in consultation with anti-corruption partners. It was delivered via a survey provider, procured through a limited tender advertised on AusTender.
- The survey collected observations and perceptions of integrity and corruption across the Commonwealth public sector from Commonwealth public sector employees. The survey provided an opportunity for employees to provide anonymised feedback to their agency and the Commission about integrity and corruption issues.
- The survey was made available to approximately 278,363 public officials in the Commonwealth public sector. Of that group, 58,309 public officials accessed and provided at least 1 answer (a response rate of 21 per cent). However, due to partial completions the response rate to individual survey questions varied.
- All data collected was de-identified and participation in the survey was completely voluntary.
- The Commission has published a de-identified summary of the data on its website. The data has informed internal Commission risk assessments, corruption education and prevention programs, and has been the focus of engagements with agencies to discuss their results and opportunities to improve their integrity maturity.
- The Commission provided each agency head with a report outlining their agency's results to help them target their corruption prevention activities. Agency heads were also provided with analysis of the overall results to support their understanding of how their agency's results compared with those of the broader sector.
- The Commission intends to conduct the survey every two years to identify trends and opportunities in the Commonwealth public sector's integrity maturity. In April 2026, the Commission wrote to Department Secretaries and Agency Heads seeking their support for the next edition of the survey which the Commission intends to run in August and September 2026.

Key Facts, Figures and Funding

- The survey was shared with almost 300,000 public officials across the entire Commonwealth public sector. This is much wider than just the Australian Public Service. Around 58,000 public officials submitted responses.
- The survey cost $408,595.00 (GST incl).

National Anti-Corruption Commission BRIEF 20
20 - MCCPE - Corruption Prevention and Education

This brief supports responses to questions on the Commission's national engagements, key outputs, and website analytics (1 July 2025 to 31 March 2026).

Key messages

- The Commission prioritises scalable, high-impact activities, such as guidance resources, education programs, and outreach, supplemented by targeted interventions in high-risk sectors.
- The Commission has prioritised building a strong foundational presence across the Commonwealth while progressively positioning the Corruption Prevention and Education (CPE) function to deliver more targeted and scalable interventions over time.
- We delivered **65** engagements nationally, supported by practical guidance and education products.
- Our work provides clear, actionable advice to reduce corruption risks across the Commonwealth public sector.
- Digital channels are expanding reach, with strong and sustained demand for guidance.
- Demand exceeds capacity, requiring prioritisation of high-impact activities.

Key products published

Resource	Audience	Purpose
Conflicts of Interest guide	Commonwealth officials	Practical guidance on identifying, disclosing and managing conflicts
Mandatory Referrals guide	Those with Mandatory reporting obligations	Clarifies when and how agency heads and PID officers must refer corruption issues
GBE Corruption Risk guide	Government Business Enterprises	Identifies sector-specific risks and vulnerabilities
Voluntary Referrals guide	General public	Guidance for individuals with information about corruption involving Australian Commonwealth agencies or public officials
"What the NACC means for you" guide	Parliamentarians and staff	Plain-English overview of obligations and expectations
Case studies	Commonwealth officials	Provide insights into corruption risks and highlights effective strategies for preventing corruption

Engagement and Outreach

- Delivered **65** national engagements, to audiences including:
    - Commonwealth agencies
    - Parliamentarians and their staff
    - Governance, legal and integrity specialists.
- Participated in major forums, conferences, and community outreach events.
- Focus on:
    - High-risk sectors
    - Practical corruption scenarios
    - Capability building.

Impact and reach (digital channels)

The Commission uses its website and social to provide practical, accessible corruption prevention guidance at scale. Analytics are used to understand user needs and refine content.

Website performance 2025-26 (to 31 March 2026)

Metric	Result
Total pageviews	294,900
Total users	119,549
User engagements	185,655*
Average time on site	53 seconds

* Includes multiple visits from same user

Most accessed content 2025-26 (to 31 March 2026)

Content area	Pageviews
Homepage	47,389
Careers	19,435
Media release: Former immigration officer sentenced for approving family member's visa	18,076
News and media	11,458
Report corrupt conduct	9,403
What is corrupt conduct	9,169
Investigation reports	7,141
Overview	7,016
Leadership	5,803

Social media activity 2025-26 (to 31 March 2026)

Platform	Number of posts	Number of followers
X (formerly Twitter)	26	2,835 (193 new)
LinkedIn	78	10,793 (3,235 new)
Facebook	32 (account opened Feb 26)	565

National engagements (1 July 2025 to 31 March 2026)

No.	PRESENTATIONS TO	DATE
1	Department of the Senate	2/07/2025
2	Australian Public Service Commission	8/07/2025
3	National Disability Insurance Agency; Australian Federal Police	9/07/2025
4	Australian Sports Commission	10/07/2025
5	Australian National University	16/07/2025
6	Services Australia	18/07/2025
7	Department of Climate Change, Energy, the Environment and Water	22/07/2025
8	Australian Public Service Commission	29/07/2025
9	Australian Financial Review	29/07/2025
10	KPMG	29/07/2025
11	The Institute of Internal Auditors	31/07/2025
12	Australian Institute of Administrative Law	31/07/2025
13	Office of the Director of Public Prosecutions (CDPP)	12/08/2025
14	Australian National University	13/08/2025
15	Transparency International Australia	21/08/2025
16	Transparency International Australia	21/08/2025
17	Department of Finance	27/08/2025

18	Services Australia	29/08/2025
19	IQPC Australia	9/09/2025
20	National Indigenous Australians Agency	11/09/2025
21	Australian Public Service Academy	16/09/2025
22	Australian Public Service Commission	30/09/2025
23	Australian Public Service Commission	30/09/2025
24	Australian National Audit Office	1/10/2025
25	NSW Law Enforcement Conduct Commission; NSW Independent Commission Against Corruption (NSW ICAC); Energy and Water Ombudsman NSW	3/10/2025
26	American Chamber of Commerce in Australia	9/10/2025
27	Australian Institute of Aboriginal and Torres Strait Islander Studies	10/10/2025
28	Deakin University; Centre for Public Integrity	13/10/2025
29	Attorney-General's Department	15/10/2025
30	ACT Law Society	15/10/2025
31	Department of the Treasury	20/10/2025
32	Australian Public Service Commission	21/10/2025
33	Australian National University	22/10/2025
34	Australia Post	22/10/2025
35	Department of Defence	22/10/2025
36	South Australian Independent Commission Against Corruption	23/10/2025
37	Australia Post	28/10/2025
38	Parliamentary Joint Committee on the National Anti-Corruption Commission (PJC-NACC)	31/10/2025

39	Australian National University; Crawford School of Public Policy	6/11/2025
40	Australian Federal Police	7/11/2025
41	Department of the Treasury	11/11/2025
42	Australian Federal Police	11/11/2025
43	QLD Police Service	13/11/2025
44	Monash University	13/11/2025
45	Australian Transaction Reports and Analysis Centre	17/11/2025
46	Department of Defence	17/11/2025
47	Australian National University	17/11/2025
48	Department of the Prime Minister and Cabinet	20/11/2025
49	Department of Finance	20/11/2025
50	Department of Agriculture, Fisheries and Forestry	20/11/2025
51	Australian Taxation Office	25/11/2025
52	Office of the Inspector-General of Intelligence and Security (IGIS)	10/02/2026
53	University of Auckland	12/02/2026
54	Attorney-General's Department	16/02/2026
55	Australian Office of Financial Management	18/02/2026
56	Department of Defence	24/02/2026
57	Department of Finance	26/02/2026
58	NSW Independent Commission Against Corruption (NSW ICAC)	26/02/2026
59	Australian Public Service Commission	3/03/2026
60	Australia Post	5/03/2026

61	Australia Post	11/03/2026
62	The Mandarin	17/03/2026
63	Australian Public Service Commission	17/03/2026
64	Australian Institute of Professional Investigators	19/03/2026
65	Australian Public Service Commission	24/03/2026

National Anti-Corruption Commission BRIEF 21

21 - MCCPE - Commission's international engagements

This brief supports responses to questions on the Commission's international engagements activities, including outcomes and associated travel costs (1 July 2025 and 31 March 2026).

Key messages

- International engagement is a targeted component of the Commission's prevention function.
- Activities are focused on Asia and the Pacific and are aligned to Australian Government priorities.
- Engagements deliver practical outcomes, including strengthened partnerships and international leadership roles.
- Travel is limited, proportionate, and undertaken in accordance with Government requirements.
- Staff attendance at international events in 2025-26 was funded within standard travel budgets.

Purpose of international engagement

The Commission undertakes international engagement to strengthen cooperation with counterpart agencies, contribute to global anti-corruption efforts, and support Australia's obligations under international frameworks, including the UN Convention against Corruption (UNCAC).

Key outcomes

- Strengthened relationships with priority partners, including Indonesia, Vietnam, Korea and Thailand and Pacific counterpart agencies.
- Provided technical assistance where requested and where the Commission has the capacity and capability to do so, noting the Commission's priority is agencies within its jurisdiction. For example, the Commission met with participants in the Pacific Legal Twinning Program at the request of the Attorney-General's Department.
- Secured a leadership role as co-chair of the OECD Anti-Corruption Initiative for Asia-Pacific Law Enforcement Network (AP LEN) from 2026.
- Contributed to international policy discussions on governance and integrity frameworks, including on the subject of state-owned enterprises.
- Enhanced information sharing and cooperation with international partners.

Summary of key engagements

Date	Location	Engagement	Outcome
Sep 2025	Jakarta	OECD/AP LEN Annual Meeting	Co-chair role secured (from 2026)
Dec 2025	Melbourne	OECD Asia Network on Corporate Governance of State-Owned Entities	Contribution to governance discussions
Dec 2025	Doha	UNCAC Eleventh Conference of the States Parties (COSP11) & International Association of Anti-Corruption Authorities (IAACA) Annual Conference and General Meeting	Strengthened international partnerships
Dec 2025	Doha	Bilateral meetings (12 delegations)	Strengthened Indo-Pacific cooperation

COSP11 (Doha, Qatar)

- Participated in COSP11 and IAACA Annual Conference and General Meeting.
- Contributed to discussions on asset recovery, integrity systems, and international cooperation and supported the broader Australian delegation.
- The Commissioner participated in high-level panels on integrity, accountability, and anti-corruption reform.
- Strengthened engagement with key international partners.

