Department of
CORRECTIONS



Annual Report
2025–26

NORTHERN TERRITORY GOVERNMENT

Acknowledgement and Commitment

Acknowledgement of Traditional Owners

The Department of Corrections (the Department) acknowledges the Traditional Custodians of the lands, waters and communities across the Northern Territory and pays respect to Elders past and present. We also recognise the enduring strength, resilience and contributions of Aboriginal peoples, whose cultures and connections to Country are among the oldest continuing cultures in the world.

The Northern Territory is home to a rich diversity of Aboriginal cultures, languages and communities. Aboriginal Territorians comprise more than 31 per cent of the Territory's population, representing the highest proportion of Aboriginal people of any Australian jurisdiction. This cultural diversity is reflected through a wide range of languages, traditions, kinship systems and community connections that continue to shape and enrich the Territory.

The Department recognises that many Aboriginal Territorians speak an Aboriginal language as their first language, with English often used as a second, third or fourth language. This understanding informs our commitment to delivering culturally responsive, inclusive and accessible services that respect language, culture and identity.

We remain committed to working in partnership with Aboriginal people, communities and organisations to strengthen outcomes across the justice system. Through culturally informed programs, rehabilitation initiatives and holistic support services, we seek to create opportunities for healing, personal growth and successful reintegration into community. We recognise the importance of culture as a protective factor and acknowledge the critical role cultural connection plays in supporting wellbeing, resilience and positive life outcomes.

As we continue to evolve our services and approaches, we are guided by the principles of respect, self-determination, collaboration and accountability, ensuring Aboriginal voices, knowledge and leadership are central to shaping meaningful and sustainable change.

Commitment to Aboriginal Territorians

The National Agreement on Closing the Gap outlines shared priorities and targets to improve life outcomes for Aboriginal and Torres Strait Islander peoples. The Department is committed to supporting progress towards the justice-related targets:

- **TARGET 10:** Reduce the rate of Aboriginal and Torres Strait Islander adults held in incarceration by at least 15 per cent by 2031.
- **TARGET 11:** Reduce the rate of Aboriginal and Torres Strait Islander young people (10–17 years) in detention by at least 30 per cent by 2031.
- **TARGET 13:** By 2031, reduce the rate of all forms of family violence and abuse against Aboriginal and Torres Strait Islander women and children by at least 50 per cent, as progress towards zero.



Cultural notice

Aboriginal and Torres Strait Islander readers are advised that this report may contain the names and images of Aboriginal and Torres Strait Islander people who have passed away.



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Letter to the Minister

Dear Minister

I am pleased to submit to you the 2025–26 Annual Report for the Department of Corrections in accordance with section 28 of the *Public Sector Employment and Management Act 1993*, section 12 of the *Financial Management Act 1995* and section 131 of the *Information Act 2002*.

Pursuant to my obligations under section 24 of the *Public Sector Employment and Management Act 1993*, section 13 of the *Financial Management Act 1995*, section 131 of the *Information Act 2002* and in accordance with Treasurer's Direction R2.1.6, I advise that, to the best of my knowledge and belief:

1. proper records of all transactions affecting the department are kept in accordance with requirements and departmental standards
2. employees under the department's control observe the provisions of the *Financial Management Act 1995*, the Financial Management Regulations and Treasurer's Directions
3. procedures within the department afford proper internal control and a current description of such procedures is recorded in the accounting and property manual, which has been prepared in accordance with the requirements of the *Financial Management Act 1995*
4. no indication of malpractice, major breach of legislation, major error in or omission from the accounts and records exists
5. in accordance with the requirements of section 15 of the *Financial Management Act 1995*, the internal audit capacity available to the department is adequate and the results of internal audits have been reported to the accountable officer
6. the financial statements included in the annual report have been prepared from proper accounts and records and are in accordance with Treasurer's Directions
7. all Employment Instructions issued by the Commissioner for Public Employment have been satisfied
8. the department is working in compliance with Part 9 of the *Information Act 2002*.

Yours sincerely,



Matthew Varley
Chief Executive Officer
Department of Corrections

29 September 2026



About This Report

This 2025–26 Annual Report for the Department of Corrections (the Department) has been prepared by the Chief Executive Officer (CEO) to comply with the annual reporting requirements under section 28 of the *Public Sector Employment and Management Act 1993* (PSEMA), sections 11, 12 and 13 of the *Financial Management Act 1995*, and section 131 of the *Information Act 2002*.

Its primary purpose is to report to the Minister for Corrections on the Department's performance during 2025–26 against approved budget outputs and performance measures. Other audiences include Members of the Legislative Assembly, the community, other government agencies, the Northern Territory, Australian and local government sectors, Department employees, and external stakeholders.

Pursuant to section 28 of the PSEMA, the Department must present a report to the Minister on its operations within three months of the end of the financial year. The report must include:

- the functions and objectives of the Department
- legislation administered by the Department
- an organisational overview, including the number of employees in each designation and any variation in those numbers since the previous report
- operations, initiatives and achievements relating to planning, efficiency, effectiveness, performance and service delivery to the community
- measures taken to ensure public sector principles are upheld
- management training and staff development programs
- occupational health and safety programs, and
- financial statements prepared in accordance with sections 11 and 13 of the *Financial Management Act 1995*.

This report provides an overview of the Department's activities, achievements and performance throughout 2025–26, demonstrating accountability, transparency and stewardship in delivering correctional services across the Northern Territory.

Message from the Chief Executive Officer

Throughout 2025–26, the Department of Corrections continued one of the most significant transformations in its history, moving from a highly reactive operating environment to a more stable, structured and resilient corrections system.

Having established Corrections as a standalone department in 2024, our focus this year shifted from immediate system stabilisation to strengthening the people, systems and infrastructure needed to support the Territory's growing needs. Guided by the Department of Corrections Strategic Plan 2024–28, we focused on our people, infrastructure and services across Adult Operations, Community Corrections and Youth Justice. Our work remained aligned to the Northern Territory Government's priorities of Reducing Crime, Rebuilding the Economy and Restoring the Territory Lifestyle.

Significant pressures remained across the correctional system, including record prisoner numbers, increasing service demand and ongoing workforce challenges, however our people continued to deliver. Across all operational areas, staff demonstrated professionalism, resilience and commitment throughout a period of significant change for the Department.

This year also marked an important shift from managing immediate operational pressures to shaping the future direction of the correctional system. We continued to implement the Corrections Infrastructure Master Plan, strengthen frontline capability, advance key operational reforms, and expand opportunities for rehabilitation, reintegration, education and employment. Together, these initiatives are creating a safer, more sustainable corrections system and strengthening outcomes for Territorians.

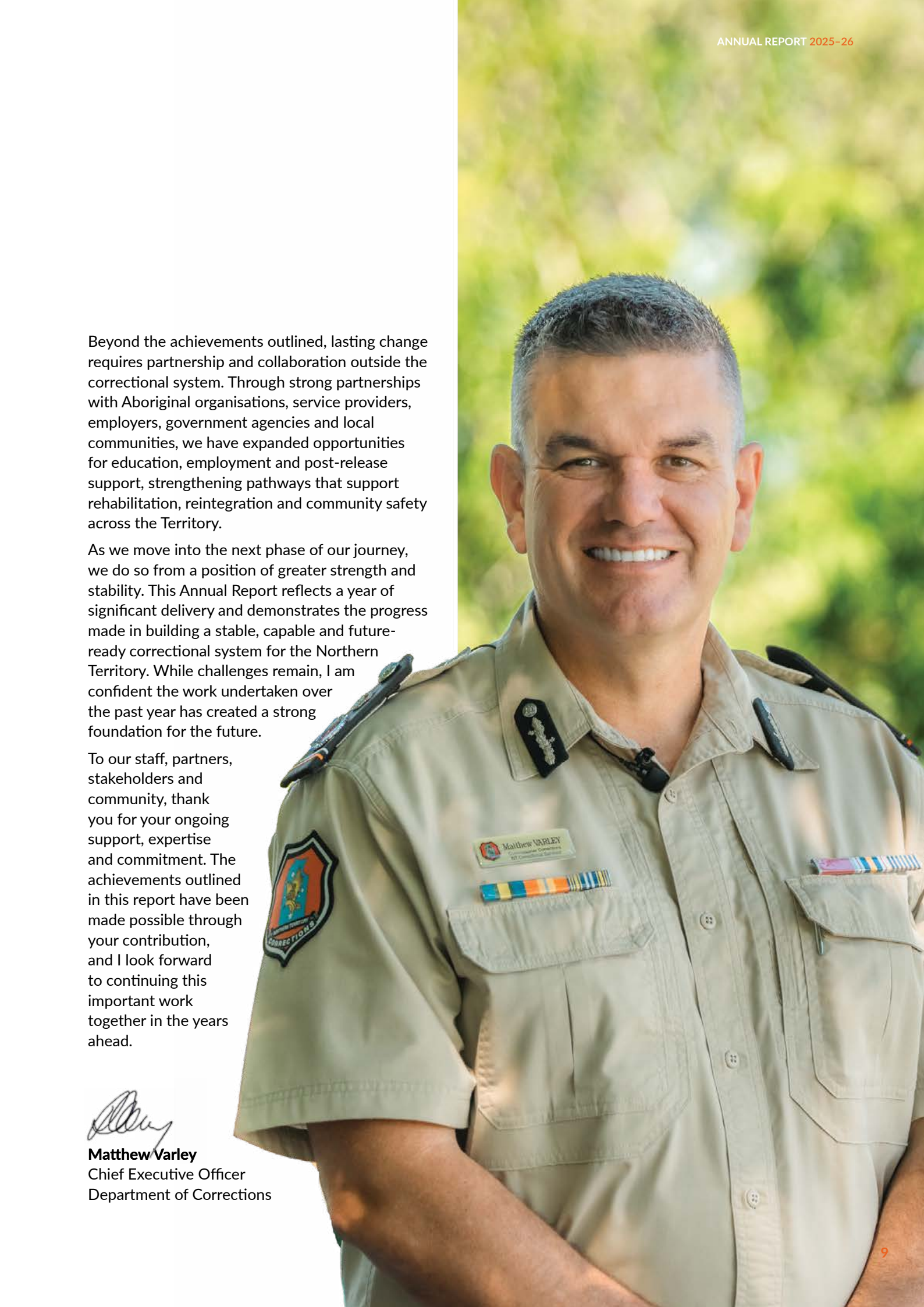
We delivered major achievements in the past year:

- Continued to progress commissioning of the Katherine Work Camp and additional work camp projects to support employment, rehabilitation and reintegration pathways.
- Continued to expand the Berrimah Correctional Centre, increasing future capacity and supporting delivery of the revised Corrections Infrastructure Master Plan
- Expanded community-based youth justice interventions through Bail Support Facilities and Youth Boot Camps across the Northern Territory, providing structured supervision, rehabilitation and support for young people.
- Launched the Rehabilitation and Reintegration Framework, providing a coordinated approach to rehabilitation, education, employment and reintegration across the correctional system.
- Operationalised women's custodial facilities in Darwin and Alice Springs.
- Continued to implement approved recommendations from the review of the prisoner classification system to deliver a model that is person-centred, risk-informed and needs-based, with timely responses and robust assessment.
- More than 1,700 prisoner engagements were recorded across employment and industry programs, generating more than $2.6 million in community value.
- Participation in prisoner education and vocational training increased substantially during 2025–26. There were 1,157 prisoner enrolments, up from 761 in the previous financial year. Against the BP3 performance measure, 84 per cent of eligible prisoners enrolled in education or training successfully completed their program.
- Continued the growth of electronic monitoring and community-based supervision, strengthening offender accountability and supporting community safety across the NT.
- Increased frontline capability through sustained recruitment, growing the Department's workforce from 1,443 to 1,643 staff and Adult Operations from 729 to 843 staff.
- Utilised Community Service Work Parties to provide support to communities across the NT affected by significant weather events.
- Finalised the Department of Corrections Workforce Strategy 2026–28.
- Undertook extensive consultation with staff to finalise the Department of Corrections Wellbeing Framework 2026–28.

Beyond the achievements outlined, lasting change requires partnership and collaboration outside the correctional system. Through strong partnerships with Aboriginal organisations, service providers, employers, government agencies and local communities, we have expanded opportunities for education, employment and post-release support, strengthening pathways that support rehabilitation, reintegration and community safety across the Territory.

As we move into the next phase of our journey, we do so from a position of greater strength and stability. This Annual Report reflects a year of significant delivery and demonstrates the progress made in building a stable, capable and future-ready correctional system for the Northern Territory. While challenges remain, I am confident the work undertaken over the past year has created a strong foundation for the future.

To our staff, partners, stakeholders and community, thank you for your ongoing support, expertise and commitment. The achievements outlined in this report have been made possible through your contribution, and I look forward to continuing this important work together in the years ahead.



Matthew Varley
Chief Executive Officer
Department of Corrections

CHAPTER 1

Year at a glance



During 2025–26, the Department delivered significant progress against the commitments outlined in the previous Annual Report. Guided by our strategic priorities, the Department strengthened the foundations of the correctional system through targeted infrastructure investment, workforce development, enhanced rehabilitation services, and stronger governance and partnerships. The achievements highlighted throughout this report demonstrate our commitment to accountability and transparency, providing a clear measure of what we said we would do and what we have delivered for the Northern Territory community.



A youth participates in a circus-skills workshop as part of a 3-day Darwin boot camp, delivered in partnership with Balanced Choice Program

Our Achievements 2025–26

July 2025

- Prisoners at Berrimah Correctional Centre completed a Vocational Training Program (VTP) in Certificate I in General Education for Adults, delivered by Charles Darwin University (CDU). This was the first time the nationally accredited course had been delivered in a Northern Territory correctional facility.
- NAIDOC Week was celebrated across all correctional facilities and worksites under the theme The Next Generation: Strength, Vision and Legacy, with prisoners and staff participating in activities recognising and celebrating Aboriginal and Torres Strait Islander culture.





August 2025

- The Reintegration and Support Services Team delivered face-to-face support at Barkly Work Camp in Tennant Creek for the first time. Ten prisoners participated in prerelease case management and welfare sessions designed to support successful reintegration into the community.

December 2025

- G4S expanded prisoner escort and court services to include Alice Springs Local Court freeing up Police, whilst planning continued for the introduction of hospital bedsit capacity in Alice Springs with locally recruited G4S staff.
- The Program Governance Committee (PGC) was established to provide oversight of externally delivered prisoner programs and strengthen accountability.
- A prisoner in Alice Springs became the first person in Northern Territory custody to complete a university degree, made possible through the University of Southern Queensland's Incarcerated Student Program.
- The Department partnered with Power Community Limited (PCL), the charity arm of the Port Adelaide Football Club, to deliver a youth-focused domestic violence prevention program, the first initiative of its kind in the Territory.
- Twelve months after opening the recommissioned Berrimah Correctional Centre with 66 prisoners, the capacity reached 842.



January 2026

- The Department renewed its partnership with CDU for a further two years to deliver education and vocational training to prisoners.
- Opening of supported accommodation facility for women on bail in Alice Springs, offering wrap-around support services for women.