Travel and costs

All international travel by Commission staff is organised in line with whole-of-government guidelines and Smartraveller advice.

	Commissioner Brereton	Assistant Director, CPE
Flights	$11,133.86	$14,338.70
Accommodation	$3,744.43	$3,769.16
CTM fees	$192.54	$192.54
Official passports	N/A	$734.99
On-ground transport	$58.68	$213.45
Allowances and incidentals*	$4,023.75	$2,925
Total	**$19,153.26**	**$22,173.84**

* The Commissioner received $4,750 in allowances and repaid $726.25 for meals provided. The Assistant Director received $3,275 and repaid $350 for meals provided.

International engagements KPI Measure (1 July 2023 – 31 March 2026)

Year	Number of Engagements
2023-24	50
2024-25	20*
2025-26 (to 31 March)	33
Total	103

International Engagements (1 July 2025 to 31 March 2026)

NO.	ENGAGEMENT	ENTITY	LOCATION	DATE
1	Presentation	Transparency International New Zealand and New Zealand Office of the Auditor-General	Virtual	1 August 2025
2	Pre-briefing	United Nations Office on Drugs and Crime and Pacific Islands Forum	Virtual	25 – 27 August 2025
3	Presentation	Asia-Pacific Integrity School (Griffith University and Transparency International Australia)	Brisbane, Australia	27 August 2025
4	Presentation	Following the Asia Pacific Integrity School, senior representatives from the Commission presented a 2-hour program to a visiting delegation of 27 Indonesian public sector and civil society anti-corruption practitioners, accompanied by Professor A J Brown of Griffith University. The visit was funded through the Australia Awards Indonesia.	Canberra, Australia	4 September 2025
5	Presentation	Indonesian Anti-Corruption Investigators Program	Virtual	16 September 2025
6	Conference attendance and presentation	Organisation for Economic Co-operation and Development (OECD) and Asian Development Bank (ADB) 12th Regional Conference of the Anti-Corruption Initiative for Asia and the Pacific and Law Enforcement Network Annual Meeting	Jakarta, Indonesia	23-25 September 2025

7	Meeting	Vietnam Central Inspection Commission	Canberra, Australia	30 September 2025
8	Meeting	The Commission facilitated the virtual attendance of Pacific heads of anti-corruption and integrity agencies at the Australian Anti-Corruption Commissioner and CEOs meeting hosted by the South Australia Independent Commission Against Corruption	Adelaide, Australia (hybrid)	23 October 2025
9	Presentation	International Foreign Bribery Taskforce Annual Meeting	Sydney, Australia	28 October 2025
10	Meeting	Organisation for Economic Co-Operation and Development Open Government Unit	Virtual	6 November 2025
11	Presentation	Delegation from Korean Ministry of Justice	Canberra, Australia	25 November 2025
12	Presentation	NZ SFO Fraud Prevention Community of Practice	Virtual	27 November 2025
13	Presentation	OECD Asia Network on Corporate Governance of State-Owned Enterprises	Melbourne, Australia	3 December 2025
14	Conference	International Association of Anti-Corruption Authorities (IAACA) Annual Conference	Doha, Qatar	13 December 2025
15	Meeting	Meeting at the margins of COSP11 with the Independent Commission Against Corruption (ICAC) Hong Kong	Doha, Qatar	13 December 2025
16	General meeting	International Association of Anti-Corruption Authorities (IAACA) 15th General Meeting	Doha, Qatar	13 December 2025
17	Meeting	Meeting at margins of COSP11 with the secretariat for the Global	Doha, Qatar	15 December 2025

		Operational Network of Anti-Corruption Law Enforcement Authorities (GlobE Network)		
18	Panel participation	COSP11 Special Event: Integrity is the Pacific's crime firewall	Doha, Qatar	15 December 2025
19	Meeting	Meeting at margins of COSP11 with Organisation for Economic Co-operation and Development (OECD)	Doha, Qatar	15 December 2025
20	Meeting	Meeting at the margins of COSP11 with Tongan delegation	Doha, Qatar	16 December 2025
21	Panel participation	COSP11 Special Event: Accountability Pathways for Climate Action	Doha, Qatar	16 December 2025
22	Meeting	Meeting at margins of COSP11 with Solomon Islands delegation	Doha, Qatar	17 December 2025
23	Meeting	Meeting at the margins of COSP11 with the Fijian delegation	Doha, Qatar	17 December 2025
24	Meeting	Meeting at the margins of COSP11 with the Kiribati delegation	Doha, Qatar	17 December 2025
25	Meeting	Meeting at the margins of COSP11 with Timor-Leste delegation	Doha, Qatar	17 December 2025
26	Meeting	Meeting at the margins of COSP11 with the International Anti-Corruption Coordination Centre (IACCC)	Doha, Qatar	18 December 2025
27	Meeting	Meeting at the margins of COSP11 with Papua New Guinea delegation	Doha, Qatar	18 December 2025
28	Panel participation	COSP11 Special Event: Asset Recovery Through Alternative Mechanisms	Doha, Qatar	18 December 2025
29	Meeting	Meeting at the margins of COSP11 with the International Anti-Corruption Academy (IACA)	Doha, Qatar	18 December 2025

30	Panel participation	COSP11 Special Event: From Review to Reform: Strengthening Capacities to counter corruption, building on 15 years of country reviews under the UNCAC Implementation Review Mechanism	Doha, Qatar	19 December 2025
31	Meeting	Meeting at the margins of COSP11 with the Malaysian delegation	Doha, Qatar	19 December 2025
32	Presentation	Presentation to Thailand delegation	Canberra, Australia	12 February 2026
33	Meeting	Meeting with two participants in the Pacific Legal Policy Twinning Program	Canberra, Australia	10 March 2026

National Anti-Corruption Commission BRIEF 22

22 - ES - Significant non-compliance with finance law

This brief provides an overview of a significant non-compliance with the finance law identified and reported by the Commission in the 2023-24 annual report. The non-compliance related to the commitment of funds for construction works without specific formal approval in writing as required under s 23(3) of the PGPA Act and s 18 of the PGPA Rule.

No significant non-compliance with the finance law occurred in 2024-25 nor in 2025-26 year to date.

2023-24 Key points

- Section 19 of the Public Governance, Performance, and Accountability Act 2013 (Cth) (PGPA Act) requires that agencies notify their responsible Minister of any significant issue that has affected the entity. Where the issue involves non-compliance with the finance law, agencies must also notify the Minister for Finance.
- In 2023-24 the Commission self-identified a significant non-compliance with the finance law. The Commission's Accountable Authority notified the Attorney-General and Minister for Finance on 2 October 2024 of this non-compliance.
- The non-compliance involved the commitment of funds under three contracts for construction works for fit-out of Commission premises in Canberra, Brisbane, and Perth in 2023-24.
- The Minister for Finance replied to the CEO on 31 October 2024 noting the significant non-compliance and was satisfied with the issues as outlined. The Minister did ask for further advice in respect to the progress of the remediation actions outlined. The CEO replied to the Minister for Finance on 26 November 2024 providing an update on the remediation actions taken.

Budget

- As part of the establishment of the Commission, a total of $29.8 million in capital funding was provided to establish appropriate premises nationally: a Headquarters in Canberra, offices in Brisbane and Perth, and a minor expansion of existing accommodation in Melbourne.

Construction Contracts

- Request for Tender processes were undertaken to engage construction managers to undertake fit-out works for each of the new properties.
- Three construction contracts were let to construction managers to conduct the fit-outs (PODCON for Canberra and Brisbane) and OPRA Group for Perth.
- The contracts provided for remuneration of the construction manager by a management fee, and reimbursement of the construction costs incurred in procuring trades to conduct the fit-out work.
- Contract values totalled $32.7 million (GST Inclusive) / $29.7 million (GST Exclusive). This was within the approved Budget funding of $29.8 million.

Identification of potential non-compliance

- In the course of preparatory work for the Commission's 2023-24 end of financial year and annual reporting, it was identified that while relevant contracts had been reported on AusTender, those reports did not reflect the full value of the projects, instead only the management fee component had been reported.
- AusTender reporting has been updated to report the correct value of the contracts.
- Subsequent review of documentation identified that while total expenditure for the projects was within the budget allocation, and while various approvals were given at different stages of the process, it was discovered that:
    - there was no specific formal approval in writing for the commitment of funds as required under s23(3) of the PGPA Act and PGPA Rule s18; and
    - the construction contracts were signed by an officer whose financial delegation included the amount of the management fees but did not include the total contract costs.

Determining significant non-compliance

- In determining what constitutes significant non-compliance, the Accountable Authority considered: materiality, occurrence, and risk.
- Given the visibility of the projects, risk of fraud was slight, due to:
    - regular reporting through governance committees,
    - various approvals had been given throughout the project lifecycle,
    - ongoing scrutiny of invoices before payment, and
    - the three (3) contracts in question were authorised by the Commission's Project Director, albeit more than his delegation.
- There was no impact on the financial sustainability of the Commission, as the expenditure was specifically funded through the external budget process and was within budget.
- However, the value of the contracts ($29.7 million, GST exclusive) represented approximately **30 per cent** of the Commission's total departmental resourcing for 2023-24. For this reason, the Accountable Authority **determined that the non-compliance was significant**.
- The Chair of the Commission's Audit and Risk Committee and the Commission's Australian National Audit Office (ANAO) signing officer were made aware of this non-compliance.
- Through the Commission's end of year financial statement audit, the ANAO, through additional testing, did not identify any further instances non-compliance of this nature.