February 2026

- Young people at Holtze Youth Detention Centre (HYDC) took part in National Letter to an Elder Day, preparing letters and artwork for residents at Terrace Gardens Aged Care Facility.
- The first youth boot camp for 2026 was delivered in Darwin by Balanced Choice, providing young people on bail with 3 days of structured activities, accountability and practical life skills.
- The Northern Territory's first dedicated women's prison opened in Alice Springs providing a separate, purpose-built space for women, supporting better safety, rehabilitation and wellbeing outcomes. Dedicated accommodation was also established at Sector 11 in Darwin.





October 2025

- The Industries, Skills and Employment (ISE) strategy was launched, providing a framework to improve prisoner education, skills development and employment outcomes through initiatives Sentenced to a Job (S2AJ) 2.0 and Sentenced to a Skill.
- Offender Rehabilitation and Engagement (ORE) was restructured as Rehabilitation and Reintegration (R&R) with key functions expanded to include domestic, family and sexual violence interventions, health and NDIS, and programs addressing criminogenic, wellbeing, reintegration and prosocial needs.
- Youth Justice services and partner agencies were co-located to support better outcomes for young people through strengthened service integration and cross government collaboration.



November 2025

- CDU was awarded a two-year contract to deliver literacy and numeracy education to prisoners.
- The Rehabilitation and Reintegration Framework was launched to strengthen the delivery of rehabilitation and reintegration services and support improved outcomes for people in custody and their communities.



March 2026

- The Prisoner In-Cell Learning System (PILS) trial phase commenced in the education sector at Darwin Correctional Centre.
- Alice Springs Correctional Centre implemented a new video link tablet system to improve prisoner access to family, legal representatives and external support services.
- The Department partnered with Workskil Australia to deliver the Ready to Work program, supporting prisoners to prepare for and secure stable employment on release.
- Provided critical support to Territory communities affected by severe weather events across Katherine, Greater Darwin and Alice Springs, with Corrections staff and Community Support Work Program participants assisting emergency response operations. This included establishing and supporting evacuation centres, undertaking flood and cyclone recovery activities, and contributing to the restoration of community facilities and public spaces.



April 2026

- The Operational Reform Division was formally established with the appointment of the Assistant Commissioner Operational Reform, creating a dedicated function to lead organisational reform, support operational improvement and oversee the implementation of key strategic initiatives across the Department.
- Senior agency leaders participated in a strategic planning workshop focused on organisational priorities, collective leadership and implementation of the Department's Strategic Plan.
- Youth Justice staff participated in Anglicare NT's Youth Homelessness Matters Day Couch Surfing competition, with our young people taking out third place for best dressed couch.
- Community Youth Justice team marked the first anniversary of the Paperbark Bail Support Facility, a significant milestone under the Corrections Infrastructure Master Plan – a major, multi-year investment to meet growing demand in the Northern Territory's correctional system and support safer communities.



May 2026



- National Corrections Day was celebrated across all sites and regions under the theme 'Extraordinary work, extraordinary people', recognising the professionalism, dedication and teamwork of our staff across custodial operations, community corrections, youth justice and corporate services.
- Prisoner work parties from Alice Springs Correctional Centre partnered with community organisations and volunteers in community clean-up activities, removing waste and preserving the local environment.

June 2026

- Staff at Alice Springs Correctional Centre participated in a Walk n Talk initiative promoting men's mental health awareness and wellbeing in the workplace.
- The Katherine Work Camp Commissioning Team was established under the Corrections Infrastructure Master Plan to coordinate readiness activities to prepare the facility for operations.
- The Department strengthened senior leadership capability through the appointment of Assistant Commissioners for Custodial Operations and enhanced General Manager arrangements across the correctional system, bringing extensive experience in custodial operations, governance, reform, risk management and organisational leadership.
- Corrections staff and prisoner work parties supported the reopening of Elsey National Park following major flooding events, NT Parks and Wildlife with clean-up activities.
- The Targeted Intervention Team launched its updated Family Violence Program (FVP) Manual in response to the FVP Evaluation in 2025 and developed the first Psychoeducational Practice Manual.





Highlights

72%
of supervised community-based orders successfully completed.

76
Adult Bail Supported accommodation beds delivered in partnership with The Salvation Army.

80%
occupancy of 18 Outcare-operated post-release accommodation rooms.

6,101
equivalent bed nights delivered through Youth Bail Supported Facilities.

4,911
hours completed through Community Work Fines Order.

80+
More than 80 community organisations to deliver community work across the NT.

20
20 youth camps completed with 80 young people.

$2.1M
investment in expanded prisoner industries, education, training and employment pathways.

84%
84% of eligible prisoners enrolled in education and training programs successfully completed programs.

98%
of offence-specific treatment programs completed.

Community Support Work Program delivers visible benefits for Territory communities

The Community Support Work Program (CSWP) continues to deliver tangible benefits for Territory communities while providing meaningful rehabilitation opportunities for prisoners. Through community projects, emergency response support, environmental maintenance and major event assistance, participants develop practical skills, work readiness and a stronger connection to community.

The program provides a reliable workforce that reduces pressure on local councils, community organisations and government services while returning significant value to Territory taxpayers. In 2025-26, prisoner work parties completed more than 105,000 hours of work across the Northern Territory, generating more than $2.6 million in value for Territory communities.

Supporting Territory Communities

CSWP participants supported community events, not-for-profit organisations, vulnerable community members and natural disaster preparation and recovery activities across the Territory. Participants also assisted vulnerable Territorians, including pensioners and people with disabilities, through lawn mowing, yard maintenance and property clean-up services.

Work parties made a significant contribution to major events by assisting with site preparation, maintenance and clean-up activities for events including the V8 Supercars, Red CentreNATS, Territory Day, the Henley on Todd Regatta, Parrtjima and the Show Circuit. Support was also provided for the Finke Desert Race, Bush Bands Bash, Old Timers Fete, Variety Adventure Camp and NRL fixtures across the Territory.

A notable achievement was the deployment of prisoners from Alice Springs Correctional Centre to support preparations for the Harts Range Races and Bush Sports Weekend. The crew undertook extensive racecourse maintenance to improve track safety and prepared firewood for distribution throughout camping areas, contributing to the success of this iconic outback event.

Emergency Response and Recovery

Severe weather events across the Territory saw CSWP teams deployed to support emergency preparations, response and recovery efforts alongside government agencies, emergency services, Defence personnel and local organisations.

Prisoner work parties assisted with the establishment of evacuation and recovery centres, supported welfare activities and helped restore community facilities across Darwin, Katherine and Alice Springs.

During preparations for Tropical Cyclone Narelle, CSWP crews worked alongside the NT Emergency Service and the Defence Force, filling 925 sandbags in a single afternoon to help protect homes, businesses and critical infrastructure in Katherine. In Alice Springs, teams delivered 1,700 sandbags to help protect the Alice Springs Hospital and nearby homes as water levels rose in the Todd River.





Following major flooding in Katherine, CSWP crews spent several weeks assisting recovery efforts with emergency services, Charles Darwin University and local organisations. Work included debris removal, restoration of public facilities, collection of flood-damaged household items and extensive cleaning and grounds maintenance.

These efforts supported the restoration of the Katherine Showgrounds, cattle yards and racetrack, Nitmiluk Football Oval, Sports and Recreation Centre, Low-Level Nature Reserve and Hot Springs, and the CDU Katherine Rural Campus, helping ensure community facilities remained safe, accessible and ready for use.

CSWP crews also worked alongside NT Parks and Wildlife at Elsey National Park. Over two days, participants cleared fallen trees, removed debris and carried out vegetation management across flood-damaged campgrounds, access tracks and walking trails. The work helped prepare the park for the dry season and supported the earlier reopening of popular visitor areas.

Creating Positive Outcomes

A significant milestone in 2025–26 was the establishment of the first female Community Support Work Party in Alice Springs following the opening of the new women's correctional centre. Participants completed White Card training and commenced pathways towards formal qualifications, strengthening employment and reintegration opportunities for women in custody.

Beyond the immediate community benefits, CSWP provides participants with structured employment, practical work experience and opportunities to make a positive contribution to society. Through teamwork, accountability and the development of job-ready skills, participants build confidence and experience that support rehabilitation, reintegration and future employment outcomes. The program demonstrates how rehabilitation can deliver positive outcomes for participants while contributing to safer and stronger Territory communities.

CHAPTER 2

Purpose, context and leadership

The Department of Corrections contributes to safer communities by reducing reoffending, supporting rehabilitation and ensuring the safe, secure and humane management of adults and young people in custody and under community supervision across the Northern Territory. Through custodial and community-based corrections, we work with individuals, communities and partner agencies to address offending behaviour, promote accountability and support successful reintegration. Our work directly supports the Northern Territory Government's priorities of reducing crime, rebuilding the economy and restoring the Territory lifestyle.

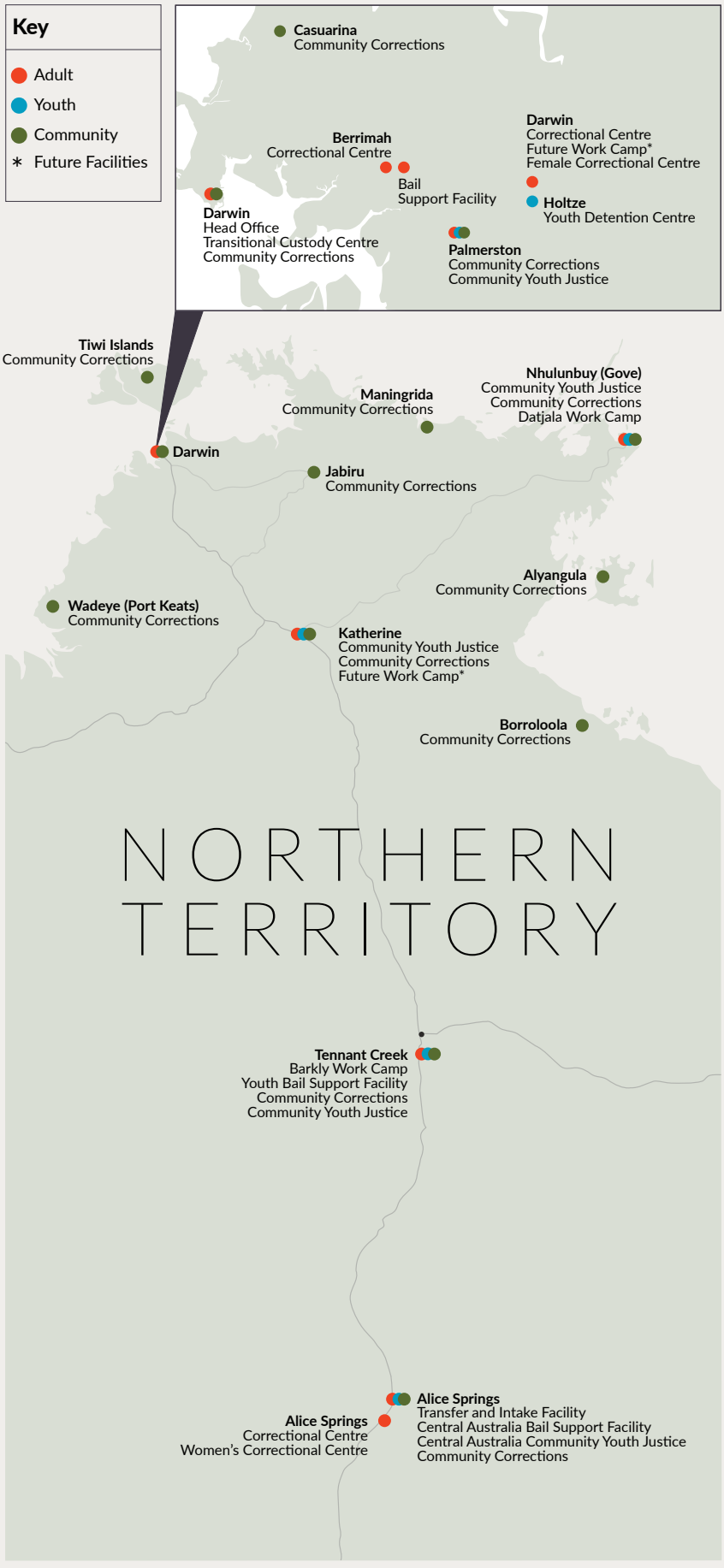



TERRITORY
AL SERVICES

Where we work

The Northern Territory's vast geography and dispersed population present additional operational challenges. Delivering services across remote and regional communities requires significant investment in infrastructure, transport and workforce capability to ensure equitable access to programs and support services.

These factors highlight the importance of a correctional system that is responsive, culturally informed and evidence-based, balancing community safety with rehabilitation, reintegration and positive behaviour change through collaboration across government and community sectors.



Our strategic plan

Mission

To keep Territorians safe by delivering correctional services that promote accountability and rehabilitation and strengthen pathways to reduced offending.

Our purpose

A safer Territory

We provide safe and secure correctional services for adults and youths in our custody and supervision.

Reduced reoffending

We work with people to address the causes of offending.

Changed lives

We encourage accountability and positive life choices.

Our values

Professional excellence

We get the job done. We embrace learning, innovation, and operational excellence.

Integrity and courage

We do the right thing. We speak up when actions or behaviours don't align with our values.

Respect and commitment

We are professional. We take pride in our work and build strong relationships by listening and valuing diverse perspectives.

Accountability

We own our actions. We are transparent and responsible.

Our strategies

Stronger foundations

- Unify the corrections system for better outcomes.
- Deliver infrastructure that meets our needs today, and into the future.
- Partner with government agencies, industries, communities, and organisations to support regional growth.
- Deliver legislative reforms that align with government priorities.

Investment in our people

- Invest in workforce capability and development pathways for employees.
- Deliver workforce planning that considers attraction, satisfaction and retention.
- Effective and accountable leaders with transparent and robust governance.
- Prioritisation of our people's health, safety and wellbeing.
- Build a culture that encourages high performance, accountability and is outcomes focused.

Break the cycle

- Deliver evidence-based rehabilitation programs tailored to offenders' needs.
- Enhance health and therapeutic services for complex offenders.
- Deliver culturally informed programs aimed at improving decision making, skills, education, and employment outcomes.
- Rehabilitation pathways that support economic participation and reduce crime.

Innovation

- Improve performance and productivity using innovative technology and data.
- Streamline policies and procedures that are contemporary and fit for purpose.
- Enhance risk management systems that deliver best practice standards.
- Integrated evaluation and performance measurement for continuous improvement.