Remedial Actions

- The Commission implemented several remediation actions to address this non-compliance including:
    - Improving the Commission's end-to-end procurement processes and understanding of responsibilities under the PGPA Act, Commonwealth Procurement Rules (CPRs), and other relevant frameworks:
        - As part of induction to the Commission, the APS Foundations: Money and Resources must be completed.
        - Business areas have been engaged. The Procurement team is engaging with business areas as they conduct their procurement requirements. The use of the Commonwealth Contracting Suite is recommended.
        - Procurement team provides ongoing coaching and guidance throughout individual procurement activities to ensure CPRs requirements are met.
    - Finalising implementation of the contract module in the Commission's financial system, thereby reducing the risk of not obtaining and documenting s23(3) PGPA Act approvals and meeting AusTender reporting timeframes.

2024-25 and 2025-26 YTD Key points

- The CFO assessed the Commission's compliance with Finance Law for 2024-25 and 2025-26 YTD and no significant non-compliance has been identified. The Commission relied on a range of evidence for the assessment, including:
    - Internal audits (credit cards and procurement)
    - Management reports (including variance and exception reports)
    - Financial systems, including policies and procedures
    - A review of the 24-25 and 25-26 YTD Non-Compliance Registers
    - [for 24-25 only] Responses to the end of financial year compliance questionnaires from General Managers (substantive and acting if longer than 2 weeks).

Attachments

- **Attachment A -** 2 Oct 2024 – CEO letter to Attorney-General (incl. attachment)
- **Attachment B -** 2 Oct 2024 – CEO letter to the Minister for Finance (incl. attachment)
- **Attachment C -** 31 Oct 2024 – Minister for Finance letter to CEO
- **Attachment D -** 26 Nov 2024 –CEO letter to the Minister for Finance

National Anti-Corruption Commission CEO

Ref: EC24-000006

2 October 2024

The Hon Mark Dreyfus KC MP
Attorney-General

By email: 22 - Irrelevant@ag.gov.au

Dear Attorney-General,

Notification of significant non-compliance with the finance law 2023-24

As Accountable Authority for the National Anti-Corruption Commission (the Commission), I write to notify you of a significant issue affecting the Commission, which involves a non-compliance with the finance law, that I am reporting to you as the responsible Minister for the Commission, in accordance with section 19 of the Public Governance, *Performance and Accounting Act 2013* (Cth) (PGPA Act).

The non-compliance involves the commitment of funds under three contracts for construction works for the fit out of Commission premises in Canberra, Brisbane and Perth in 2023-24, without specific formal approval in writing as required under PGPA Act s 23(3) and PGPA Rule s 18.

These issues were self-identified by the Commission.

As part of the establishment of the Commission, the 2022-23 October Budget and 2023-24 Budget provided a total of $29.8 million in capital funding to establish appropriate premises nationally: a Headquarters in Canberra, offices in Brisbane and Perth, and a minor expansion of existing accommodation in Melbourne. Contracts were let to construction managers to conduct the fit-outs. The contracts provided for remuneration of the construction manager by a management fee, and reimbursement of the construction manager for the costs incurred in procuring trades to carry out the fit-out work (in respect of which the manager was to act as principal and not as agent). Contract values totalled $32.7 million (GST inclusive) / $29.7 million (GST exclusive). This was within the approved 2023-24 Budget funding of $29.8 million.

In the course of preparatory work for the Commission's 2023-24 end of financial year and annual reporting, it was identified that while the relevant contracts had been reported on AusTender, those reports did not reflect the full value of the projects, but only the contract

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management fee component. Subsequent review of documentation identified that while the total expenditure was within the budget allocation, and while various approvals were given at different stages of the process, there was no specific formal approval in writing for the commitment of funds as required under PGPA Act s 23(3) and PGPA Rule s 18, and that the construction contracts had been signed by an officer whose delegation included the amount of the management fees, but did not include the total contract cost.

Given the visibility of the projects, including the various approvals that had been given and the ongoing scrutiny of invoices before payment, and that the contracts in question were authorised by the Commission's Project Director, albeit in excess of his delegation, the risk of fraud was very slight. There was no impact on the financial sustainability of the Commission, as the expenditure was specifically funded through the external budget process, and was within budget. However, the value of the contracts represented approximately 30 per cent of the Commission's total departmental resourcing for 2023-24, and for that reason, as Accountable Authority, I have determined that the non-compliance is significant.

Along with reporting this non-compliance to you, I have also notified the Minister for Finance, and this non-compliance will be reported in the Commission's 2023-24 Annual Report.

The Commission has identified several remediation actions to address this non-compliance. Additional detail, including on these actions, is provided at Appendix A.

The Chair of the Commission's Audit and Risk Committee and the Commission's Australian National Audit Office signing officer have been made aware of this non-compliance.

Yours sincerely,

Philip Reed
Chief Executive Officer

National Anti-Corruption Commission

Appendix A

Budget allocation

As part of the establishment of the Commission, a total of **$29.8 million** in capital funding was provided to establish appropriate premises nationally: a Headquarters in Canberra, offices in Brisbane and Perth, and a minor expansion of existing accommodation in Melbourne.

Relevant approvals

In 2022-23, prior to the commencement of the Commission on 1 July 2023, ACLEI negotiated property leases for Canberra, Brisbane, and Perth, and completed the substantive design work for the fit-outs.

By a Decision Minute approved on 24 January 2023, the Integrity Commissioner approved commencing negotiations for a lease at 47E(d) Canberra, initially for 47E(d) This minute mentioned that the expected fit-out of the Canberra office would be within the existing budget allocation, and that “Upon the engagement of the construction manager and design work undertaken, a detailed budget will be known”, but did not specifically give approval for the fit-out. On 9 March 2023, the Integrity Commissioner approved leasing additional space on 47E(d)

By a Decision Minute approved on 22 May 2023, the Integrity Commissioner approved entry into heads of agreement and commencing negotiations for a lease at 47E(d) Brisbane. This minute mentioned that the expected fit-out of the Brisbane office would be within the existing budget allocation, but did not specifically give approval for the fit-out.

By a Decision Minute approved on 26 May 2023, the Integrity Commissioner approved entry into heads of agreement and commencing negotiations for a lease at 47E(d) Perth. This minute mentioned that the expected fit-out of the Perth office would be within the existing budget allocation, but did not specifically give approval for the fit-out.

The leases for Canberra and Brisbane were approved and entered into by the ACLEI Integrity Commissioner as Accountable Authority, with appropriate Department of Finance delegate approval under the *Lands Acquisition Act 1989* (Cth) (the LAA). The lease for Perth was approved and entered into by the NACC Chief Executive Officer as Accountable Authority at the beginning of 2023-24, with appropriate Department of Finance delegate approval under the LAA.

The Commission submitted a request to the Parliamentary Standing Committee on Public Works (PWC) for approval of the Canberra fit-out in July 2023, with estimated construction costs for Canberra of $11.7 million (for 47E(d) 50%). The PWC approved the project as a medium works project on 3 August 2023. As the Brisbane and Perth construction costs were budgeted at less than $5.0 million, approval of the PWC was not required for them.

Engagement of Construction Managers

Request for Tender processes were undertaken to engage construction managers to undertake the fit-out works for each of the new properties.

Canberra and Brisbane

In January 2023, prior to the commencement of the Commission, ACLEI undertook a Request for Tender process for the Canberra and Brisbane projects, with quotes sought from multiple construction companies. The same contractor was selected as the preferred construction manager for the Canberra and Brisbane projects.

By a Decision Minute approved on 3 February 2023, the Deputy Integrity Commissioner approved engagement of PODCON as Construction Manager for the Commission fit-outs in Canberra and Brisbane. The Decision Minute referred to Construction Management fees and Trade margin based on an estimated (combined) budget of $11 million, but did not specifically give approval for that commitment.

Perth

In August 2023, following the commencement of the Commission, a Request for Tender process was undertaken for the Perth fit-out project, with quotes sought from multiple construction companies. A different construction manager was engaged for Perth.

By a Decision Minute approved on 12 September 2023, the Commission's General Manager Enabling Services approved the engagement of OPRA Projects as Construction Manager for the Commission fit-out in Perth. This Minute referred to Construction Management fees and Trade margin based on an estimated budget of $3 million, but did not specifically give approval for that commitment.

Construction Contracts

Contracts were negotiated for each of the construction projects. There was a separate contract for each project. Each was on a "construction management" basis, under which the manager is remunerated by a management fee comprising (1) its preliminary costs and (2) a percentage margin of the cost of trades it retains (as principal) to procure the works required to deliver the fit-out (Part C). Each relevant contract obliged the Commission to reimburse the manager for the cost of those works (Part E).

The contract for Canberra was signed by the Commission's Project Director on 4 August 2023. It provided (in Part C) for a construction management fee of $278,710 (preliminaries) and 3% of project costs. Part D of the Contract provided that the Project Budget was $15.8 million.

The contract for Brisbane was signed by the Commission's Project Director on 24 July 2023. It provided (in Part C) for a construction management fee of $205,840 (preliminaries) and 3% of project costs. Part D of the Contract provided that the Project Budget was $4.3 million.

The contract for Perth was signed by the Commission's Project Director on 15 September 2023. It provided (in Part C) for a construction management fee of $181,500 (preliminaries) and 3% of project costs. Part D did not include a Project Budget, but the construction management fee was based on an estimated project cost of $3 million.

In each case, the management fees provided for were within the Project Director's financial delegation, but the project budget (estimated costs of construction that would be reimbursable to the construction manager) exceeded the limit of the Project Director's financial delegation. It is at this point that a commitment was incurred which, though within the spirit of the budget and earlier approvals, was not specifically approved in writing by the Accountable Authority or a duly authorised delegate, as required by s23(3) of the PGPA Act and s 18 of the PGPA Rule.

Approval of payment of invoices

Construction work commenced in 2023-24. In August 2023, the Commission engaged an external project manager to support the Commission's Project Director by providing project manager services and the necessary governance to manage the design and fit-out of the three new properties.

The construction works were overseen by the external project manager, who received and reviewed all progress claims submitted by the construction contractors against the cost schedules, and provided assurance that claims were consistent with works undertaken. The Commission's Project Director then completed their own review of progress claims and provided approval for payment.

Contract values totalled $32.7 million (GST inclusive) / $29.7 million (GST exclusive) – within the approved Budget funding of $29.8 million.