Our organisational structure

Chief Executive Officer / Commissioner
Department of Corrections
Matthew Varley



Office of the Commissioner

- Professional Standards Unit and Legal, Freedom of Information (FOI) and Complaints
  Director **Robert Northey**
- Secretariat
- Communications and Engagement
  Director **Brian Kidd**



Deputy Commissioner
Adult Operations
Kym McKay

- Assistant Commissioner
  Custodial Operations
  Shannon Kay
- Assistant Commissioner
  Rehabilitation and Reintegration
  Kate Chambers
- Assistant Commissioner
  Operational Reform
  Bodie Green



Deputy Commissioner
Youth Justice and Community Corrections
Sasha Dennis

- Assistant Commissioner
  Community Corrections
  Tracy Luke
- **Youth Justice**
  Youth detention programs
  Community Youth Justice
  Bail programs



Deputy Chief Executive Officer
Strategy and Performance
Alecia Brimson

- Executive Director
  Organisational Capability
  Gail Humble
- A/Executive Director
  Strategy Performance and Risk
  Rachelle Kain
- Chief Financial Officer
  Finance and Business Services
  Stephen Thacker
- Director Contracts and Facilities
  Rachael Ward

Office of the Commissioner

The Office of the Commissioner provides strategic leadership, governance and executive support to the Commissioner of Corrections as Chief Executive Officer. It leads the coordination of strategic priorities, corporate governance and executive decision-making, ensuring the Department is well positioned to deliver on its objectives, meet community expectations and contribute to safer communities across the Northern Territory.

Professional Standards Unit

The Professional Standards Unit (PSU) is responsible for promoting integrity, accountability, ethical conduct, and professional standards across the Department. The PSU manages investigations into allegations of misconduct, supports organisational governance and compliance, and provides oversight to ensure staff conduct aligns with legislative requirements, departmental values, and community expectations.

The PSU plays a critical role in fostering a culture of transparency, fairness, and continuous improvement while maintaining public confidence in the correctional system and ensuring the rights and welfare of staff, prisoners, detainees, and young people are respected.

Secretariat

The Secretariat is responsible for coordinating and facilitating timely, accurate, and effective communication between the Commissioner/Chief Executive Officer, the Department, the Minister's Office, and central government agencies. The unit oversees executive correspondence, ministerial documentation, briefings, Cabinet-related matters and governance processes, ensuring priorities are managed efficiently and decisions are implemented effectively.

Legal, Freedom of Information and Complaints

The Legal, Freedom of Information (FOI) and Complaints unit provides expert legal, legislative, and administrative support to the Department. The unit manages requests for information under relevant legislation, coordinates the Department's response to litigation, coronial matters, investigations, and inquiries from external oversight and statutory bodies. The unit is also responsible for managing and investigating complaints relating to departmental services and operations, supporting continuous improvement, accountability, and compliance across the organisation.

Communications and Engagement

The Communications and Engagement unit leads the Department's internal and external communications, media relations, stakeholder engagement, and strategic communication activities. The team delivers clear, accurate, and consistent messaging across adult corrections, youth justice, and community corrections, while supporting ministerial and executive communication requirements, including media briefings, statements, speeches, and public information campaigns.

Through proactive engagement and effective communication, the unit strengthens public confidence in correctional services, supports the delivery of government priorities, and showcases the professionalism, expertise, and dedication of the Department's workforce.

Office of the Commissioner key responsibilities

Leadership

Provide strategic leadership and oversight across the Department.

Professional standards

Maintain integrity, accountability and professional conduct across the Department.

Secretariat and executive governance

Coordinate governance arrangements, ministerial business and executive decision-making processes.

Strategic coordination

Support strategic planning, performance reporting and organisational improvement.

Legal services

Provide legal advice and manage Freedom of Information obligations.

Complaints management

Manage complaints to support fair, timely and consistent resolution.

Communications and Engagement

Lead communications, media management and stakeholder engagement activities.

Adult Operations

Adult Operations Division is responsible for managing the Northern Territory's adult custodial correctional facilities, ensuring the safe, secure and humane detention of people on remand or serving custodial sentences. The division oversees correctional centre operations, prisoner welfare, rehabilitation and reintegration, education, employment opportunities, and culturally appropriate services, particularly for Aboriginal prisoners who are significantly represented within the correctional system.

The Northern Territory correctional environment is shaped by complex social, geographic and demographic factors that continue to drive high levels of demand. Domestic, family and sexual violence (DFSV) remains a significant contributor to contact with the justice system, with 71 per cent of people in custody in 2025 held for offences linked to domestic and family violence.

The prisoner population remained at historically high levels during the reporting period, reaching a record 2,955 adults in custody. Growth in the remand population continues to be a key driver of custodial demand, placing pressure on correctional infrastructure, services and workforce capacity, while reducing opportunities for participation in longer-term rehabilitation and intervention programs.

Custodial Operations

Custodial Operations manages the Darwin Correctional Centre at Holtze, Berrimah Correctional Centre, Alice Springs Correctional Centre, and the Datjala (Nhulunbuy) and Barkly Work Camps (Tennant Creek). Our facilities accommodate male and female prisoners across a range of security classifications and work camps support open rated male prisoners only. The division is also responsible for prisoner movements for court appearances, medical appointments, cultural activities and other approved rehabilitation and wellbeing activities, while working to improve operational consistency across all custodial facilities.

Custodial Operations responsibilities:

- Correctional Centre Operations
- Work Camp Operations
- Territory Wide Operations
- Community Support Work Program
- Official Visitor Program Coordination

Operational Reform

Operational Reform leads the design and delivery of reform initiatives that strengthen correctional practice and improve operational effectiveness. A key focus is prisoner education, training and employment through initiatives such as Sentenced to a Job and Sentenced to a Skill, which provide pathways to vocational training, prison employment, community work and paid employment opportunities. The division also oversees major reform projects, operational commissioning, women's correctional reform, policy development and business improvement initiatives to support long-term, sustainable change across the correctional system.

The unit oversees project delivery performance, risk management, issues and dependencies and stakeholder engagement, supporting the successful transition of reform initiatives into sustainable business-as-usual operations.

Commissioning leads the operational commissioning of new correctional facilities and service models, ensuring infrastructure, workforce, systems, policies and operational arrangements are ready for safe, effective and sustainable service delivery.

Industry, Skills & Employment expands prisoners' access to education, vocational training, meaningful work and employment pathways that build practical skills, support reintegration and contribute to reduced reoffending.



Women's Strategy provides strategic leadership for women-centred correctional services by developing gender-responsive, trauma-informed and culturally safe policies, service models and reform initiatives that improve rehabilitation, wellbeing and reintegration outcomes.

Sentence Management leads the development of a consistent Territory-wide sentence management framework that strengthens prisoner classification, sentence planning, governance, quality assurance and access to appropriate rehabilitation and reintegration opportunities.

Policy leads the review and modernisation of operational policies and procedures to establish clear, consistent and fit-for-purpose requirements that support lawful, safe and accountable correctional practice.

Operational Reform responsibilities:

- Commissioning
- Industry, Skills & Employment
- Women's Strategy
- Sentence Management
- Policy



Rehabilitation and Reintegration

Many people in custody present with complex and intersecting needs, including mental health conditions, cognitive impairment, disability, substance dependency, chronic health issues, low educational attainment and language barriers. Intergenerational disadvantage, trauma, family violence and early contact with the justice system also contribute to persistent cycles of offending and increase the complexity of delivering effective rehabilitation and reintegration services.

Rehabilitation and Reintegration delivers programs and services that help prisoners address offending behaviours and prepare for successful reintegration into the community. Through specialist case management, disability services, cultural programs, clinical rehabilitation, domestic and family violence interventions, and health-related support, the division aims to reduce reoffending and improve long-term outcomes. Pre-release planning, access to external support services, health governance, NDIS coordination and evidence-based rehabilitation programs all contribute to supporting prisoners both during custody and upon release.

This unit is responsible for the coordination, leadership, support and provision of strategic advice on Aboriginal engagement, cultural safety and culturally responsive practices across the department. This includes the governance, coordination and delivery of key Aboriginal-led initiatives, including the One Mob Different Country Dance Troupe Program and the Elders Visiting Program, to strengthen cultural connections, promote inclusive service delivery and improve outcomes for Aboriginal people.

Rehabilitation and Reintegration responsibilities:

- Reintegration and Support Services
- Clinical Rehabilitation
- Integrated Care
- Targeted Intervention
- Aboriginal Engagement and Strategy

Focus story

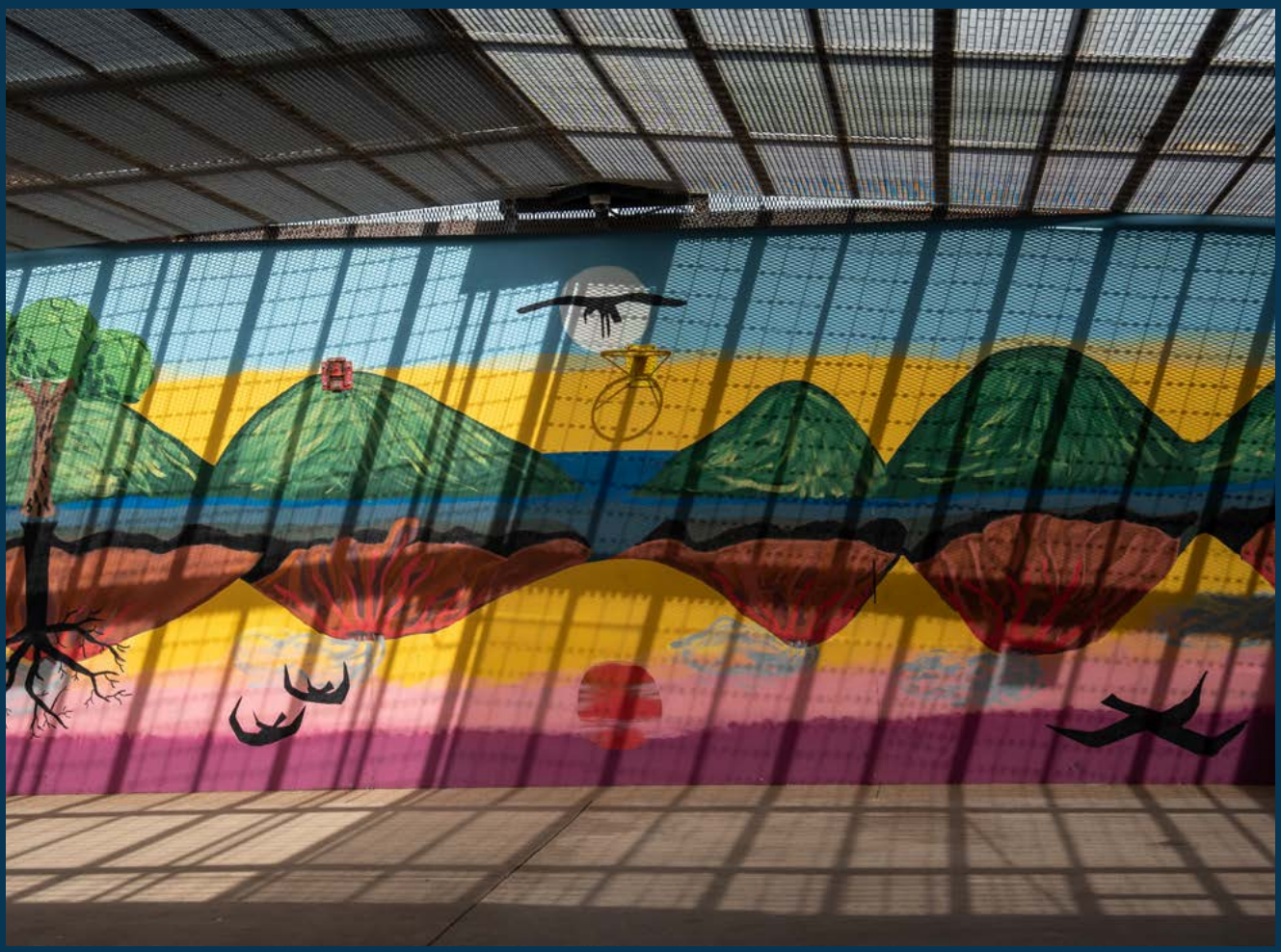
Strengthening prisoner classification and sentence management

Reforming prisoner classification and sentence management remains a key Departmental priority, supporting a risk-informed and person-centred approach to corrections.

During the reporting period, the Department commenced implementation of approved recommendations from the independent review of the prisoner classification system. The review identified opportunities to improve assessment processes, operational decision-making and prisoner management practices across adult correctional facilities.

Of the 22 Stage 1 recommendations, 11 were fully accepted and six accepted in principle. The remaining five, largely relating to infrastructure, will be considered through future planning and capital investment. A coordinated implementation plan has been established to translate the review findings into actions, deliverables and milestones.

Stage 2 also commenced during the reporting period. It includes redesigning the prisoner classification framework, revising the Sentence Management Manual and establishing a contemporary sentence management operating model. Implementation is scheduled for the second half of 2026.



Adult Operations key responsibilities include



Provide a safe and secure environment

Hold prisoners securely and safely in line with legislation and human rights standards.



Correctional facility operations

Operate correctional centres and low-security facilities, maintaining order, discipline, and effective daily operations.



Prisoner welfare, rehabilitation and education

Support health, wellbeing, and rehabilitation through medical care, education, employment, and programs to reduce reoffending.



Cultural and Community engagement

Provide culturally appropriate services and engage with Aboriginal communities, recognising their high representation in custody.

Youth Justice

The Youth Justice and Community Corrections Division delivers detention, community supervision, diversion, bail support, rehabilitation and offender management services across the Northern Territory. Through evidence-informed practice, culturally responsive service delivery and strong community partnerships, the division promotes accountability, supports behaviour change, reduces reoffending and contributes to safer communities. Services are delivered across urban, regional and remote locations to both young people and adult offenders at all stages of the justice continuum.

Youth Justice

Youth Justice plays a critical role in balancing community safety with rehabilitation. Through detention, diversion, bail support and community supervision services, Youth Justice works with young people, families, Aboriginal organisations and partner agencies to address offending behaviour, strengthen protective factors and support positive life outcomes. The division focuses on reducing future justice system involvement through early intervention, accountability and culturally responsive rehabilitation approaches.

Youth Justice is responsible for the management, care, supervision and rehabilitation of young people involved in the youth justice system. This includes young people in detention and those subject to community-based supervision, interventions and support.

The division delivers a range of services and programs that promote community safety, address the underlying causes of offending behaviour and support young people to make positive changes in their lives. Services include detention operations, community supervision, case management, targeted interventions, rehabilitation programs, diversion initiatives, and partnerships with government agencies, Aboriginal organisations and community service providers.

Youth Justice works to hold young people accountable for their actions while providing opportunities to address offending behaviour, build skills and strengthen connections to family, culture, education, training and employment. Through evidence-informed, culturally responsive and developmentally appropriate approaches, the division supports rehabilitation, reduces the risk of reoffending and assists young people to successfully reintegrate into their communities.

Service delivery is guided by legislative requirements, contemporary youth justice practice and the Northern Territory Government's commitment to reducing crime, strengthening community safety and delivering better outcomes for young people, families and communities.

Delivering services across some of Australia's most geographically dispersed communities requires significant operational capability. Youth Justice staff regularly travel to remote communities to undertake court reporting, supervision, family engagement and rehabilitation activities, ensuring young people can access support services closer to community and Country.