The Brisbane fit-out was completed in January 2024, Canberra in March 2024, and Perth in April 2024, with hearing room construction in Canberra completed by 30 June 2024.

Identification of potential non-compliance

Preparatory work for the Commission's 2023-24 end of financial year reporting identified that while the relevant contracts for the fit-out projects were reported on AusTender as required, those reports did not reflect the entire value of the fit-out projects. Initial reporting of contract values on AusTender reported only the "preliminaries" component of the management fee, and not the total contract value.

The Canberra contract was initially reported on 8 August 2023 as having a value of $278,310. An analysis of invoices paid for the construction build of the Canberra fit-out totalled $21.4 million. AusTender reporting was amended on 8 and 9 August 2024 to show a contract value of $21.3 million.

The Brisbane contract was initially reported on 31 July 2023 as having a value of $205,840. An analysis of invoices paid for the construction build for the Brisbane fit-out totalled $5.1 million. AusTender reporting was amended on 8 and 9 August 2024 to show a contract value of $5.2 million.

The Perth contract was initially reported on 18 September 2023 as having a value of $185,300. An analysis of invoices paid for the construction build for the Perth fit-out totalled $4.3 million. AusTender reporting was amended on 8 and 9 August 2024 to show a contract value of $4.3 million.

Subsequent review of documentation identified that while the total expenditure was within the budget allocation, and while various approvals were given at different stages of the process as outlined above, there was no specific formal approval in writing for the commitment of funds as required under PGPA Act s 23(3) and PGPA Rule s 18, and that the construction contracts had been signed by an officer whose delegation included the amount of the management fees, but did not include the total contract cost.

Determining significant non-compliance

Given the visibility of the projects, including the various approvals that had been given and the ongoing scrutiny of invoices before payment, and that the contracts in question were authorised by the Commission's Project Director, albeit in excess of his delegation, the risk of fraud was very slight. There was no impact on the financial sustainability of the Commission, as the expenditure was specifically funded through the external budget process, and was within budget. However, the value of the contracts represented approximately 30 per cent of the Commission's total 2023-24 budget, and for that reason, the Accountable Authority has determined that the non-compliance is significant.

Remediation actions

The Commission has implemented the following remediation actions to address this non-compliance:

- The Commission is finalising the implementation of the contracts module in the Commission's financial system, which will reduce the risk of non-compliance issues with documenting PGPA Act s23(3) approvals and meeting AusTender reporting timeframes;
- The Commission has improved its end-to-end procurement processes and understanding of responsibilities under the PGPA Act, Commonwealth Procurement Rules and other relevant frameworks.

The Chair of the Commission's Audit and Risk Committee and the Commission's Australian National Audit Office signing officer have been made aware of this non-compliance.

National Anti-Corruption Commission

CEO

Ref: EC24-000007

2 October 2024

Senator the Hon Katy Gallagher
Minister for Finance

By email: 22 - Irrelevant @finance.gov.au

Dear Minister,

Notification of significant non-compliance with finance law 2023-24

As Accountable Authority for the National Anti-Corruption Commission (the Commission) I write to notify you of a significant issue affecting the Commission, which involves a non-compliance with the finance law, that I have reported to the Attorney-General as the responsible Minister for the Commission, in accordance with section 19 of the *Public Governance, Performance and Accounting Act 2013* (Cth) (PGPA Act).

The non-compliance involves the commitment of funds under three contracts for construction works for the fit out of Commission premises in Canberra, Brisbane and Perth in 2023-24, without specific formal approval in writing as required under PGPA Act s 23(3) and PGPA Rule s 18.

These issues were self-identified by the Commission.

As part of the establishment of the Commission, the 2022-23 October Budget and 2023-24 Budget provided a total of $29.8 million in capital funding to establish appropriate premises nationally: a Headquarters in Canberra, offices in Brisbane and Perth, and a minor expansion of existing accommodation in Melbourne. Contracts were let to construction managers to conduct the fit-outs. The contracts provided for remuneration of the construction manager by a management fee, and reimbursement of the construction manager for the costs incurred in procuring trades to carry out the fit-out work (in respect of which the manager was to act as principal and not as agent). Contract values totalled $32.7 million (GST inclusive) / $29.7 million (GST exclusive). This was within the approved 2023-24 Budget funding of $29.8 million.

In the course of preparatory work for the Commission's 2023-24 end of financial year and annual reporting, it was identified that while the relevant contracts had been reported on AusTender, those reports did not reflect the full value of the projects, but only the contract management fee component. Subsequent review of documentation identified that while the total expenditure was within the budget allocation, and while various approvals were given at different stages of the process, there was no specific formal approval in writing for the commitment of funds as required under PGPA Act s 23(3) and PGPA Rule s 18, and that the construction contracts had been signed by an officer whose delegation included the amount of the management fees, but did not include the total contract cost.

Given the visibility of the projects, including the various approvals that had been given and the ongoing scrutiny of invoices before payment, and that the contracts in question were authorised by the Commission's Project Director, albeit in excess of his delegation, the risk of fraud was very slight. There was no impact on the financial sustainability of the Commission, as the expenditure was specifically funded through the external budget process, and was within budget. However, the value of the contracts represented approximately 30 per cent of the Commission's total departmental resourcing for 2023-24, and for that reason, as Accountable Authority, I have determined that the non-compliance is significant.

Along with reporting this non-compliance to the Attorney-General and notifying you as Minister for Finance, this non-compliance will be reported in the Commission's 2023-24 Annual Report.

The Commission has identified several remediation actions to address this non-compliance. Additional detail, including on these actions, is provided at Appendix A.

The Chair of the Commission's Audit and Risk Committee and the Commission's Australian National Audit Office signing officer have been made aware of this non-compliance.

Yours sincerely,

Philip Reed
Chief Executive Officer

National Anti-Corruption Commission

Appendix A

Budget allocation

As part of the establishment of the Commission, a total of **$29.8 million** in capital funding was provided to establish appropriate premises nationally: a Headquarters in Canberra, offices in Brisbane and Perth, and a minor expansion of existing accommodation in Melbourne.

Relevant approvals

In 2022-23, prior to the commencement of the Commission on 1 July 2023, ACLEI negotiated property leases for Canberra, Brisbane, and Perth, and completed the substantive design work for the fit-outs.

By a Decision Minute approved on 24 January 2023, the Integrity Commissioner approved commencing negotiations for a lease at 47E(d) Canberra, initially for 47E(d) This minute mentioned that the expected fit-out of the Canberra office would be within the existing budget allocation, and that "Upon the engagement of the construction manager and design work undertaken, a detailed budget will be known", but did not specifically give approval for the fit-out. On 9 March 2023, the Integrity Commissioner approved leasing additional space on 47E(d)

By a Decision Minute approved on 22 May 2023, the Integrity Commissioner approved entry into heads of agreement and commencing negotiations for a lease at 47E(d) Brisbane. This minute mentioned that the expected fit-out of the Brisbane office would be within the existing budget allocation, but did not specifically give approval for the fit-out.

By a Decision Minute approved on 26 May 2023, the Integrity Commissioner approved entry into heads of agreement and commencing negotiations for a lease at 47E(d) Perth. This minute mentioned that the expected fit-out of the Perth office would be within the existing budget allocation, but did not specifically give approval for the fit-out.

The leases for Canberra and Brisbane were approved and entered into by the ACLEI Integrity Commissioner as Accountable Authority, with appropriate Department of Finance delegate approval under the *Lands Acquisition Act 1989* (Cth) (the LAA). The lease for Perth was approved and entered into by the NACC Chief Executive Officer as Accountable Authority at the beginning of 2023-24, with appropriate Department of Finance delegate approval under the LAA.

The Commission submitted a request to the Parliamentary Standing Committee on Public Works (PWC) for approval of the Canberra fit-out in July 2023, with estimated construction costs for Canberra of $11.7 million (for 47E(d) 50%). The PWC approved the project as a medium works project on 3 August 2023. As the Brisbane and Perth construction costs were budgeted at less than $5.0 million, approval of the PWC was not required for them.

Engagement of Construction Managers

Request for Tender processes were undertaken to engage construction managers to undertake the fit-out works for each of the new properties.

Canberra and Brisbane

In January 2023, prior to the commencement of the Commission, ACLEI undertook a Request for Tender process for the Canberra and Brisbane projects, with quotes sought from multiple construction companies. The same contractor was selected as the preferred construction manager for the Canberra and Brisbane projects.

By a Decision Minute approved on 3 February 2023, the Deputy Integrity Commissioner approved engagement of PODCON as Construction Manager for the Commission fit-outs in Canberra and Brisbane. The Decision Minute referred to Construction Management fees and Trade margin based on an estimated (combined) budget of $11 million, but did not specifically give approval for that commitment.

Perth

In August 2023, following the commencement of the Commission, a Request for Tender process was undertaken for the Perth fit-out project, with quotes sought from multiple construction companies. A different construction manager was engaged for Perth.

By a Decision Minute approved on 12 September 2023, the Commission's General Manager Enabling Services approved the engagement of OPRA Projects as Construction Manager for the Commission fit-out in Perth. This Minute referred to Construction Management fees and Trade margin based on an estimated budget of $3 million, but did not specifically give approval for that commitment.

Construction Contracts

Contracts were negotiated for each of the construction projects. There was a separate contract for each project. Each was on a "construction management" basis, under which the manager is remunerated by a management fee comprising (1) its preliminary costs and (2) a percentage margin of the cost of trades it retains (as principal) to procure the works required to deliver the fit-out (Part C). Each relevant contract obliged the Commission to reimburse the manager for the cost of those works (Part E).

The contract for Canberra was signed by the Commission's Project Director on 4 August 2023. It provided (in Part C) for a construction management fee of $278,710 (preliminaries) and 3% of project costs. Part D of the Contract provided that the Project Budget was $15.8 million.

The contract for Brisbane was signed by the Commission's Project Director on 24 July 2023. It provided (in Part C) for a construction management fee of $205,840 (preliminaries) and 3% of project costs. Part D of the Contract provided that the Project Budget was $4.3 million.