Youth Justice responsibilities:

- **Supervision of youth in detention and community**
- **Case management**
- **Rehabilitation and support**
- **Court and Parole Board reporting**



Community Corrections

Community Corrections supervises offenders serving court and Parole Board orders across the Northern Territory through evidence-based case management, risk assessment, rehabilitation and electronic monitoring. The division manages one of the Territory's largest community-based offender cohorts and plays a critical role in reducing reoffending, promoting accountability and maintaining community safety through structured supervision and intervention.

Services are delivered through six regional and three remote offices, supported by single-officer placements in Jabiru, Maningrida and Borroloola, and outreach in additional remote locations. This service delivery model supports supervision and referrals to support services across the Territory. In addition to the regional offices, Community Corrections has established Darwin Community Corrections, which brings together rostered probation and parole officers, casual Compliance Officers and the Bail Unit. This unit aims to provide a more streamlined response to courts and clients.

These services include:

- Community Corrections works with more than 80 community organisations to deliver community work across the Northern Territory, with over 1,000 hours completed each month.
- Bail supported accommodation to individuals who experience issues with housing or homelessness as an alternative to custody.
- Community Corrections leads the delivery and expansion of electronic monitoring services across the Northern Territory, supporting courts, parole authorities, Youth Justice and NT Police through technology-enabled supervision that enhances community safety and offender accountability.
- Clinical oversight throughout the regions to enhance practice with domestic, sexual and family violence offenders while supporting staff resilience.

Guided by differential case management and the principles of risk, need and responsivity, staff undertake a wide range of responsibilities. These include preparing court and parole reports, managing electronic monitoring, attending circuit courts, and conducting remote travel. Strong partnerships with stakeholders are central to ensuring compliance, reducing reoffending, and enhancing community safety.

Community Corrections responsibilities:

- **Supervision of offenders in the community**
- **Monitoring of defendants and individuals subject to electronic monitoring, including bail and relevant community-based orders**
- **Risk assessment and case management**
- **Supervision of individuals in the community subject to court and parole orders**
- **Referrals to rehabilitation and support services**
- **Community work**
- **Court and Parole Board reporting**
- **Engagement with Aboriginal Communities**

Electronic monitoring

Following the implementation of bail legislation reforms in late 2025, the number of bailees monitored by Community Corrections increased from 289 in July 2025 to a peak of 372 in April 2026, representing a 28 per cent increase. The Department recognised it needed to respond differently to the increased workload and demand across the system. To deliver an integrated system, Community Corrections implemented two key actions.

1. In January 2026, three work units were relocated to a central site, forming the Darwin Community Corrections Office. The new work unit brings together the 24/7 Rostered Probation and Parole Officers, casual Compliance Officers and Bail Unit, supporting a coordinated response to courts and clients.
2. As bailee numbers increased, alerts generated by bailees monitored on electronic monitoring placed additional demand on the 24/7 Rostered Probation and Parole Officer team. Bailee-related jobs comprised 56 per cent of the team's total workload. In response, Community Corrections introduced an alert triage model, with higher-risk alerts such as victim exclusion zone breaches and strap tampers escalated after hours, while lower-risk alerts are actioned by the responsible office the following day. This change reduced bailee alerts escalated to the team by 31 per cent.

Youth Justice key responsibilities include:

Supervision of youth in detention and community

Securely and safely manage youth in detention or bail supported facilitates and case manage youth subject to parole, probation, community work orders, and suspended sentences, ensuring compliance with court or Parole Board conditions.

Case management

Case management practices, embedded in connection to family and culture to reduce reoffending, improve community safety and foster behaviour change.

Rehabilitation and support

Facilitating access to rehabilitation programs, counselling, drug and alcohol services, and other support systems that promote behavioural change and support youth to community reintegration.

Court and Parole Board reporting

The preparation of a wide range of reports for both the Courts and Parole Board to inform decision making.

Community Corrections key responsibilities include:

Supervision of adults subject to court orders

Providing supervision and support to adults subject to court and Parole Board orders, helping individuals meet the requirements of their orders while supporting safer communities.

Risk assessment and case management

Undertaking risk assessment and case management to identify individual risks and needs, inform supervision and support effective rehabilitation and reintegration.

Monitoring of defendants and individuals

Monitoring defendants and individuals subject to electronic monitoring, including bail and relevant community-based orders, to support compliance with the conditions of their orders.

Engaging with Aboriginal communities

Supporting culturally appropriate supervision, connecting individuals with their communities, and facilitating access to relevant rehabilitation and support services.

Focus story

Building pathways for young people

A young person from Central Australia entered the Paperbark Bail Support Facility during a period of significant family instability and personal challenges. With limited support available in the community at the time, the young person required a safe and structured environment where they could remain compliant with bail requirements while accessing the support needed to establish positive routines, strengthen relationships and focus on their future.

During their placement, the young person engaged positively with the facility's structured program, participating in a range of developmental, recreational and rehabilitative activities. They successfully completed the Bikes Mwerre Youth Boot Camp Program, where they developed practical skills, teamwork and confidence through bicycle building, maintenance and community activities.

The young person also remained actively involved in local sport, supporting connection to community and wellbeing. Throughout the placement, Bail Support Facility staff provided consistent supervision, mentoring and case management, supporting the young person to develop positive relationships, improve decision-making and build on their existing strengths.

The young person successfully completed their placement and returned home with strengthened family connections, improved confidence and a clear focus on future goals. Following their exit from the facility, they continued to engage positively with family, and community supports through Community Youth Justice.

The young person's ongoing participation in education, training and employment planning demonstrates the positive impact that structured support, skill development and community connection can have on rehabilitation and long-term reintegration outcomes. Their journey highlights how Bail Support Facilities help young people build resilience, develop practical life skills and establish positive pathways away from further justice system involvement.









Focus story

Expansion of electronic monitoring across the Northern Territory

Electronic Monitoring (EM) continued to play a significant role in the Northern Territory's corrections system during 2025–26, supporting community safety and providing courts, parole authorities and youth justice services with an effective alternative to custody where appropriate. The ongoing expansion of EM reflects the Department's commitment to evidence-based supervision, rehabilitation and risk-based offender management.

Demand for electronic monitoring increased significantly across both adult and youth cohorts. Adult clients subject to EM grew from 475 in July 2024 to 665 by June 2026, while youth participants increased from 46 to 72. EM continued to support compliance with bail conditions, parole requirements and community-based orders while enabling eligible individuals to remain in the community under supervision.

Growth accelerated following the implementation of bail reforms in 2025. The number of electronically monitored bailees increased by 28 per cent, rising from 289 in July 2025 to a peak of 372 in April 2026. This increase required adjustments to operational practices and service delivery to maintain effective supervision and responsiveness.

To support demand, Community Corrections established a dedicated Community Corrections Office at Bennett Street in Darwin in January 2026. The office brought together the Bail Unit, Compliance Officers and 24-hour Rostered Probation and Parole Officers in a single location, improving coordination, oversight and operational responsiveness.

The Department also introduced a new alert triage model to manage increasing workloads. Analysis showed bailee-related alerts accounted for 56 per cent of all alerts managed by the 24-hour monitoring team. Under the revised model, high-risk incidents, including victim exclusion zone breaches and tamper alerts, were prioritised for immediate action, while lower-risk notifications were managed by regional offices during business hours. This approach reduced after-hours alert escalations by 31 per cent, enabling resources to focus on high-risk incidents and community safety priorities.



Electronic monitoring continued to strengthen collaboration across the justice system. Community Corrections administered monitoring services for adult offenders, young people supervised by Youth Justice and individuals monitored on behalf of Northern Territory Police. This integrated approach supports consistent supervision practices, efficient resource use and coordinated responses to non-compliance.

By allowing eligible individuals to maintain connections with family, employment, education and support services while under supervision, EM supports rehabilitation and successful community reintegration. It also provides authorities with an effective tool to manage risk, monitor compliance and respond quickly to breaches.

As demand for community-based supervision grows, the Department will continue strengthening electronic monitoring capability through workforce development, technology improvements and operational innovation, ensuring EM remains a key component of a modern corrections system that supports both community safety and rehabilitation outcomes across the Northern Territory.

Focus story

Bail Supported Accommodation

The Bail Supported Accommodation (Adult), or Open House, Program provides supported accommodation for people experiencing housing instability or homelessness as an alternative to custody. The program supports clients granted bail, parole, general leave or administrative home detention permits by addressing accommodation barriers and linking participants with health, social and community supports.

In 2025–26, the program operated across three sites in Darwin and Alice Springs, providing 76 beds. This included 30 program beds and nine fee-for service beds in Darwin, and in Alice Springs 27 Men's beds, plus the new 10-bed Women's Open House in which commenced in January 2026.

The program supported 262 participants during the year. Darwin operated at 97.26 per cent occupancy and delivered an additional 758 fee-for-service bed nights. Alice Springs Men's operated at 66.26 per cent occupancy, while Alice Springs Women's operated at 49.24 per cent occupancy following commencement.

Client outcome

DN, an Aboriginal man from Wadeye and a full-time Ranger, entered House 49 in January 2025. He engaged strongly with the program, understood the purpose of his bail placement and used the opportunity to demonstrate accountability, responsibility and commitment to returning home to his family, community and employment.



During his stay, DN completed several structured programs, including Darwin Indigenous Men's Shed, Positive Lifestyle Program, Alcohol and Other Drugs Education and STEPS Language and Literacy. Although he did not drink alcohol or use drugs, DN completed the 12-week AOD program to encourage and support other residents to attend. His leadership helped increase participation and supported a positive culture within the house.

As a respected community member, DN assisted new residents from Wadeye by translating house rules, bail conditions and program expectations. He also demonstrated financial responsibility by becoming the first resident to use a Community Work Order to pay outstanding fines, clearing $2,470 and building more than $700 in savings through careful budgeting.

DN received four program certificates, secured court support letters and obtained a bail variation to return home for a family wedding. He ultimately received a 10-month suspended sentence, allowing him to return to Wadeye, reunite with family and resume his full-time Ranger role.

DN's journey demonstrates how supported accommodation can assist people to maintain community connections, meet court requirements and access support services.

Focus story

Outcare Program – Client outcomes and impact

The Outcare Program provides intensive reintegration support to people exiting custody, with a focus on stability and independence. Support may include accommodation, employment readiness, health and wellbeing support, financial capability, daily living skills and referrals to specialist services. The program has been funded for a further five years, from 2026 to 2030.

Across Darwin and Alice Springs, Outcare operated 18 rooms, with combined occupancy of approximately 80 per cent. Darwin recorded 67 per cent occupancy across six rooms, while Alice Springs operated at 86 per cent occupancy across 12 rooms. Across both sites, 69 clients remained on the waitlist, demonstrating sustained demand and limited transitional accommodation options.

Client experience case study: Health stabilisation and long-term housing

RC exited custody with complex health needs that prevented him from working. Outcare coordinated health care and helped him access an aged care support plan and the Disability Support Pension.

Over 11 months, he also received budgeting, alcohol and other drug, and respectful relationships support. After completing parole, RC moved into social housing and maintained his tenancy, saying stable housing gave him "something to lose".

Client experience case study: Reconnection, employment and independent living

FN was released with minimal support and no family contact. Outcare provided mentoring, mental health support and help to obtain a driver's licence and NT WorkSafe certifications. He gained employment, saved for a vehicle and moved into his first home at age 52, later describing it as "a new lease on life".

These outcomes demonstrate the value of practical, relationship-based reintegration support provided by Outcare for people with complex needs.



Strategy and Performance

The Strategy and Performance Division is responsible for delivering the department's corporate and enabling services and provides the governance frameworks that support effective operations. The Division oversees a range of shared service arrangements with partner agencies, ensuring the Department has access to specialist expertise and support functions while maintaining efficient and accountable service delivery. Through strategic leadership, workforce capability, financial stewardship, governance, risk management, and infrastructure oversight, the Division plays a central role in enabling the Department to achieve its operational and strategic objectives.

Organisational Capability

Organisational Capability is responsible for building and strengthening the Department's internal capacity to deliver high-quality correctional services. This includes workforce planning, staff development, recruitment and training that support a skilled, professional, and resilient workforce, with particular emphasis on our custodial workforce.

The unit plays a central role in ensuring the Department has the people, processes, and culture needed to meet current demands and respond to future challenges across the Department.

Organisational Capability is essential to maintaining a high-performing Department that is responsive, resilient, and well-equipped to deliver on its mission of community safety, rehabilitation, and offender reintegration.

Organisational Capability responsibilities:

- Workforce planning and development
- Recruitment and onboarding
- Learning and training
- Staff wellbeing and support
- Organisational culture and engagement
- Reward and recognition

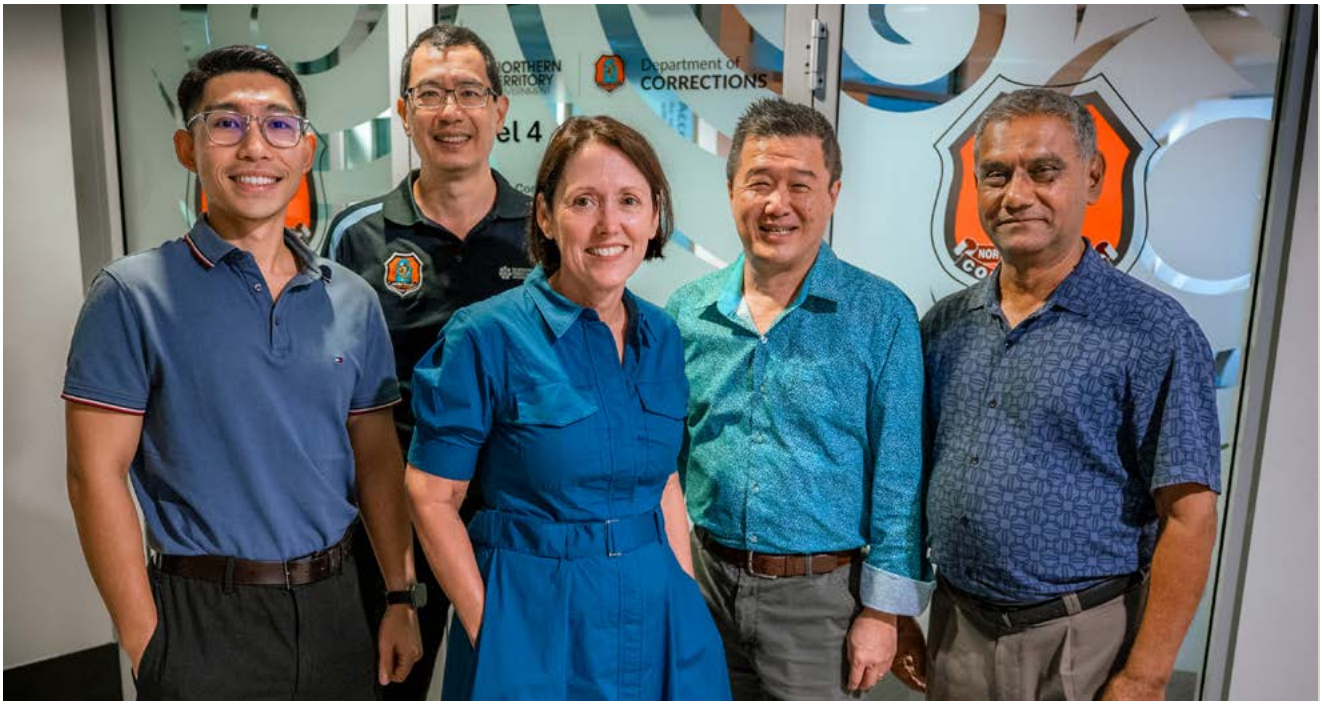
Strategy, Performance and Risk

Strategy, Performance and Risk (SPR) is responsible for driving strategic direction, monitoring organisational performance, and managing risk across all areas of the Department.