The contract for Perth was signed by the Commission's Project Director on 15 September 2023. It provided (in Part C) for a construction management fee of $181,500 (preliminaries) and 3% of project costs. Part D did not include a Project Budget, but the construction management fee was based on an estimated project cost of $3 million.

In each case, the management fees provided for were within the Project Director's financial delegation, but the project budget (estimated costs of construction that would be reimbursable to the construction manager) exceeded the limit of the Project Director's financial delegation. It is at this point that a commitment was incurred which, though within the spirit of the budget and earlier approvals, was not specifically approved in writing by the Accountable Authority or a duly authorised delegate, as required by s23(3) of the PGPA Act and s 18 of the PGPA Rule.

Approval of payment of invoices

Construction work commenced in 2023-24. In August 2023, the Commission engaged an external project manager to support the Commission's Project Director by providing project manager services and the necessary governance to manage the design and fit-out of the three new properties.

The construction works were overseen by the external project manager, who received and reviewed all progress claims submitted by the construction contractors against the cost schedules, and provided assurance that claims were consistent with works undertaken. The Commission's Project Director then completed their own review of progress claims and provided approval for payment.

Contract values totalled $32.7 million (GST inclusive) / $29.7 million (GST exclusive) – within the approved Budget funding of $29.8 million.

The Brisbane fit-out was completed in January 2024, Canberra in March 2024, and Perth in April 2024, with hearing room construction in Canberra completed by 30 June 2024.

Identification of potential non-compliance

Preparatory work for the Commission's 2023-24 end of financial year reporting identified that while the relevant contracts for the fit-out projects were reported on AusTender as required, those reports did not reflect the entire value of the fit-out projects. Initial reporting of contract values on AusTender reported only the "preliminaries" component of the management fee, and not the total contract value.

The Canberra contract was initially reported on 8 August 2023 as having a value of $278,310. An analysis of invoices paid for the construction build of the Canberra fit-out totalled $21.4 million. AusTender reporting was amended on 8 and 9 August 2024 to show a contract value of $21.3 million.

The Brisbane contract was initially reported on 31 July 2023 as having a value of $205,840. An analysis of invoices paid for the construction build for the Brisbane fit-out totalled $5.1 million. AusTender reporting was amended on 8 and 9 August 2024 to show a contract value of $5.2 million.

The Perth contract was initially reported on 18 September 2023 as having a value of $185,300. An analysis of invoices paid for the construction build for the Perth fit-out totalled $4.3 million. AusTender reporting was amended on 8 and 9 August 2024 to show a contract value of $4.3 million.

Subsequent review of documentation identified that while the total expenditure was within the budget allocation, and while various approvals were given at different stages of the process as outlined above, there was no specific formal approval in writing for the commitment of funds as required under PGPA Act s 23(3) and PGPA Rule s 18, and that the construction contracts had been signed by an officer whose delegation included the amount of the management fees, but did not include the total contract cost.

Determining significant non-compliance

Given the visibility of the projects, including the various approvals that had been given and the ongoing scrutiny of invoices before payment, and that the contracts in question were authorised by the Commission's Project Director, albeit in excess of his delegation, the risk of fraud was very slight. There was no impact on the financial sustainability of the Commission, as the expenditure was specifically funded through the external budget process, and was within budget. However, the value of the contracts represented approximately 30 per cent of the Commission's total 2023-24 budget, and for that reason, the Accountable Authority has determined that the non-compliance is significant.

Remediation actions

The Commission has implemented the following remediation actions to address this non-compliance:

- The Commission is finalising the implementation of the contracts module in the Commission's financial system, which will reduce the risk of non-compliance issues with documenting PGPA Act s23(3) approvals and meeting AusTender reporting timeframes;
- The Commission has improved its end-to-end procurement processes and understanding of responsibilities under the PGPA Act, Commonwealth Procurement Rules and other relevant frameworks.

The Chair of the Commission's Audit and Risk Committee and the Commission's Australian National Audit Office signing officer have been made aware of this non-compliance.

Senator the Hon Katy Gallagher

Minister for Finance
Minister for Women
Minister for the Public Service
Senator for the Australian Capital Territory

REF: MS24-001000

Mr Philip Reed
Chief Executive Officer
National Anti-Corruption Commission
Via email: 22 @nacc.gov.au

Dear Mr Reed

Thank you for your letter of 2 October 2024 notifying me of significant non-compliance with the finance law, under section 19 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

I note the significant non-compliance concerns the commitment of funds under three contracts for construction works for the fit-out of the National Anti-Corruption Commission (NACC) premises in Canberra, Brisbane and Perth in 2023-24 and that the issues were self-identified by the NACC.

Generally, I am satisfied with the information about the issues that you have provided. However, I would appreciate further information regarding the remediation actions that you have outlined in Appendix A of your correspondence. I request that you advise me:

- when the NACC anticipates finalising the implementation of the contracts module in the NACC's financial system, and
- what the NACC has done to improve its end-to-end procurement processes and understanding of responsibilities under the PGPA Act, the Commonwealth Procurement Rules and other relevant frameworks.

Should you require, officials of my department are available to provide advice and guidance on the PGPA Act and its associated frameworks.

The contact officer in my department for any advice is: Kim Baker, Assistant Secretary, PGPA and Digital Reporting Branch, Governance and Grants Division, Kim.Baker@finance.gov.au, or 22

I have copied this letter to the Attorney-General for his information.

Yours sincerely

Katy Gallagher

31 OCT 2024

National Anti-Corruption Commission

CEO

Ref: 24#38727DOC

26 November 2024

Senator the Hon Katy Gallagher
Minister for Finance

By email: 22 - Irrelevant @finance.gov.au

Dear Minister,

Remedial actions for significant non-compliance with finance law 2023-24

Thank you for your letter of 31 October 2024 (REF: MS24-001000) in response to my correspondence of 2 October 2024 notifying you of a significant issue involving a non-compliance with the finance law.

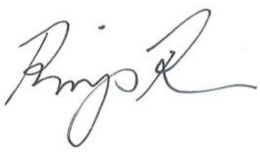
You requested two key updates regarding the progress of remediation and I've included the relevant information below:

1. The Contracts Module has been fully implemented within our Financial Management Information System (FMIS), Technology One. A key part of this work has been to transition contracts previously managed out of system into the FMIS to provide for in-system workflows and approvals and appropriate matching of invoices to contracts. Of our estimated 238 contracts, 179 contracts have now been entered into the FMIS with the balance to occur prior to 31 December 2024.
2. The Commission has improved its oversight of procurement processes and staff understanding of their obligations through:
    a. Mandating as part of induction to the Commission, the completion of APS Induction: Money and Resources;
    b. Increased engagement with the Commission at the outset of procurement being conducted to move away from the reactive nature that previously existed;
    c. The use of the Commonwealth Contracting Suite is encouraged, specifically for procurements valued between $10,000 and $200,000;
    d. The use and consideration of the Indigenous Procurement Policy Mandatory Set Aside provision in procurements where this would not otherwise be considered mandatory; and

e. The implementation of an improved internal procurement framework and associated education and training program, planned for progressive implementation in the first quarter of 2025.

I would be happy to discuss this letter with you or your office. I can be contacted directly on 22 [redacted] or by email at 22 [redacted]@nacc.gov.au.

Yours sincerely,



Philip Reed
Chief Executive Officer

National Anti-Corruption Commission BRIEF 23

23 - CEO - Policy consultations and requests

This brief provides a list of submissions that the Commission has made to Commonwealth Departments, agencies, or other entities (state/territory) in response to requests for input (e.g. consultation papers, reviews, reports etc.)

Key Points

- The Commission regularly receives requests for input from Commonwealth Departments and agencies.
- The Commission also receives requests for input from entities outside of Commonwealth Departments and agencies.

Summary of Policy consultations and requests

- **Table 1** contains a summary of all policy consultations and requests the Commission provided a response to between 1 July 2024 and 31 March 2026. This includes Commonwealth Departments, agencies and other entities (for example state and territory entities).
- From **1 July 2024 to 31 March 2026**, the Commission provided responses on the following matters:
    1. Strengthening Australia's Democracy report.
    2. State of the Service Report 2023-24.
    3. United Nations Convention against Transnational Organized Crime (UNTOC) COP12 – Australia's National Statement.
    4. August: Training for government lawyers.
    5. Australia's Country Report to the Pacific Island Law Officers' Network (PILON).
    6. Engagement with the Public Integrity and Anti-Corruption (PIAC) Working Group of the Organisation for Economic Co-operation and Development (OECD).
    7. Fraud and Corruption Capability Self-Assessment Tool.
    8. Draft cable: Update on the Combatting Foreign Bribery Act.
    9. UNTOC thematic brief on corruption, organised fraud and foreign bribery.
    10. Louder than Words (LTW) implementation report.
    11. The Organisation for Economic Co-operation and Development (OECD) Integrity Review of Jordan: Together for an Accountable and Transparent Public Administration.
    12. Correspondence from APS Commissioner inviting submission in response to APS Reform Stage 2 integrity initiatives public consultation.
    13. Correspondence from Finance Minister re non-compliance with finance law | PGPA Act Notification.
    14. OECD Country Study on drivers of trust in Australian public institutions - 1st draft.
    15. Endorsement sought of the Minimum Requirements for Aboriginal and Torres Strait Islander Children's Commissioner.
    16. Feedback on APS values and MOPS Act employment.
    17. Review of tax secrecy regulator secrecy exceptions.
    18. Potential persona designate authorisations under s15GG(1) of the *Crimes Act 1914.*