SPR ensures that the Department operates efficiently, is accountable to government and the public, and is continuously improving in its delivery of correctional services.

This unit plays a critical role in aligning operational activity with long-term goals, promoting evidence-based decision-making, and supporting a culture of transparency and good governance.

SPR provides the strategic backbone of the Department, ensuring that decisions are informed,



risks are managed, and services are delivered effectively to meet the needs of the Northern Territory community.

Strategy, Performance and Risk responsibilities:

- Strategic planning and policy development
- Performance monitoring and reporting
- Risk management
- Governance and compliance
- Strategic projects and reform initiatives
- Safety and emergency management

Finance and Business Services

Finance and Business Services provide expert strategic financial advice and leadership to ensure strong financial stewardship and governance of the Department's budget to meet financial performance targets and compliance with legislative and regulatory frameworks.

Finance and Business Services responsibilities:

- Financial planning and budget management
- Financial reporting and analysis
- Financial governance and compliance
- Procurement and resource management
- Financial systems and improvement

Finance and Business Services support the Commissioner/Chief Executive Officer in ensuring that their duties and responsibilities are discharged in accordance and compliance with the *Financial Management Act 1995* and Treasurer's Directions.

Contracts and Facilities

The Contracts and Facilities team are responsible for the contract management of the Public Private Partnership for the Darwin Correctional Precinct (DCP). The team ensures the private provider meets their obligations for the management of the facility, including infrastructure investment with partnerships with other central agencies for expansions at the DCP.

Strategy and Performance key responsibilities include:

Strategic planning and policy development

Leading the development of strategic plans, frameworks, and policies that guide the Department's long-term direction and align with whole-of-government priorities.

Performance monitoring and reporting

Measuring and reporting on the Department's performance through data analysis, operational metrics, and key performance indicators (KPIs), to ensure accountability and support continuous improvement.

Risk management

Identifying, assessing, and monitoring strategic and operational risks across the Department, and implementing risk mitigation strategies to ensure organisational resilience and service delivery continuity.

Governance and compliance

Supporting robust governance structures and ensuring compliance with legislative, regulatory, and internal policy requirements, including audit and assurance processes.

Research and evaluation

Conducting or coordinating research and program evaluations to inform policy decisions, improve service delivery, and promote evidence-based practice in corrections.

Strategic projects and reform initiatives

Overseeing major projects and reform initiatives that support innovation, efficiency, and improved outcomes for custodial and community corrections.

Shared Service Arrangements

Following Machinery of Government (MoG) changes in September 2024, the Department entered into shared service arrangements with the Attorney-General's Department (AGD) for internal audit services and communications and engagement.

Under the current arrangements, AGD and DoC share services for Strategic Policy, Audit, Research, Evaluation and Performance data and Corporate Communications and Engagement.

Audit, Risk and Integrity

The Audit, Risk and Integrity branch of the AGD Strategy and Performance division supports the Department's strategic success by facilitating and advising on risk management and fraud control activities, providing risk-based and value-added assurance and advisory services, and promoting a culture of integrity and accountability.

Central Agency Shared Services

Under shared services arrangements, the Department of Corporate and Digital Development (DCDD) provides the following services to the Department:

- Workforce Services
- Procurement
- Information and communications technology (ICT)
- Information management
- Web management
- Fleet services

The Department of Logistics and Infrastructure (DLI) provides a centralised service for the planning, delivery, maintenance, and management of correctional infrastructure across the Territory. By streamlining these functions, the DLI ensures consistency, efficiency, and strategic alignment with long-term infrastructure goals.

As a critical partner in the Corrections Infrastructure Master Plan, DLI plays a pivotal role in supporting the development of safe, secure, and fit-for-purpose facilities that meet the evolving needs of the corrections system. DLI delivers:

- new facilities including prisons, work camps, and specialist accommodation units.
- upgrades and expansions including refurbishments, modular accommodation and bed capacity increases.
- essential services including kitchens, laundries, wastewater, power and security systems.
- infrastructure compliance including fire engineering, building codes, WHS and accessibility standards.
- support facilities including workshops, education spaces, health and rehabilitation centres.

Procurement

A centralised advisory and support service supports the Department's procurement actions in tiers 2 to 5. Under the model, Procurement Services (DCDD) is available to provide advice regarding procurement and contract management and compliance with relevant legislation and policy frameworks.

Divisions are responsible for their own procurement functions and decisions, with assistance from Procurement Services (DCDD) and oversight by the Chief Financial Officer where applicable.

Audits

The Value for Territory Assurance program requires Value for Territory (VFT) audits be undertaken annually, covering the period 1 January to 31 December. Reports must be submitted to the Buy Local Industry Advocate by 31 March the following year.

In 2025, the internal audit function completed the annual VFT audit (for 2024) by the deadline, noting continued improvement in the Department's compliance with the Procurement Rules.

Statutory Holders and Statutory Offices

The functions and independence of statutory offices are maintained by their respective Acts.

STATUTORY OFFICE HOLDERS	
Appointment	**Act**
Advisors to the Committee	*Care and Protection of Children Act 2007*
Commissioner of Correctional Services	*Correctional Services Act 2014*
Official Visitor	*Correctional Services Act 2014*



Statutory boards and advisory bodies

Official Visitors

Official Visitors attend both adult and youth custodial facilities in the Northern Territory to provide independent oversight of correctional centres. For adult correctional facilities, Official Visitors are appointed under the *Correctional Services Act 2014*, and for youth facilities under the *Youth Justice Act 2005*. Most questions raised by Official Visitors during their visits are operational in nature and are typically addressed and resolved by local centre staff during the visit.

The number of Official Visitors allocated to correctional centres and work camps increased from two in 2024–25 to 11 in 2025–26 with some working across multiple sites. During the reporting period, Official Visitors conducted 10 visits across correctional centres and work camps, compared with four visits in the previous year.

Table 2.1: Official Visitor summary – Adult facilities

	Darwin Correctional Centre		Berrimah Correctional Centre		Alice Springs Correctional Centre		Datjala Work Camp		Barkly Work Camp		All Correctional Centres and Work Camps	
	2024–25	2025–26	2024–25	2025–26	2024–25	2025–26	2024–25	2025–26	2024–25	2025–26	2024–25	2025–26
Number of visits	2	5	2	5	0	0	0	0	0	0	4	10

Table 2.2: Official Visitor summary – Youth facilities

	Holtze Youth Detention Centre		Alice Springs[1]	
	2024–25	2025–26	2024–25	2025–26
Number of Official Visitors	3	4	1	0
Number of visits	10	7	1	0

[1] *Alice Springs facilities included temporary accommodation*

Register of Appropriate Support Persons

In accordance with section 14 of the Youth Justice Act 2005, the Department maintains a register of appropriate support persons.

Table 2.3: Appropriate support person activity summary

Area	Number of Young People Supported	Number of Hours
Darwin	304	347.75
Katherine	32	37.5
Alice Springs	91	97.5
Total	427	482.75

Parole Board of the Northern Territory

The Parole Board is an independent statutory body established under section 3A of the *Parole Act 1971*. Its role is to make decisions relating to the release of prisoners to parole, including prisoners serving a life sentence for the crime of murder.

Commissioner Matthew Varley is an ex-officio member of the Board. Responsibility for the Parole Board sits with Attorney General's Department.

Further information about the activities of the Parole Board is available in its annual report published on its website: https://paroleboard.nt.gov.au/publications



Crime Victims Advisory Committee

The Crime Victims Advisory Committee (CVAC) advises the Attorney-General on victims' rights and services under the *Victims of Crime Rights and Services Act 2006*.

Ms Shevaun Duncan, Director of Strategy, Performance and Risk is the appointed member of CVAC for the Department.

Further information regarding the Crimes Victims Services Unit and CVAC advice to the Attorney-General on victim-related matters is available in the AGD annual report on its website: https://agd.nt.gov.au/attorney-general-and-justice/justice-publications/annual-reports

Legislation administered

During 2025–26, the Department of Corrections administered the following legislation:

- *Correctional Services Act 2014*
- *International Transfer of Prisoners (Northern Territory) Act 2000*
- *Prisoners (Interstate Transfer) Act 1983*
- *Youth Justice Act 2005 (except Parts 3 and 4)*

The Department's legislative responsibilities are allocated under the Administrative Arrangements Order 2026.



CHAPTER 3

Delivering results

During 2025–26, the Department delivered a range of initiatives that strengthened correctional services, supported rehabilitation and reintegration, expanded infrastructure and enhanced organisational capability.

These outcomes reflect continued progress against the Department's strategic priorities and its commitment to delivering safer, more effective and sustainable correctional services for the Northern Territory.





Adult Operations

COMMITMENT

Establishment of stand-alone women's correctional facilities in Darwin and Alice Springs, to support female prisoners with tailored facilities and programs.

OUTCOME

- On 19 January 2026, the new women's facility at Darwin Correctional Centre opened with capacity for 88 sentenced and remand prisoners.
- On 12 February 2026, the Alice Springs Women's Correctional Centre opened, creating the Territory's first dedicated women's prison.
- The facilities provide accommodation and services designed specifically for women, improving safety, wellbeing and rehabilitation outcomes. Expanded access to education, training and employment supports rehabilitation and reduces reoffending. Stage two of the Alice Springs facility will increase capacity to 95 beds in 2026.

COMMITMENT

Commence works on a new low security men's accommodation facility in Holtze, Darwin inclusive of all necessary amenities to cater for rising prisoner population into the future.

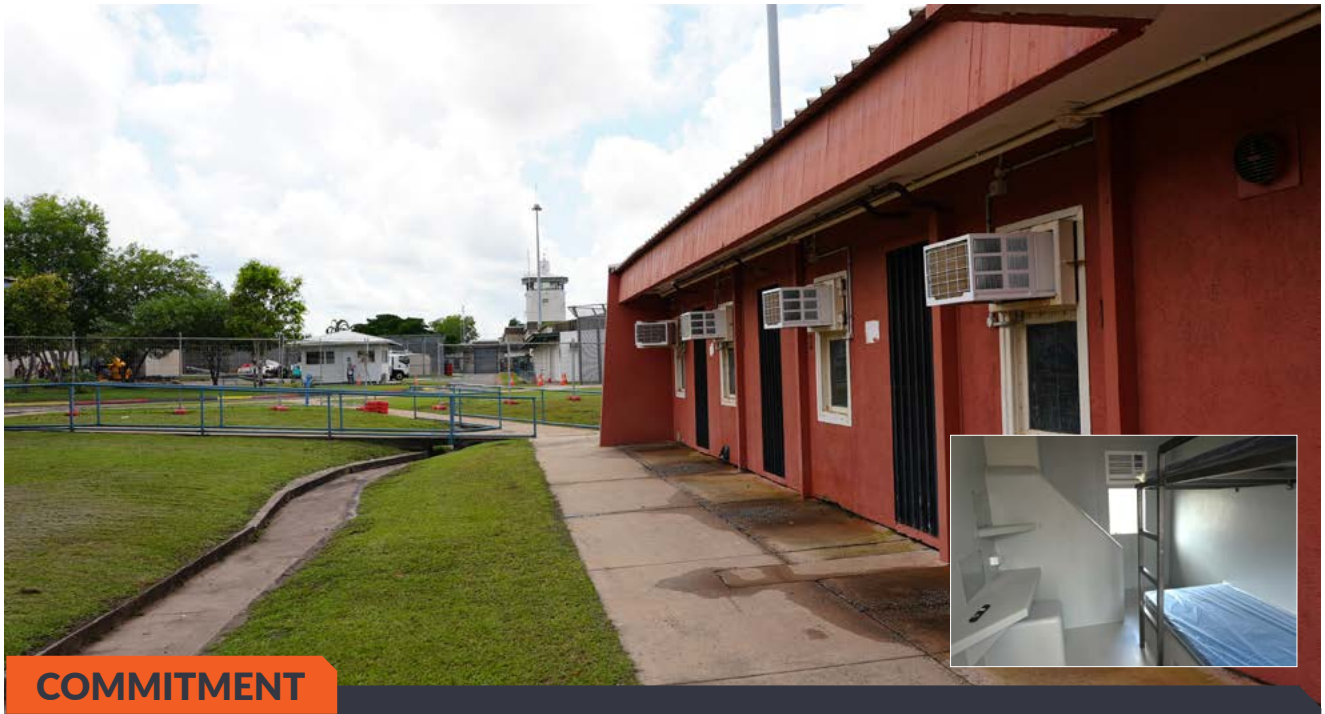
OUTCOME

Commenced planning and early project development activities for a new low-security men's accommodation facility at Holtze.

The proposed facility forms part of the Department of Corrections Infrastructure Master Plan and is intended to increase correctional capacity, provide contemporary accommodation and support the Northern Territory's future prisoner population growth.

The development will support additional correctional capacity, while supporting rehabilitation, reintegration, and improved operational outcomes.





COMMITMENT

Expansion of the Berrimah Correctional Centre to include additional beds, staff and prisoner facilities, and improve operational management.

OUTCOME

Berrimah Correctional Centre (BCC) was recommissioned and re-opened in December 2024, initially delivering 410 operational beds.

This outcome was achieved through the coordinated and dedicated efforts of departmental staff, contractors, partner agencies and unions.

Over the past year, the expansion of BCC has increased bed capacity to 842, reduced pressure on police watch houses and reinforced shared commitment to community safety.

COMMITMENT

Delivery of In Cell Technology: ISE will deliver an in cell digital education framework aimed at increasing prisoner engagement, enhancing discharge readiness, embedding personal responsibility and driving down prisoner recidivism.

OUTCOME

In March 2026 the Prisoner In-Cell Learning System (PILS) program trial phase was launched in the education sector at Darwin Correctional Centre. PILS is Darwin Correctional Centre specific and not available in other correctional facilities across the Department.

Training materials for the system have been developed and are currently being tested by prisoners in the education sector. Planning and implementation for a staged rollout will occur across the centre throughout the remainder of 2026. A staged rollout will support technology testing and system validation before implementation at full operational capacity.

COMMITMENT

Launch the newly re-established Industries Skills and Employment Strategy to improve outcomes for offenders through employment and education pathways.

OUTCOME

Launched in October 2025, the Industries, Skills and Employment (ISE) Strategy expanded education, training and employment opportunities for prisoners through Sentenced to a Job 2.0 and Sentenced to a Skill.

The strategy delivers industry-aligned training and strengthens pathways from custody to employment. A redesigned four-stage employment model combines targeted training, strategic partnerships and case management to support successful transition into work.