19. Guidance in relation to determinations under the *Parliamentary Business Resources Act 2017* and *Members of Parliament (Staff) Act 1984.*
20. Handling Misconduct Guide.
21. Operation of directions to agency heads under the NACC Act.
22. Electronic Surveillance Reform.
23. Commonwealth Integrity Strategy.
24. Amendments to Part 9.1 of the Criminal Code.
25. Amendments to Part IAB of the *Crimes Act 1914.*
26. Integrity Data Governance Framework and viable integrity metrics set.
27. Whole of Government Transnational, Serious and Organised Crime (TSOC) talking points.
28. State of the Service Report 2024-25.
29. Abu Dhabi Declaration and negotiation instructions.
30. Whistleblower protection reforms.
31. Australia's Country Report to the Pacific Island Law Officers' Network (PILON)
32. Draft cable for United Nations Office on Drugs and Crime (UNODC)/PIFS Pacific (pre-COSP).
33. 47E(d)
34. UNCAC CoSP resolution on Enhancing transparency in the funding of political parties, candidatures for elected public office, and electoral campaigns.
35. UNCAC CoSP resolution on Enhancing ACA–FIU Cooperation for Effective Anti-Corruption and Asset Recovery Action.
36. Defence and Veterans Service Commission request for assistance in developing templates and operating procedures.
37. United Nations Convention against Corruption (UNCAC) Conference of the States Parties (SoSP) resolution on Enhancing Data Collection to Measure Corruption and Assess the Effectiveness of Anti-Corruption measures.
38. UNCAC CoSP Resolution on Preventing and combating corruption as it relates to crimes that affect the environment.
39. 47E(d)
40. Pacific Community of Practice: Views on Pacific law and justice uplift.
41. Criminal Code amendments for evidentiary certificates.
42. Public Interest Disclosure and Other Legislation Amendment (Whistleblower Protections) Bill.
43. ANAO Insights: Fraud and Corruption Control arrangements.
44. 2026 US Trafficking in-Persons Report.
45. APS Integrity System schematic map.
46. Department of Finance (DoF) Procurement Guidance.
47. Financial Action Task Force's Mutual Evaluation (FATF ME).
48. Australian Public Service Commission (APSC) Gift and Benefits Guidance.

Table 1: Responses to all external requests – APS requests and others - 1 July 2024 – 31 March 2025

	Sub date	Entity	Public?	Title and item summary
1	3/06/24	Home Affairs	Yes Published 15/06/24	**Home Affairs –Strengthening Australian democracy report** ▪ On 2 July 2024, Home Affairs requested the Commission's approval for language relating to the NACC in its Strengthening Australian Democracy report. ▪ On 3 July 2024, the Commission provided feedback and updates to the language used.
2	14/08/24	APSC	Yes Published 26/11/24	**State of the Service Report 2023-24** ▪ On 9 July 2024, the APSC requested the Commission's input into the 2023-24 State of the Service Report. ▪ On 14 August 2024, the Commission provided its response which outlined the Commission's achievements during its first twelve months of operation, mission and lines of operation.
3	26/08/24	AGD	Yes Published 28/20/24	**United Nations Convention against Transnational Organized Crime - COP12 - Australia's National Statement** ▪ On 19 August 2024, AGD requested the Commission's input to Australia's National Statement ahead of the 12th session of the Conference of Parties (COP) to the United Nations Convention Against Transnational Organized Crime (UNTOC), which occurred 14 – 18 October 2024. ▪ On 26 August 2024, the Commission provided a paragraph regarding the Commission's engagement work.
4	26/08/24	AGD	No	**Training for government lawyers** ▪ On 21 August 2024, AGD requested the Commission's assistance to develop a training module on the role of government lawyers. ▪ On 26 August 2024, the Commission provided AGD's requested information with a focus on integrity and ethics.
5	1/09/24	AGD	No	**Australia's Country Report to the Pacific Island Law Officers' Network (PILON)** ▪ On 20 August 2024, AGD asked for input for the Pacific Islands Law Officers' Network (PILON) Annual Meeting and information on the Commission's engagement in the Pacific. ▪ On 1 September 2024, the Commission provided the requested information to AGD.

6	2/09/24	AGD	No	**Engagement with the Public Integrity and Anti-Corruption (PIAC) Working Group of the Organisation for Economic Co-operation and Development (OECD)** ▪ On 27 August 2024, AGD requested the Commission's input ahead of the of a meeting on PIAC of the OECD Working Group. ▪ On 2 September 2024, the Commission provided feedback on the PIAC's Public Integrity Indicators.
7	9/09/24	AGD CFPC	Yes Published 10/24	**Fraud and Corruption Capability Self-Assessment Tool** ▪ On 16 August 2024, the AGD Commonwealth Fraud Prevention Centre requested the Commission to review its new Fraud and Corruption Capability Self-Assessment Tool. ▪ On 9 September 2024, the Commission provided a response to AGD
8	13/09/24	DFAT	No	**Draft cable: Update on the Combatting Foreign Bribery Act** ▪ On 13 September 2024, DFAT requested the Commission review a draft cable aiming to provide an update to Posts on the recent changes to Australian foreign bribery offences. ▪ On 13 September 2024, the Commission responded with no objections or suggestions to the content.
9	23/09/24	AGD	No	**United Nations Convention against Transnational Organized Crime - thematic brief on corruption, organised fraud and foreign bribery** ▪ On 16 September 2024, AGD requested input to compile a thematic brief on 'Corruption, organised fraud and foreign bribery' to support Australia's delegation to the 12th session of the Conference of Parties (COP) on the United Nations Convention against Transnational Organized Crime. ▪ On 23 September 2024, the Commission provided the requested input to AGD.
10	1/11/24	APSC	No	**Louder than Words implementation report** ▪ On October 2024, APSC requested input to an implementation progress report on the 16 actions for all APS agencies arising from the Louder than Words: An APS Integrity Action Plan published in November 2023. ▪ On 1 November 2024, the Commission provided consolidated input to the APSC.
11	11/11/24	AGD	No	**The Organisation for Economic Co-operation and Development - Integrity Review of Jordan: Together for an Accountable and Transparent Public Administration**

				▪ On 4 November 2024, AGD requested the Commission on the draft OECD 'Integrity Review of Jordan' paper from the OECD Public Governance Committee. ▪ On 11 November 2024, the Commission provided input to AGD.
12	11/11/24	APSC	Yes	**APS Reform Stage 2 integrity initiatives public consultation** ▪ On 2 October 2024, the APSC sent correspondence from the APS Commissioner to the Commissioner regarding the APS Reform Stage 2 integrity initiatives public consultation. ▪ On 11 November 2024, the Commission provided the Commissioner's response to the APSC.
13	26/11/24	DoF	No	**Correspondence from Finance Minister re non-compliance with finance law | PGPA Act Notification** ▪ On 1 November 2024, the Department of Finance provided a letter (dated 31/Oct) from the Minister for Finance in response to our correspondence of (2/Oct) advising of a significant issue affecting the Commission which involves a non-compliance with finance law. ▪ On 26 November 2024, the Commission CSO provided correspondence to DoF.
14	12/12/24	APSC	No	**The Organisation for Economic Co-operation and Development Country Study on drivers of trust in Australian public institutions - 1st draft** ▪ On 29 November 2024, the APSC provided follow up correspondence on the draft OECD Country Study on Drivers of Trust in Australia (previous correspondence dated 11 November) and requested a review of sections related to the NACC and the integrity frameworks. ▪ On 12 December 2024, the Commission provided a letter from the Commissioner providing comment.
15	12/12/24	DSS	No	**Endorsement sought of the Minimum Requirements for Aboriginal and Torres Strait Islander Children's Commissioners** ▪ On 28 October 2024, the DSS sought the Commission's views on the redrafted Minimum Requirements for Aboriginal and Torres Strait Islander Children's Commissioners. ▪ On 12 December 2024, the Commission provided a response advising the proposed changes raised no issues for the Commission.
16	10/02/25	APSC	TBA	**Feedback on APS Values and MOPS Act employment** ▪ On 4 February 2025, the APSC requested the Commission provide feedback on a review of APS Values. ▪ On 10 February 2025, the Commission provided its input to the APSC.

17	11/03/25	Treasury	TBA	**Review of tax secrecy regulator secrecy exceptions** ▪ On 4 March 2025, Treasury request the Commission provide feedback on proposals to strengthen the regulatory framework. ▪ On 11 March 2025, the Commission provide Treasury with its feedback.
18	17/04/25	AGD	No	**Potential persona designations authorisations under s15GG(1) of the *Crimes Act 1914*** ▪ On 10 April 2025, AGD requested the Commission provide comment on the designations. On 17 April 2025, following a review, the Commission provided AGD with feedback.
19	30/04/25	PWSS	No	**Guidance in relation to determinations under the *Parliamentary Business Resources Act 2017* and *Members of Parliament (Staff) Act 1984*** ▪ On 29 April 2025, PWSS requested the Commission's input on a 'Guide for Parliamentarians – Employer Responsibilities. ▪ On 30 April 2025, the Commission provided its feedback.
20	1/05/25	Parliament of Tasmania	Yes	**Inquiry into establishment of Parliamentary Privilege Protocol – Tasmanian Parliament** ▪ On 14 March 2025, the Tasmanian Parliament invited the Commission to provide a submission to its Joint Standing Committee on Integrity. ▪ On 1 May 2025, the Commission provided a submission to the Tasmanian Parliament. ▪ On 4 June 2025, the Joint Standing Committee on Integrity invited the Commission to appear for a public hearing on the Inquiry. ▪ On 27 October 2025, the Commission appeared at the Joint Standing Committee on Integrity.
21	28/05/25	AGD	No	**Operation of directions to agency heads under the s 57 of the NACC Act** ▪ On 22 May 2025, AGD requested the Commission provide feedback on s 57 of the NACC Act. ▪ On 28 May 2025, the Commission provided its feedback to AGD.
22	11/06/25	AGD APSC	Yes	**Handling Misconduct Guide** ▪ On 5 May 2025, AGD requested the Commission provide feedback on proposed updates to the Handling Misconduct Guide. ▪ On 11 June 2025, the Commission provided its response to AGD.
23	18/06/25	AGD	No	**Proposed amendments to the *Local Court Act 2007* (NSW) (Classified as Protected)**