The Department strengthened employment pathways for prisoners through the Ready to Work program, launched in March 2026 as part of the Sentenced to a Job 2.0 initiative. Delivered by Workskil Australia, the program provides mentoring, employment services and work-readiness support to help prisoners prepare for employment following release.

By 30 June 2026, more than 100 prisoners had engaged with the program, with expansion to Alice Springs Correctional Centre and the Barkly Work Camp scheduled for July 2026. Through tailored support, participants develop job-seeking skills, connect with employers and build the confidence and capability needed to transition successfully into the workforce.



As part of the Department's broader rehabilitation and reintegration approach, Ready to Work is helping create sustainable pathways to employment, supporting successful community reintegration and reducing barriers to future workforce participation.

Key partnerships include:

- **Workskil Australia,** delivering coordinated pre-release and post-release employment support.
- **Northern Territory Indigenous Business Network,** developing an Aboriginal Employer Alliance.

The investment supports the Department's commitment to deliver industry aligned skills and employment opportunities for the NT that complement other structured day activities including programs, education, health services, court attendance and recreation.

COMMITMENT

Introduction of a pathways employment model for prisoners. This model will integrate a new Adult Prisoner Employment Alliance with the Aboriginal Community Controlled and Organisation employment sector, and a newly funded partnership with an experienced National Employment Service Provider.

OUTCOME

Model introduced in March 2026.

Work on the Integrated Employment Pathways, including the identification and establishment of key alliances and partnerships, is continuing.

COMMITMENT

Working with partners to deliver improved services: Work with education, industry and service providers through formalised agreements and partnerships to deliver enhanced programs including Employment and Work Ready Support Schemes, Bail to Employment and Community to Employment.

OUTCOME

In January 2026, the Department renewed its partnership with Charles Darwin University for a further two years to deliver education and vocational training aligned with employment opportunities in the Northern Territory.

The Charles Darwin University agreements support improved prisoner capacity to rehabilitate and integrate into community through skills and education enabling a smooth transition to real and meaningful employment post release. Additional partnerships exist with the University of New England, the University of Southern Queensland (Tertiary Education) ALPA (English Literacy and Numeracy), STEPS Group (Life Skills and independent living) and other specialist or for-purpose Registered Training Organisations across the Northern Territory.

COMMITMENT

Focus on priority cohorts: Develop tailored programs and fully integrated transitional supports for women, prisoners from regional and remote areas, and young people.

OUTCOME

The Department expanded program delivery to priority prisoner cohorts, as reflected in performance and activity data. Progress also continued on the establishment of the Katherine Work Camp, a key initiative under the Corrections Infrastructure Master Plan that supports rehabilitation, employment pathways and reduced reoffending.

During the reporting period, a dedicated Commissioning Team was established to oversee planning and readiness activities, ensuring the facility is prepared for the safe and effective commencement of operations. Once operational, the Katherine Work Camp will provide a contemporary, rehabilitation-focused environment that supports positive prisoner outcomes, workforce participation and safer Northern Territory communities.

COMMITMENT

Expansion of the Special Correctional Officers workforce to continue to support correctional officers to undertake core duties.

OUTCOME

On 5 December 2025, G4S expanded its services to include the Alice Springs Local Court. Work is progressing to introduce hospital bedsit capacity in Alice Springs via G4S with incoming, locally recruited G4S staff in late 2026.

Special Correctional Officers are currently deployed to:

- Deliver supervision at the Darwin Local Court, Alice Springs Local Court and the Darwin Transitional Custody Centre
- Deliver medical escorts in Darwin
- Deliver Custody and Transport services 24/7 in Darwin and Katherine
- Deliver hospital bedsits in Darwin.

COMMITMENT

Establishment of the Territory Wide Operations portfolio under Adult Operations to improve consistency amongst growing operations and maintain safe and secure facilities

OUTCOME

Mr Simon Berg was appointed as General Manager, Territory Wide Operations in May 2026.

Simon brings more than 20 years of leadership experience across custodial operations, policing, and emergency management, with a strong focus on operational reform, security, and performance improvement.

The position is responsible for the system-wide coordination of adult custodial operations across the Northern Territory. This includes strategic oversight, enhancing operations and service delivery, critical incident response, reform implementation, operational audits and governance processes across all facilities. The role ensures alignment to departmental strategic priorities, cultural security frameworks and public safety expectations.

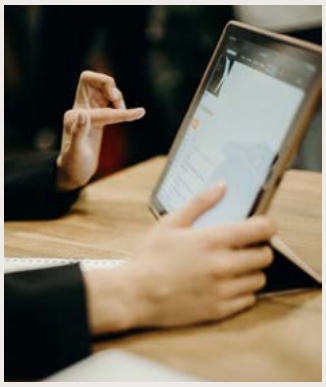
COMMITMENT

Workflow contemporising by way of digital solutions for resource intensive operational needs.

OUTCOME

Alice Springs Correctional Centre introduced a new video link tablet system to improve prisoner access to family, legal representatives and external support services. The technology replaces the previous video communication process, providing a more efficient, secure and flexible platform for virtual visits.

The system enables prisoners to maintain important connections with family members across the Northern Territory, interstate and overseas, including those in remote communities. It also improves access to legal and support services, supports multi-participant conferencing with interpreters, and contributes to rehabilitation and reintegration outcomes. All sessions remain subject to staff supervision and real-time monitoring to ensure security and compliance.



COMMITMENT

Prisoner Health Review: Work with the Department of Health to review prisoner health services, shaping a new model for effective, future-focused delivery.

OUTCOME

This work is being progressed through the joint prison health system reform project being undertaken with the Department of Health.

The review of prisoner health services forms part of the project scope, with findings to inform development of a revised Model of Care.

This approach will ensure service delivery is aligned with current and future prisoner health needs, population growth, and planned infrastructure development.

COMMITMENT

Reshaping the Offender Rehabilitation and Engagement (ORE) Operational Structure: Finalise and implement a new structure that reflects the changing prisoner cohort and evolving service demands.

OUTCOME

ORE was renamed to Rehabilitation and Reintegration (R&R) with a local launch on 1 October 2025.

Although the name of the directorate has changed, the key functions continue and have been expanded to include a focus on domestic, family and sexual violence, health and NDIS as well as increased programs addressing criminogenic, wellbeing, reintegration and prosocial needs.

R&R provides and coordinates services, treatment, peer support, training, reintegration planning, case management and other programs that support prisoners to adjust to correctional centre life and to prepare for transition to the community upon release.

COMMITMENT

Implementing the ORE Modular Framework: Roll out a consistent, coordinated framework for offender programs to improve quality and delivery across the system.

OUTCOME

The Rehabilitation and Reintegration Framework provides a practical tool to improve outcomes for people in custody and their communities. It provides a consistent, coordinated and culturally responsive approach to rehabilitation with clear principles, roles and processes.

The framework will support:

- more targeted, high-quality rehabilitation and reintegration support
- improved cultural safety and responsiveness in program and service delivery
- stronger governance and data
- reduced reoffending and safer communities.

The framework provides a clear vision and model for future service delivery and decision making. Implementing the framework will require close collaboration internally, with other government agencies, stakeholders and service providers. In 2026-27 the priorities will be on strengthening internal systems and capabilities and refine operations.

COMMITMENT

Joint Model of Care with Health: In partnership with the Department of Health, implement a Model of Care aligned with prisoner population growth and the Department's infrastructure masterplan.

OUTCOME

A joint project team comprising representatives from the Department of Health and Corrections has been established and is currently being mobilised.

The 12-month project is scheduled to commence in September 2026, with development and implementation of a revised Model of Care identified as a key deliverable.

The Model of Care is expected to align with prisoner need, population growth and with the Department's Infrastructure Master Plan.

COMMITMENT

Integrating the Complex Behaviour Unit: Transfer responsibility for the Complex Behaviour Unit (CBU) from Custodial Operations to Offender Rehabilitation and Engagement to streamline management and support.

OUTCOME

The CBU Manager position has transitioned to the Rehabilitation and Reintegration (R&R) division, aligning the unit more closely with offender rehabilitation and reintegration functions.

While responsibility for the unit is now shared between R&R and Custodial Operations, this reflects the operational model of the CBU, which relies on custodial officers who remain under custodial line management.

This arrangement has strengthened integration between behavioural management and rehabilitation, while maintaining operational oversight and security requirements.



COMMITMENT

Expanding Chaplaincy and Support Services: Increase grant funding and service delivery to meet the needs of a growing prisoner population, significantly enhancing chaplaincy and related supports.

OUTCOME

In partnership with Anglicare N.T. Ltd and Prison Fellowship Australia, chaplaincy services were expanded across Darwin Correctional Centre, Berrimah Correctional Centre, Alice Springs Correctional Centre and Barkly Work Camp. Chaplaincy services at Alice Springs Correctional Centre expanded through the introduction of women's Bible study programs and female pastoral care services. In the reporting period Anglicare N.T Ltd, recorded a total of 1076 individual prisoner contacts in Darwin and 611 in Alice Springs. Additionally, there were 2245 attendees at Bible studies or religious services in Darwin and 5440 attendees in Alice Springs.

Prison Fellowship Australia operate the Alice Springs Correctional Centre Weekend Visitors Bus Service, and in the reporting period a total of 1648 adults and children used the bus service to visit family and friends at the Alice Springs Correctional Centre.

In addition to chaplaincy, Darwin Prisoner Aid Association fulfilled 153 bulk orders of clothing and hygiene packs to Darwin Correctional Centre for people leaving custody or attending court appearances and work placements.

Community Corrections



COMMITMENT

Continue the expansion of available Bail Supported Accommodation across the Northern Territory with a key focus on the dedicated women's facility in Alice Springs.

OUTCOME

The Bail Supported Accommodation, or Open House, Program provides supported accommodation for people experiencing housing instability or homelessness as an alternative to custody. The program supports clients granted bail, parole, general leave or administrative home detention permits by addressing accommodation barriers and linking participants with health, social and community supports.

In 2025–26, the program operated across three sites in Darwin and Alice Springs, providing 76 beds. This included 30 program beds and nine fee-for service beds in Darwin, and in Alice Springs 27 Men's beds, plus the new 10-bed Women's Open House in which commenced in January 2026.

The program supported 262 participants during the year.



COMMITMENT

Continue to build workforce capacity to meet projected requirements (based on increasing offender numbers).

OUTCOME

Community Corrections experienced record demand during 2025-26, particularly following bail reforms that significantly increased electronic monitoring requirements. The number of monitored bailees rose by 28 per cent, from 289 to a peak of 372, requiring enhanced coordination, oversight and operational capability to maintain service delivery across urban, regional and remote communities.

To support increasing demand, Community Corrections consolidated key work units into the new Darwin Community Corrections Office and reviewed internal processes to improve service coordination and deliver timely, risk-based responses.



Workforce capability was also strengthened, with 27 employees completing the Certificate IV in Correctional Practice and staff undertaking specialised training in areas such as case management, risk assessment, trauma-informed practice and offender supervision. These initiatives enhanced operational effectiveness, supported offender rehabilitation and contributed to improved community safety outcomes.

COMMITMENT

Entrench the clinical oversight of high risk domestic, family and sexual violence offenders within the operating model of Community Corrections.

OUTCOME

Community Corrections continued to invest in workforce capability throughout 2025-26, delivering operational, mandatory and professional development training to staff across the Northern Territory. Training focused on strengthening correctional practice, offender management, cultural capability, mental health awareness and leadership skills to support safe and effective service delivery.

Training participation increased significantly during the year, with total participant attendances rising from approximately 385 in 2024–25 to 507 in 2025–26, an increase of around 32 per cent. More than 40 training programs and courses were conducted across regional and metropolitan locations, improving access to learning opportunities for staff throughout the Territory.

The highest participation levels were recorded in Drugs of Abuse (78 participants), Block Training Module 2: Working with Diversity (47 participants), Foundation Skills (44 participants) and Aboriginal Mental Health First Aid (44 participants). Increased participation in these programs reflects a continued focus on building staff capability to respond to complex client needs and emerging operational requirements.

COMMITMENT

Across the division, replace physical paperwork with digital records.

OUTCOME

During 2025–26, Community Corrections progressed its digital transformation agenda through the delivery of a Paperless Trial. The trial provided important insights into user needs, operational requirements and technology design considerations, helping to shape future approaches to digital service delivery. The outcomes have informed the next phase of development and contributed to a clearer understanding of the capabilities required to support a sustainable paperless environment.

Work is now focused on the exploration and testing of contemporary digital solutions, including tablet-based devices and electronic forms. Opportunities to leverage existing government technologies are also being assessed to identify solutions that are efficient, user-friendly and aligned with current business systems. These initiatives will support the Department's ongoing commitment to modernising service delivery, improving information management and enhancing operational effectiveness.

COMMITMENT

Youth Justice Amendment Bill 2025: Implement changes to strengthen youth justice.

OUTCOME

In July 2025, the Youth Justice Legislation Amendment Bill 2025 was passed, delivering significant reforms to strengthen the youth justice system and improve community safety. The amendments enhanced responses to serious and repeat offending through stronger sentencing and supervision options, strengthened powers and protections for youth detention staff, and improved operational and behavioural management frameworks within detention centres. The reforms also clarified legislative processes and decision-making powers, supporting greater consistency, accountability and safety across youth justice operations and detention facilities. Preparations, including policy development, operational readiness activities, stakeholder engagement, workforce preparation and implementation planning, were completed to support the commencement of the *Youth Justice Legislation Amendment Act 2025* on 4 September 2025.

COMMITMENT

Increase diversion opportunities that address offending behaviour and reduce justice system involvement.

OUTCOME

Implemented the redesigned Youth Diversion Program using a tiered intervention model and expanded access to restorative justice pathways and intensive support options.

Improved alignment between diversion, bail support and community supervision services, while strengthening partnerships with service providers delivering place-based interventions.





COMMITMENT

Skills and Community Work Programs: Roll out Sentenced to a Skill and Community Work Order programs across the NT.

OUTCOME

The Sentenced to a Skill (STAS) program commenced in July 2025 and provides a community-based alternative to detention for young people through skills development, mentoring and intensive support. The program aims to reduce reoffending by building capability and fostering positive community connections. By July 2026, 25 referrals had been received, with three participants successfully completing the program, 14 actively participating, and more than half of all referred young people either engaged in or having completed the program.

The Department also progressed the re-establishment of Community Work Orders (CWOs), a youth justice sentencing option that promotes accountability, rehabilitation and community benefit through unpaid community work. To support implementation, 15 service providers across the Northern Territory have expressed interest in participating, with the program expected to commence in September 2026. Together, these initiatives strengthen community-based rehabilitation pathways, support positive behavioural change and enhance community confidence in youth justice responses.

COMMITMENT

Expand bail support and supervised accommodation options for young people.

OUTCOME

Supported 159 young people through bail support accommodation services and delivered more than 6,101 supported bed nights across Darwin, Tennant Creek and Alice Springs.