24	25/06/25	AGD	No	**Whistleblower Protection Authority Bill** ▪ On 24 June 2025, AGD requested the Commission provide input into its draft response to the LCA Committee. ▪ On 25 July 2025, the Commission provided AGD with input.
25	27/06/25	AGD	No	**S105D PGPA Act Determination (Classified as Protected: Legal Privilege)**
26	7/07/25	AGD	No	**Amendments to Part 9.1 of the Criminal Code – evidentiary certificates** ▪ On 3 July 2025, AGD requested the Commission's input on proposed amendments to Part 9.1 of the Criminal Code. This part relates to evidentiary certificates. ▪ On 8 July 2025, the Commission provided its response to AGD.
27	11/07/25	AGD	No	**Amendments to Part IAB of the *Crimes Act 1914* (Classified as Protected: Legislative secrecy)**
28	25/07/25	APSC AGD	No	**Commonwealth Integrity Strategy** ▪ On 11 July 2025, the Commission received a request to provide feedback on the APSC's draft Commonwealth Integrity Strategy. ▪ On 25 July 2025, the Commission provided its feedback to AGD.
29	25/07/25	AGD	No	**Integrity Data Governance Framework (IDGF) and viable integrity metrics set** ▪ On 15 July 2025, AGD requested the Commission provide feedback on its draft IDGF. ▪ On 25 July 2025, the Commission provided its response to AGD.
	11/08/25	Home Affairs	No	**Whole of Government Transnational, Serious and Organised Crime (TSOC) talking points** ▪ On 25 July 2025, Home Affairs requested the Commission provide input on the whole of gov TSOC. ▪ On 8 August 2025, the Commission provide its input to Home Affairs.
30	11/08/25	APSC	Yes	**State of the Service Report 2024-25** ▪ On 5 August 2025, APSC requested the Commission provide input on the State of the Service Report for 2025-26. ▪ On 11 August 2025, the Commission provided its input to APSC.
31	15/08/25	AGD	No	**Australia's Country Report to the Pacific Island Law Officers' Network (PILON)** ▪ On 7 August 2025, AGD requested the Commission's input for the Pacific Islands Law Officers' Network (PILON) Annual Meeting and information on the Commission's engagement in the Pacific.

				▪ On 15 August 2025, the Commission provided the requested information to AGD.
32	12/09/25	AGD	No	**Draft cable for United Nations Office on Drugs and Crime (UNODC)/Pacific Island Forum Secretariat (pre-COSP)** • On 11 September 2025, AGD Pacific Section requested review of a draft cable providing a readout on discussions at the UNODC/PIFS Pacific pre-CoSP. • On 12 September 2025, the Commission provided input to AGD.
33	7/10/25	HA	No	47E(d)
34	31/10/25	AGD	Yes Published 15/12/25	**UNCAC CoSP resolution on enhancing transparency in the funding of political parties, candidatures for elected public office, and electoral campaigns** • On 27 October 2025, AGD requested views on drafts resolution *Enhancing transparency in the funding of political parties, candidatures for elected public office, and electoral campaigns*" to be taken forward at the UN Convention Against Corruption (UNCAC) Conferences of States Parties (CoSP) in December 2025 in Doha, Qatar. • On 31 October 2025, the Commission provided views on the draft resolution.
35	31/10/25	AGD	Yes Published 15/12/25	**UNCAC CoSP resolution on Enhancing ACA–FIU Cooperation for Effective Anti-Corruption and Asset Recovery Action** • On 27 October 2025, AGD requested views draft resolution led by Palestine on "Enhancing ACA–FIU Cooperation for Effective Anti-Corruption and Asset Recovery Action" to be taken forward at the eleventh session of the Conferences of the States Parties (CoSP) to the UN Convention Against Corruption (UNCAC) in December 2025 in Doha, Qatar. • On 31 October 2025, the Commission provided views on the draft resolution.
36	11/11/25 02/03/26 26/03/26	DVSC	No	**Defence and Veterans Service Commission request for assistance in developing templates and operating procedures** • On 29 October 2025, DVSC requested templates, information sheets and standard operating procedures for the purposes of the exercise of powers to use a reference. • On 11 November 2025, the commission provided examples of these documents.

				• On 2 March 2026, DVSC requested examples witness expense policy. NACC staff member contacted DVSC to provide information that same day. • On 24 March 2026, DVSC requested templates for annual reporting. • On 26 March 2026, the Commission provided templates.
37	11/11/25	AGD	Yes Published 15/12/25	**United Nations Convention against Corruption (UNCAC) Conference of the States Parties (SoSP) resolution on Enhancing Data Collection to Measure Corruption and Assess the Effectiveness of Anti-Corruption measures** • On 20 October 2025, AGD requested redline comments for the draft CoSP resolution on 'Enhancing Data Collection to Measure Corruption and Assess the Effectiveness of Anti-Corruption Measures'. • On 11 November 2025, the Commission provided short feedback on the draft.
38	21/11/25	AGD	Yes Published 15/12/25	**UNCAC CoSP Resolution on Preventing and combating corruption as it relates to crimes that affect the environment** • On 18 November 2025, AGD requested views on draft resolution led by Brazil on "Preventing and combating corruption as it relates to crimes that affect the environment" to be taken forward at the UN Convention Against Corruption (UNCAC) Conferences of the States Parties (CoSP) in December 2025 in Doha, Qatar. • On 21 November 2025, the Commission provided views on the draft resolution.
39	04/11/25	HA	No	47E(d)
40	21/11/25	AGD	No	**Pacific Community of Practice: Views on Pacific law and justice uplift (Classified as Protected: Cabinet)**
41	12/12/25	AGD	No	**Criminal Code amendments for evidentiary certificates** • On 11 December 2025, AGD requested feedback on proposed amendments. • On 12 December 2025, the Commission provided feedback.
42	17/12/25	AGD	No	**Public Interest Disclosure and Other Legislation Amendment (Whistleblower Protections) Bill** • On 3 October 2025, the Commission provided input to the PID exposure draft directly to AGD having missed the public submission deadline.

				• Between 23 October 2025 and 17 December 2025, the Commission provided several reviews of the draft bill.
43	30/01/26	ANAO	Yes Published 02/04/26	**ANAO Insights: Fraud and Corruption Control arrangements** • On 13 January 2026, the ANAO requested feedback on the ANAO Insights product on Fraud and Corruption Control arrangements. • On 30 January 2026, the Commission provided feedback.
44	03/02/26	AGD	No, to be published	**2026 US Trafficking in Persons Report** • On 19 January AGD requested input to the wording for Australia Questionnaire for 2026 US Trafficking in persons report. • On 3 February 2026, the Commission provided updated wording.
45	26/02/26	APSC	No	**APS Integrity System schematic map** • On 4 February 2026, APSC requested feedback on Chief Operations Officer Committee paper on the APS Integrity System schematic map. • On 26 February 2026, the Commission provided feedback.
46	17/03/26	DoF	No, to be published	**Department of Finance (DoF) Procurement Guidance** • On 24 February 2026, the DoF requested a review of its procurement guidance of in-kind services that reference the Commission. • On 17 March 2026, the Commission provided feedback.
47	27/03/26	HA	No	**Financial Action Task Force's Mutual Evaluation (FATF ME)** • On 21 January 2026, Home Affairs provided a timeline of what would be required from agencies for Australia's 2026-27 Financial Action Task Force (FATF) Mutual Evaluation (ME). • Between 28 January and 27 March 2026, the Commission provide feedback on several aspects of Australia's submission. • On 20 April 2026, DC Rose attended the FATF Risk and Context Presentation.
48	31/03/26	APSC	No, to be published	**Australian Public Service Commission (APSC) Gift and Benefits Guidance** • On 19 February 2026, APSC requested feedback of the updated draft Guidance for Agency Heads – Gifts and Benefits.

				• On 4 March 2026, the Commission provided second a review of the gifts and benefits policy to APSC. • On 20 March 2026, APSC requested a further review of the updated draft Guidance for Agency Heads – Gifts and Benefits. • On 31 March 2026, the Commission provided a review of the gifts and benefits policy to APSC.

National Anti-Corruption Commission BRIEF 24

24 - CEO - Memoranda of Understanding

This brief provides a list of Memoranda of Understanding (MoU) currently under development or that the NACC is currently party to (at 31 March 2026).

Key points

- The NACC is party to a number of MOUs to support services being provided to the NACC or access for the NACC to a number of services provided by external agencies.
- Most MOUs previously in place between Australian Commission for Law Enforcement Integrity (ACLEI) and other agencies ceased on 30 June 2023 (when ACLEI ceased to exist), and new MOUs between the NACC and those agencies are either now in place or are currently under development.

Number and status of MOUs (at 31 March 2026)

Status	Number of MOUs
Current	26
Under development	18

MOUs currently in place – Total of 26

#	Partner agency	Title of MOU	Branch responsible	Date signed
Pre - NACC	Australian Energy Market Operator (AEMO)	Arrangements for information requests	Operational Capabilities	30/10/17
1	Australian Criminal Intelligence Commission (ACIC)	MOU for controlled access by duly Accredited Bodies to Nationally Coordinated Criminal History Checks between the Commission and the ACIC	Enabling Services	20/07/23
2	Australian Criminal Intelligence Commission (ACIC)	Head Agreement - For cooperation and information sharing	Enabling Services	24/07/23
3	Registry of Births, Deaths and Marriages [QLD]	For access to registered information	Operational Capabilities	25/07/23
4	Victorian Registry of Births, Deaths and Marriages [Vic]	For access to registered information	Operational Capabilities	01/08/23
5	Department of Home Affairs	For the provision of access, support, and maintenance services for the Australian Secret Network (ASN)	Enabling Services	25/09/23
6	47E(d)	The administration and operation of 47E(d)	Operational Capabilities	03/10/23