Increased access to structured accommodation and support as an alternative to detention, and strengthened engagement with education, wellbeing and case management services

COMMITMENT

Alice Springs Intake and Transfer Facility: Open and operate the new facility to improve youth justice management.

OUTCOME

The completion date for the new Intake and Transfer Facility has been delayed.

It is expected Corrections will take possession of the facility and commence commissioning by end of September 2026. The commissioning process will take approximately 4 weeks, with the facility expected to be operational by the end of October.

Strategy and Performance

COMMITMENT

Strengthening Strategy and Performance - Streamline the team structure and deliverables to align with the evolving Department of Corrections.

OUTCOME

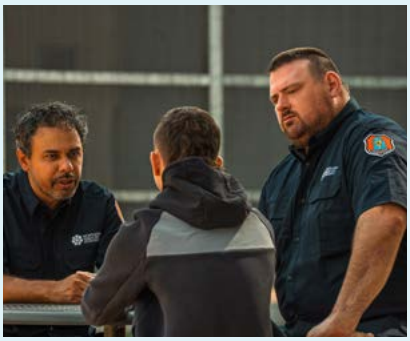
The structure of the Strategy and Performance Division ensures alignment with strategic priorities and government commitments. It currently delivers and/or supports a range of services across the agency, including strategic and business planning, governance and policy, finance, organisational risk management, workers' compensation and organisational capability.

COMMITMENT

Critical Recruitment - Continue to establish and recruit key positions across the division.

OUTCOME

The Department strengthened its leadership structure to improve oversight across correctional centres and work camps, enhancing support for frontline staff and strengthening operational coordination across geographically dispersed facilities. This increased accountability and leadership presence supports effective risk management, safe and secure environments, and consistent service delivery across the custodial system.



Enhanced leadership capability also strengthens offender management, rehabilitation activities and community reintegration pathways, while improving the Department's ability to respond to emerging operational challenges. These reforms provide a foundation for sustainable improvement and support better outcomes for staff, prisoners and the wider Northern Territory community.

COMMITMENT

Restructure and Functional Statements - Finalise the new structure and functional statements to clarify roles and responsibilities.

OUTCOME

Functional alignment continued across the Department to better support the delivery of existing and emerging priorities. Through the review of organisational structures and functional statements, roles, responsibilities and reporting relationships were clarified, supporting improved accountability, collaboration and service delivery across business areas.

COMMITMENT

Skilled Workforce Pathways - Leverage employer sponsored visas and competitive incentives to attract and retain skilled officers.

OUTCOME

During the reporting period the Department continued to strengthen its custodial workforce through targeted talent acquisition strategies focused on attracting, supporting and retaining both Trainee Correctional Officers (TCOs) and Experienced Correctional Officers (ECOs).

Workforce planning prioritised building a sustainable pipeline of TCOs while expanding the recruitment of experienced officers to address operational workforce needs.

Attraction efforts were strengthened through competitive relocation assistance and recruitment campaigns both domestically and internationally. Retention was supported through structured onboarding, comprehensive information programs and practical assistance to ease the relocation and settlement process for interstate and international recruits.

COMMITMENT

Infrastructure Planning - Support the Department of Logistics and Infrastructure in reviewing the Corrections Infrastructure Masterplan and associated programs.

OUTCOME

A detailed business case was undertaken by the Department of Treasury and Finance to examine future correctional demand, existing infrastructure constraints, development options, and possible delivery and operating models.

The findings of the business case informed the Government's decision to progress the next phase of the Corrections Infrastructure Master Plan.



COMMITMENT

Building the Workforce - Recruit 150 additional TCOs and ECOs in FY 25–26, with improved retention strategies and new recruit support to strengthen workforce stability.

OUTCOME

A total of 157 Correctional Officers were commenced, including 106 Trainee Correctional Officers (TCOs) and 51 Experienced Correctional Officers (ECOs). Darwin recruited 81 TCOs and 19 ECOs, while Alice Springs recruited 25 TCOs and 32 ECOs, reflecting strong recruitment performance across both major correctional centres.

These results have significantly strengthened frontline operational capability, reduced vacancies and enhanced the Department's capacity to maintain a stable and sustainable custodial workforce into the future.



COMMITMENT

Data-Driven Performance - Develop real-time dashboards and analytics to enhance operational performance management.

OUTCOME

The Department commenced long-term digital reform designed to strengthen services, improve data and reporting, and support better outcomes for staff, stakeholders and the community.

The approach recognises that meaningful digital reform is not achieved through a single project or technology solution.



Focus story

Building foundations through education

In July 2025, prisoners at Berrimah Correctional Centre graduated from the Vocational Training Program (VTP) Certificate I in General Education for Adults, delivered in partnership with Charles Darwin University (CDU).

The achievement marked a significant milestone for the Northern Territory corrections system, with the nationally accredited qualification delivered in a correctional facility for the first time. Bringing the Territory into line with other Australian jurisdictions, the program demonstrates the Department's commitment to its strategic pillar of Break the Cycle by addressing one of the key barriers to successful rehabilitation and reintegration: low levels of literacy and numeracy.

The course focused on developing practical reading, writing and numeracy skills, including working with money, rounding numbers and basic calculations. Beyond building essential educational foundations, participants also gained confidence, study skills and the motivation to pursue further learning opportunities.

By equipping prisoners with the fundamental skills needed to engage in education, training and future employment pathways, the program supports better outcomes both in custody and on release. Delivered through a collaborative partnership between CDU and the Industries, Skills and Employment Directorate, the course is a practical example of strategy in action, turning the Department's commitment to rehabilitation into meaningful opportunities that support individuals to break the cycle of offending and build more positive futures.



CHAPTER 4

Performance and impact

The Department measures success through a clear set of performance measures that support delivery of the Department's strategy and demonstrate our contribution to government priorities. These measures promote accountability and transparency by enabling the Department to track progress, assess performance, and communicate how our work advances the Department's mission, purpose and the Northern Territory Government's priorities.

Our performance framework also strengthens evidence-based decision-making. By monitoring outputs and lead indicators, we can identify trends, highlight areas requiring attention, and adjust priorities where needed. This ensures decisions are informed by reliable data and helps demonstrate how departmental initiatives contribute to system-wide outcomes and long-term change.

Key performance indicators (KPIs) have been developed across each strategic priority to support organisational focus and delivery. Reporting against these measures will commence in 2026–27. Regular monitoring provides insight into collective progress, reinforces accountability, and keeps teams focused on agreed outcomes across the Department's three divisions: Adult Operations, Youth Justice and Community Corrections, and Strategy and Performance.

Rehabilitation and reintegration remain central to everything we do. Initiatives that improve prisoner and offender outcomes are embedded throughout the Department's Strategic Plan 2024–28 and support all four strategic pillars. They contribute to Stronger Foundations through evidence-based programs and integrated services, Investment in Our People by strengthening workforce capability, and Break the Cycle through targeted interventions that address offending behaviour and reduce reoffending. Through Innovation, the Department continues to adopt new approaches, technologies and partnerships that support rehabilitation and successful reintegration. Together, these efforts improve community safety and create better outcomes for prisoners, families and communities across the Northern Territory.



CHAPTER 4

BP3 Reporting

Budget Paper 3 (BP3) measures refer to the Key Performance Indicators and output performance measures detailed in Agency Budget Statements. These measures indicate how the Department is delivering its specific services (outputs) by comparing actual performance for the year against the agreed target measures.

Adult Operations

Custodial Operations is responsible for the management and operation of the Territory's custodial correctional facilities. This division plays a central role in ensuring the safe, secure and humane detention of individuals who are remanded in custody or serving custodial sentences.

Rehabilitation and Reintegration delivers programs and support services that help offenders address the causes of their offending behaviour and build the skills needed to successfully reintegrate into the community.

Industry Skills and Employment is a team within Operational Reform, and is responsible for prisoner employment, training and education across Northern Territory correctional centres.

Budget Paper 3 Key Performance Indicator	2025–26 Target	2025–26 Actual	2026–27 Target
Custodial Services			
Annual recidivism rate of convicted people	59%	60%[1]	58%
Eligible prisoners completing their enrolled education or training program	80%	84%	80%
Prisoner offence specific program completions	80%	98%	80%

Note:

1. The most recent data for adult offender recidivism relates to sentenced prisoners released during 2022–23 who returned to prison with a new sentence within two years of release, e.g. by 2024–25.

DISCLAIMER:

Whilst the Department of Corrections has made every effort to enable comparative analysis on its outputs and performance reporting, data presented in this Annual Report may not be directly comparable with figures reported in the 2024–25 Annual Report.

Variations may be due to changes in machinery of government arrangements which affected agency responsibilities, program administration and reporting frameworks during the previous reporting period. Differences may also occur due to improvements in data collection, management, validation and analysis processes.

These improvements are intended to improve the accuracy, quality and integrity of reported information but may result in revisions to historical data or variations in the way performance is measured and reported.

Accordingly, caution should be exercised when making direct comparisons between the results presented in this report and those published in previous years. Where significant changes to methodology or reporting arrangements have occurred, explanatory information has been provided, where practicable.

Youth Justice and Community Corrections

Youth Justice is responsible for the management, care, and rehabilitation of young people who are involved in the criminal justice system. This includes both those in detention and those being supervised in the community.

Budget Paper 3 Key Performance Indicator	2025–26 Target	2025–26 Actual	2026–27 Target
Youth Justice			
Young people successfully completing community-based orders	≥ 55%	N/A[1]	55%
Receptions into a youth detention facility	1,000	993	1,300

Note:
1. Data can not be provided because of system integration issues between the Integrated Justice Information System (IJIS) and CARE.

Community Corrections is responsible for the management of supervised court and Parole Board orders through a participative case management framework that addresses the underlying factors contributing to offending behaviour.

Budget Paper 3 Key Performance Indicator	2025–26 Target	2025–26 Actual	2026–27 Target
Community Corrections			
Completion of supervised community correction orders	≥70%	72%	70%

NOTE: Where data refers to the 2025–26 reporting period, it has been collected and analysed by the Department of Corrections.

Where data refers to the 2024–25 reporting period and includes jurisdictional/national comparisons on prisoner numbers, Aboriginality and costs, it has come directly from the Report on Government Services (RoGS). The report is released by the Australian Productivity Commission in January of each year, meaning the comparative data for 2025–26 becomes available in January 2027.



Year in review

Total Staff

2024–25		2025–26
1,443	200	1,643

Total Budget

2024–25		2025–26
$441.1M	96.4M	$537.5M

Peak Prisoner Population

2024–25		2025–26
2,852 (May 2025)	103	2,955 (Feb 2026)

Peak number of Persons on Supervision Orders

2024–25		2025–26
1,612	168	1,780

Peak number of Adult Electronic Monitoring Devices (EMDs)

2024–25		2025–26
741	37	704

Peak number of Youth Detainees

2024–25		2025–26
60	10	70

Outputs in detail

Prisoner Numbers

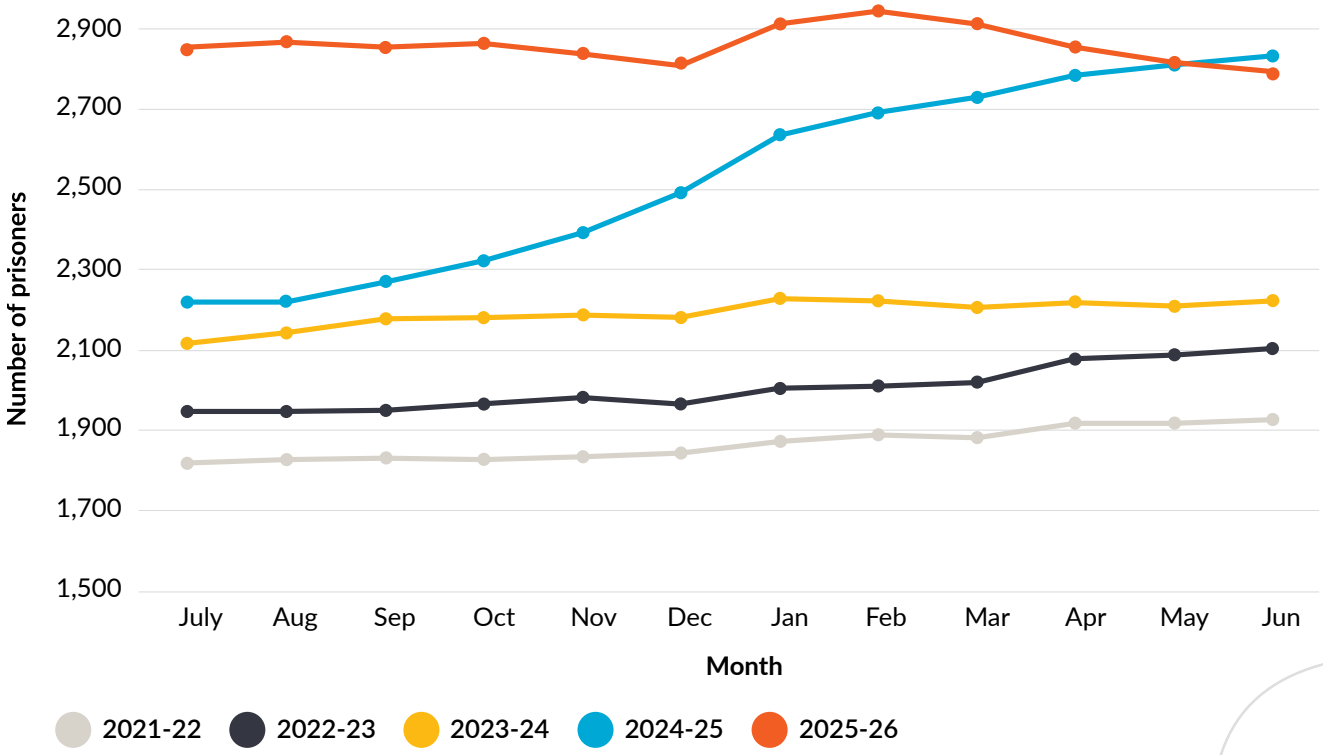
The yearly average number of prisoners for 2025–26 (2,856) was 13 per cent more than the average for 2024–25 (2,534).

During 2024–25 the NT had the highest imprisonment rate of all Australian jurisdictions with 1,325 prisoners per 100,000 adult population. In 2023–24, the figure was 1,149, reflecting a year on year increase of 15 per cent

In 2024–25, the national rate was 211 prisoners per 100,000 adult population.

In 2024–25 the NT had the second-highest Aboriginal and Torres Strait Islander imprisonment rate, with 4,366 prisoners per 100,000 Aboriginal and Torres Strait Islander adult population. This is an increase of 18 per cent from 2023–24.

Figure 1: Prisoner Population Monthly Daily Averages



Correctional Services costs

The NT total cost per prisoner per day was $333 in 2024–25, which was an 8 per cent decrease from 2023–24, and 25 per cent less than the national average of $441.