	47E(d) [redacted]			
7	47E(d) [redacted]	MOU concerning arrangements relating to 47E(d) [redacted]	Operational Capabilities	13/10/23
8	Department of Finance (DoF)	For the provision of GovCMS Services	MCCPE	17/10/23
9	Australian Transaction Reports and Analysis Centre (AUSTRAC)	Regarding access to, use and disclosure of AUSTRAC information	Operational capabilities	30/10/23
10	Transport for NSW [NSW]	DRIVES24 Terms of Access - Law Enforcement, Investigative Agencies and Protection of Public Revenue	Enabling Services	09/11/23
11	Department of Finance (DoF)	For delivery of Parliamentary Document Management System (PDMS) services	Office of the CEO	14/11/23
12	Inspector of the NACC	To set out arrangements for liaison between the Commission and the Inspector concerning referral of matters, access to information and points of contact between both parties	Legal	05/02/24
13	Independent Commission Against Corruption (ICAC) [NSW]	47E(d) [redacted]	Operational Capabilities	06/06/24
14	Australian Criminal Intelligence Commission (ACIC)	Controlled access by duly Accredited Bodies to Nationally Coordinated Criminal History Checks	Enabling Services	1/07/24
15	Commonwealth Ombudsman	In relation to the transfer of matters and co-operation	Legal	16/07/24
16	Australian Electoral Commission (AEC)	For the Safeguard of Elector Information	Operational Capabilities	22/07/24
17	Australian Federal Police (AFP)	MOU between AFP and NACC	Operations	22/07/24
18	Department of Finance (DoF)	For the provision of membership and licences on GovTEAMS OFFICIAL	Enabling Services	26/07/24
19	Department of Finance (DoF)	For the provision of membership and licences on GovTEAMS PROTECTED	Enabling Services	13/08/24
20	The Attorney-General, the President of the Senate and the Speaker of the	Parliamentary privilege	Legal	27/11/24

	House of Representative - Maintaining parliamentary privilege			
21	Department of Finance (DoF)	For the provision of GovLINK and ICON	Enabling Services	28/02/25
22	Department of Health, Disability & Ageing	Access and use of Operation Voss education video	Corruption Prevention and Education	06/08/25
23	Attorney-General's Department (AGD)	For participation as a user in the National Document Verification Service	Enabling Services	04/09/25
24	Australian Taxation Office	47E(d) [redacted]	Strategic Intelligence	25/09/25
25	National Indigenous Australians Agency	Access and use of Operation Voss education video	Corruption Prevention and Education	07/01/26

MOUs currently under development – Total of 18

#	Partner agency	Title of MOU	NACC Branch responsible
1	Law Enforcement Conduct Commission (LECC) [NSW]	Concerning the provision of operational resources and facilities by the LECC to the NACC	Operational Capabilities
2	Department of Home Affairs	Access to specified Department of Home Affairs information systems for the purposes of conducting investigations in accordance with the *National Anti-Corruption Commission Act 2022* (Cth)	Enabling Services
3	Victoria Police	MOU between NACC and VicPol	Operational Capabilities
4	Papua New Guinea Independent Commission Against Corruption (PNG ICAC)	MOU between NACC and PNG ICAC in relation to inter-referral of corruption issues, parallel investigations and staff exchange	MCCPE
5	Department of Foreign Affairs and Trade (DFAT)	MoU between NACC and DFAT in relation re arrangements relating to foreign nations (s240 of NACC Act)	Legal
6	Independent Broad-based Anti-Corruption Commission (IBAC) [VIC]	MOU for the shared provision of operational capabilities	Operational Capabilities

7	South Australia Police (SAPOL) [SA]	MOU for the shared provision of operational capabilities	Operational Capabilities
8	Corruption and Crime Commission (CCC) [WA]	MOU for the shared provision of operational capabilities	Operational Capabilities
9	NSW Crime Commission (NSWCC) [NSW]	MOU for the shared provision of operational capabilities	Operational Capabilities
10	Tasmania Police (TasPol) [TAS]	MOU for the shared provision of operational capabilities	Operational Capabilities
11	Northern Territory Police Force (NTPOL) [NT]	MOU for the shared provision of operational capabilities	Operational Capabilities
12	Australian Institute of Criminology (AIC)	MOU to access AIC academic resources for NACC research	MCCPE
13	47E(d) [redacted]	47E(d) [redacted]	Operational Capabilities
14	Attorney General's Department (AGD)	International Production Orders (IPO) - Certification	Operational Capabilities
15	Department of Home Affairs (and various LEA)	Managed identities	Operational Capabilities
16	State and Territory Integrity Commissions	Assistance with internal investigations of misconduct	Legal
17	Department of Finance	Access and use of Operation Voss education video	Corruption Prevention and Education
18	Australian Federal Police	47E(d) [redacted]	Operational Capabilities
*	*NIC agencies*	*Arrangement with NIC agencies pursuant to section 239 of the NACC Act*	*Legal*

* *Not an MOU, but for awareness*

National Anti-Corruption Commission BRIEF 25

25 - CEO - 2024-25 Annual Report

The Commission submitted the 2024-25 Annual Report to the Attorney-General on 8 October 2025. The report was tabled out of session with the President of the Senate on Friday 31 October 2025. The Commission met its targets for all 3 KPIs.

Key points

- In accordance with section 46(2)(a) of the *Public Governance, Performance and Accountability Act 2013* (Cth), the annual report must be given to the responsible Minister by the 15th day of the fourth month after the end of the reporting period for the entity (**15 October**).

2024-25 Annual Report

- On **8 October 2025**, the Commission submitted its 2024-25 Annual Report to the Attorney-General.
- On **31 October 2025**, the report was tabled out of session with the President of the Senate.
- On **3 November 2025**, it was tabled in the House of Representatives.
- The Commission's monthly update for November 2025, published on 31 October 2025, announced the tabling of the Commission's annual report. The timing of this announcement was subject to some criticism (see **01 - Key Issues Brief)**.
- The NACC Inspector's report and the Commission's reconsideration of the Robodebt referrals are addressed in the Analysis of Performance on page 50, and under External Scrutiny on page 103.
- Information related to the engagement and remuneration of Mr Nettle is in SES Remuneration on pages 95-97 (Table 3.3).

2023-24 Annual Report

- The Commission's inaugural annual report – the 2023-24 Annual Report – did not meet the deadline to provide to the Attorney-General by 15 October, due to delays with ANAO's audit. A chronology outlining the submission timeline of this report and the review of the report by both the PJC-NACC and the Legal and Constitutional Affairs Legislation Committee is provided at **Attachment A**.

Results

Performance

- In 2024-25, the Commission **met** all 3 of its KPIs.

PBS	Corporate plan	KPI	Target	Result
1.1	1.1	Percentage of referrals assessed within 90 days of receipt	80%	86.5%
1.2	1.2	Percentage of investigations finalised within 2 years	60%	100%
1.3	1.3	Number of corruption prevention and education (CPE) products and engagements	100	149

1.1 KPI – Referral assessments finalised in less than 90 days from receipt

- The Commission had 2,765 referrals on foot for assessment during the reporting period, comprising 2,271 referrals received in 2024-25 and 494 carried forward from 2023-24. The Commission finalised the assessment of 2,004 referrals in 2024-25, of which 1,733 were finalised in less than 90 days from receipt (86.5%).

1.2 KPI – Investigations finalised in less than 2 years

- During 2024-25, the Commission commenced 14 corruption investigations. Twenty-six investigations commenced in 2023–24 were ongoing at the beginning of the reporting period meaning a total of 40 corruption investigations commenced under the *National Anti-Corruption Commission Act 2022* (Cth) (NACC Act) were on foot during 2024–25. Of these, 10 were finalised in the reporting period. All 10 were finalised in less than 2 years (100%).

1.3 KPI – Corruption prevention and education products and engagements

- During the reporting period, the Commission produced 11 corruption prevention and education products and participated in 138 engagements with jurisdictional agencies, the public, and national and international partners (total of 149 products and engagements).

<u>Financial results</u>

- In 2024-25, the Commission recorded a surplus of $6.7 million, including depreciation and amortisation. The Commission is in a sound financial position at 30 June 2025, with financial assets of $53.1 million which is in excess of total liabilities of $27.8 million.

- Total assets at 30 June 2025, showed an increase of $4.9 million from 2023-24, due primarily to an increase in appropriation receivable, resulting from the surplus, offset by a decrease in property, plant and equipment from depreciation of those assets. Total liabilities remained relatively stable, with the small decrease due to the reduction in present value of lease liabilities over time.

- The Commission’s total operating expenditure was $10.0 million under budget, primarily due to employee benefits and supplier expenses being below budget, $4.6 million and $6.8 million respectively. The employee benefits were below budget because ASL was 53 below the budgeted ASL of 266.

Attachments

- **Attachment A** – Chronology of 2023-24 Annual Report

Attachment A

Chronology of 2023-24 Annual Report

Date	**Key decision, meeting or activity**
27-30 September 2024	Initial scheduled completion date for financial statements audit
4 October 2024	Application for extension submitted to the Attorney-General's Department (AGD). Letter dated 3 October 2024.
8 October 2024	AGD provided Commission's submission to the Attorney-General's Office (AGO).
8 October 2024	Application for extension approved by the Attorney-General.
11 October 2024	ANAO provided draft Closing Letter for Financial Statement Audit.
15 October 2024	Extraordinary meeting of the Audit and Risk Committee. Chair provided endorsement of the financial and annual performance statements to the Accountable Authority.
16 October 2024	Accountable Authority signed financial statements and management representation letter.
17 October 2024	Signed independent auditor's report and notification of completion of audit received from ANAO (dated 16 October 2024).
25 October 2024	The Commission submitted its 2023-24 Annual Report to AGD, who confirmed same day submission to the AGO.
5 November 2024	The Commission's 2023-24 Annual Report was tabled in the House of Representatives and published on the Transparency Portal and the Commission's website. The CEO's letter to the Attorney-General seeking extension was also tabled on this day in the House of Representatives.
18 November 2024	The Commission's 2023-24 Annual Report was tabled in the Senate. The CEO's letter to the Attorney-General seeking extension was also tabled on this day in the Senate.
22 November 2024	PJC NACC public hearing on the Commission's 2023-24 Annual Report.
24 March 2025	Legal and Constitutional Affairs Legislation Committee tabled *Annual Reports (No.1 of 2025)*.
27 March 2025	PJC NACC tabled its report on the *Examination of the National Anti-Corruption Commission Annual Report 203-24*.
15 August 2025	Legal and Constitutional Affairs Legislation Committee tabled a corrigendum to *Annual Reports (No.1 of 2025)*.
21 August 2025	Legal and Constitutional Affairs Legislation Committee tabled *Annual Reports (No.2 of 2025).*