Figure 2: Total cost per prisoner per day, 2024–25



Table 4.1: Cost per prisoner per day, jurisdictional comparative

Total cost per prisoner per day, 2024-2025

	2022–2023 ($)	2023–2024 ($)	2024–2025 ($)
Cost per Prisoner per Day - RoGS	358.34	362.75	332.64
Percentage change from previous year			-8%

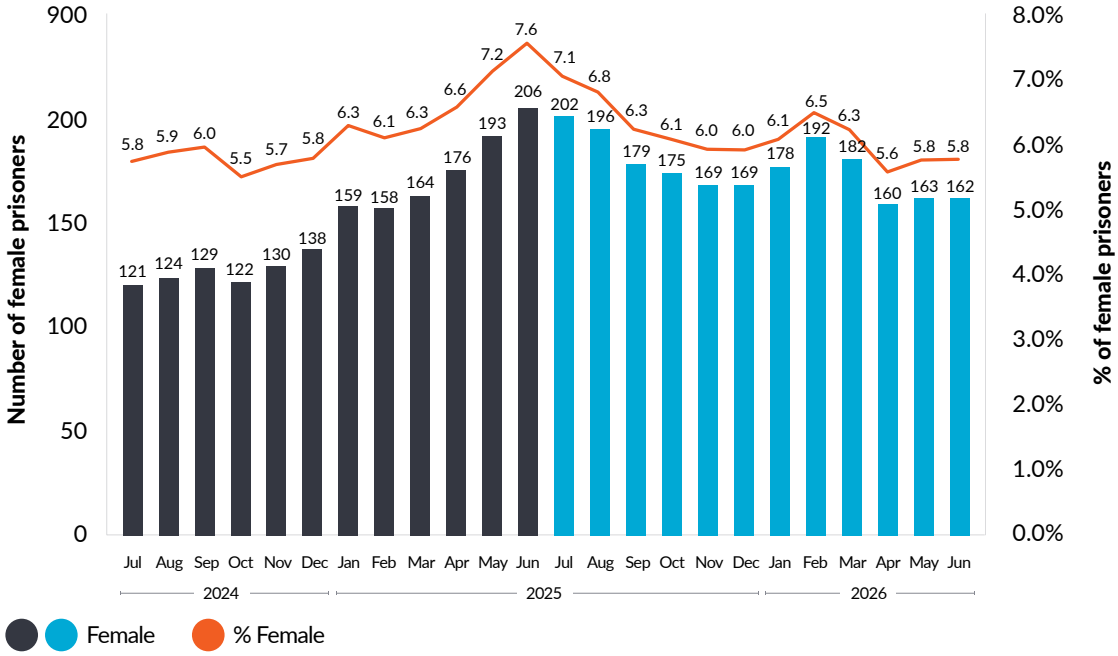


CHAPTER 4

Female prisoners

Female prisoners reside at both the Darwin Correctional Centre and the Alice Springs Correctional Centre. The yearly average number of female prisoners for 2025–26 (177) was 17 per cent more than the average for 2024–25 (152). In 2025–26 female prisoners represented an average of 6.2 per cent of the total population, the same as in 2024–25. While a relatively small percentage, the number of female prisoners has shown a notable increase over recent years, and care is needed to enable supports that are both fit for purpose and equitable.

Figure 3: Female prisoner population, 2025-26



Focus story

Supporting women through gender-responsive rehabilitation

The Department continued to expand rehabilitation services for women in custody through the development and delivery of gender-responsive programs tailored to their unique needs and experiences. Recognising a gap in rehabilitation opportunities focused on wellbeing, resilience, emotional regulation and reintegration, the Clinical Rehabilitation Team introduced the Healthy Minds, Healthy Ways program as a trauma-informed and culturally responsive intervention aligned with the Rehabilitation and Reintegration Framework.

Seven women participated in the successful pilot, with further delivery planned within the new women's accommodation precinct at Darwin Correctional Centre and Alice Springs Correctional Centre. Facilitated by female employees and supported by an Aboriginal Program Facilitator, the program provides a safe and supportive environment that promotes engagement and recognises the importance of culturally informed and gender-responsive practice.

The program focuses on emotional wellbeing, self-awareness, resilience, healthy coping strategies



and preparation for successful reintegration into the community. Participant engagement and positive feedback indicated the value of the initiative in addressing identified service gaps and expanding access to structured rehabilitation opportunities for women in custody.

Community Support Work Program

In 2025–26 the potential savings to the community was $2,635,618.20. This is an increase of 45% from the 2024–2025 financial year ($1,817,863). Potential savings were calculated at the national minimum wage at $24.10 for the 2024–25 financial year and $24.95 for the 2025–26 financial year. ASCC CSWP was delivered at reduced capacity up to March 2026. This was due to rising prisoner numbers, combined with staff shortages. DCC CSWP ceased operations for February to April 2025 and resumed partial operations (2 work crews) for May - August 2025 due to rising prisoner numbers, combined with staff shortages.

Table 4.2: Community Support Work Program

	Number of Work Parties		Total Hours completed by Work Parties		Potential Savings to Community	
	2024–25	2025–26	2024–25	2025–26	2024–25	2025–26
DCC	6	6–7	35,336	57,947	$851,597.60	$1,445,777.65
ASCC	3–4	4–5	20,958	30,293	$505,087.80	$755,810.35
DWC	1–2	2–3	5,604	5,621	$135,056.40	$140,243.95
BWC	3–4	2–3	13,532	11,775	$326,121.20	$293,786.25
TOTAL			**75,430**	**105,636**	**$1,817,863.00**	**$2,635,618.20**

Deaths in custody

There were four deaths of prisoners in the custody of the Department during the 2025–26 reporting period. All were male sentenced prisoners, with two of the four prisoners identifying as Aboriginal.

Table 4.3: Summary of Deaths in Custody during 2025–26

Date of Death	Cause of Death	Aboriginal	Gender	Custody Status
15/07/2025	Subject to coronial determination	No	M	Sentenced
3/08/2025	Subject to coronial determination	Yes	M	Sentenced
6/09/2025	Subject to coronial determination	No	M	Sentenced
28/03/2026	Subject to coronial determination	Yes	M	Sentenced

Prisoner escapes and absconds

When a prisoner escapes from a secure location and is apprehended by NT Police, the police will interview, then charge the prisoner with escape lawful custody and remand them to appear in court. In the case of a prisoner absconding from a low-security location via an unauthorised absence, they are reclassified to a higher security status at a correctional centre upon their return. Not all instances of absconding result in criminal charge. Each case and individual circumstances are assessed by the Department.

Table 4.4: Prisoner escapes and absconds 2021–22 to 2025–26

	Secure (Escape)	Open Perimeter	Open (Abscond)	Escapes under escort	Total
2021–22	-	6	4	1	11
2022–23	1	13	2	-	16
2023–24	6	1	2	-	9
2024–25	3	9	6	4	22
2025–26	4	11	3	3	21

Youth Detention costs

The NT cost per detainee per day in 2024–25 was $3,452.25. This represents a decrease of 7.8 per cent from 2023–2024 ($3,743.64) and a decrease of 1.9 per cent from 2022–2023 ($3,519.22).

Table 4.5: Cost per detainee per day

	2022–2023 ($)	2023–2024 ($)	2024–2025 ($)
Cost per detainee per Day - RoGS	3,519.22	3,743.64	3,452.25
		compared to 23-24	-7.8%
		compared to 22-23	-1.9%

The cost per detainee per day in the Northern Territory ($3,452.25) was 5 per cent lower than the national average of $3,634.90.

Figure 4: Cost per detainee, per day jurisdictional and national comparative



Youth Justice Programs

The Youth Justice Operations team are responsible for the day-to-day supervision and rehabilitation of young people either on remand or sentenced for an offence. The team operates under a guiding Model of Care that informs their practice and provides evidenced guidance for operational needs.

All young people attend school from Monday to Friday in Youth Detention. Outside of regular education hours the Youth Justice Programs team, located at Holtze Youth Detention Centre, delivers a wide range of programs and activities designed to meet the unique needs of young offenders.

The structured environment of a detention centre provides a secure yet supportive environment to support rehabilitation and help young people to break their cycle of offending.

Programs delivered in youth detention centres can be focused on life skills, recreation, offending behaviours, behavioural skills, employment skills and much more. Program schedules are tailored to cohort needs. The table below includes programs delivered during 2025–26 categorised by these which are operationally delivered and those which are delivered through the Specialist Assessment and Treatment Services team of clinicians.

Not all programs are delivered by external providers within a youth detention centre, with many delivered in collaboration with other agencies, in particular the Department of Education and Training (DET). Other programs delivered via DET include; White card courses, driver education, small tool safety and use, and a suite of accredited training such as components of Certificate level training in Hospitality, Construction and many more fields.



Table 4.6: Youth Justice operations programs

Operational Team	
Program	**Type**
Balanced Choice	fitness
Dream impact inspire	mentorship
Elevate hoops	fitness
High calibre sports	fitness
Inner door yoga	health and wellbeing
Intrepid Designers	art
JP music	music
Kulture cuts	barbering
Rugby4fun	fitness and teamwork
SoundED	music
Territory youth empowerment	youth empowerment
Top end critters	animal care
Track maker	music
Wellness coach	mentoring
Youth for Christ	religion
Yarraman Territory	horsemanship
Red cross	cooking and life skills
Basketball NT	fitness and community engagement
AFL first steps	fitness and community engagement
Basketball NT	movement
Upai Purri	cultural
Soccer NT	sports
Intrepid Designers	art
Hip hop with Riley	music therapy
Danila Dilba	health and wellbeing
SoundED	music

Specialist Assessment and Treatment Services Team (SATS)

Specialist Assessment and Treatment Services Team (SATS) team comprises of a case coordination team and an assessment and treatment team. Both teams deliver programs, tailoring their approaches to specific needs, such as those of Aboriginal youth. They typically involve individual counselling, group work, and skill development to support rehabilitation and successful reintegration into the community.

Table 4.7: Specialist assessment and treatment programs

Specialist Assessment and Treatment Services team		
Program	**Type**	**Outcomes**
Love Bites	Respectful Relationships	Love Bites is a well-established respectful relationships program that focuses on domestic and family violence, and sexual assault prevention.
Changing Habits and Reaching Targets (CHART)	Offender Behaviour Change Program	Changing Habits and Reaching Targets (CHART). Designed as an offender behaviour change program specifically for young people.
Safe, Sober, Strong	Alcohol and Other Drugs	Provides clients who are on remand or serving short sentences an opportunity to participate in an intervention. The Safe, Sober, Strong Program uses a Cognitive Behavioural approach to increase client awareness of offending behaviour, and to provide strategies that enhance pro social thinking and goal setting.
Step-Up	Violent and aggressive behaviour	The Step-Up program is a psycho-education program appropriate for young people on remand or sentenced orders, who have been involved in violent or aggressive behaviour.
Alcohol and Other Drugs	Alcohol and Other Drugs	An Alcohol and other Drug program designed to provide psychoeducation, brief intervention and harm minimisation strategies for Alcohol and Other Drug substance misuse.

Youth Diversion Program

The Community Youth Diversion (CYD) program was remodelled in the previous reporting period and a new Youth Diversion Program (YDP) commenced in the reporting period. YDP remains a formal pathway for eligible young people alleged to have committed an offence but now operates through a tiered model that determines the type and duration of support. This ranges from restorative youth justice conferences to intensive diversion programs lasting one to six months.

Table 4.8: Community Youth Diversion referrals by region

Region	Number of referrals	
	2024–25	2025–26
Barkly	33	27
Big Rivers	23	81
Central Australia	106	52
East Arnhem	60	63
Greater Darwin	101	140
Top End	79	98
Total	**402**	**461**

Focus story

Keeping young people connected to Country

The Tennant Creek Youth Justice Accommodation Facility continued to keep young people connected to Country by providing a community-based alternative to detention for young people from Tennant Creek and surrounding remote communities. Operating as a Bail Support Facility, the service enables young people to remain connected to family, culture and community while complying with court-ordered requirements and engaging in rehabilitation and support programs.

During the reporting period, the facility accommodated 28 young people and delivered 1,117 bed nights of supervised accommodation and support. Fourteen young people successfully completed their placement, demonstrating positive engagement with structured programming, case management and rehabilitation activities.

The facility continued to deliver an integrated model of support focused on education, health, wellbeing and cultural connection. Young people were connected to health assessments through Anyinginyi Health Aboriginal Corporation and provided access to alcohol and other drug services, counselling, cultural activities and Youth Boot Camp programs. Planning was also undertaken to strengthen pathways into mainstream education and vocational training opportunities.

As a key initiative under the Barkly Regional Deal, the facility supports place-based, culturally informed responses to youth offending. The service also contributed to local employment outcomes, with Aboriginal staff representing approximately 48 per cent of the workforce, including 12 employees from Tennant Creek and the broader Barkly region.

Keeping young people connected to culture, family and community while providing structured supervision, education and therapeutic support is a key component of the Department's approach to reducing reoffending. The Tennant Creek Youth Justice Accommodation Facility demonstrates how place-based, culturally responsive interventions can support better outcomes for young people while maintaining community safety.



Bail support facilities

Three bail support facilities in the NT offer supervised accommodation and tailored support for young people who might otherwise be remanded in custody at the Holtze Youth Detention Centre or the Alice Springs Intake and Transfer Facility. These facilities are designed to help young people comply with bail conditions, make positive choices, and develop life skills. While residing at a bail support facility, young people receive safe, supervised accommodation and structured support to engage in education, training and wellbeing programs.

Table 4.9: Bail Support Accommodation

Area	Number of Young People in Supported Accommodation		Bed Nights	
	2024–25	2025–26	2024–25	2025–26
Alice Springs	65	59	1,895	1,874
Barkly	11	28	795	1,117
Darwin	78	85	2,605	3,110
Total	**147***	**159***	**5,295**	**6,101**

* The total of unique individuals is not the sum across areas as a young person may have been in more than one area during the year

Community Youth Justice

Community Youth Justice is responsible for the supervision of young people who have committed or as accused of committing a crime and supports them to complete court ordered requirements as authorised primarily under the *Youth Justice Act 2005*. Community Youth Justice teams are located across the Northern Territory, based in Nhulunbuy, Darwin, Katherine, Tennant Creek and Alice Springs.

Community Youth Justice Officers (CYJOs) are responsible for completing requested court reporting, supervising young people on a Court Order, helping them meet their legal obligations, and supporting positive behaviour change.

The team undertakes case management of individuals young people, to help them out of the Justice system by fulfilling the conditions of their Order; and can include electronic monitoring, drug and alcohol testing, curfews, fines, participating in assessment and treatment services, and/or other program participation.

Table 4.10: Young People on Orders-Bail[1]

Region[2]	Orders Issued		Unique Children	
	2024–25	2025–26	2024–25	2025–26
East Arnhem	50	35	4	3
Barkly	349	263	14	15
Big Rivers	297	503	12	30
Central Australia	1,628	855	41	63
Greater Darwin	2,427	1,798	89	117
Total	**4,751**	**3,454**	**160**	**228**

Notes

1. Bail figures consist of: Bail Allowed (I-BAI), Bail Conditions Varied (I-BCV), Bail Continued (I-BAC).
2. Based on the Community Youth Justice regional office where the young person was case managed.

Table 4.11: Young People Sentenced to Community Supervision Orders

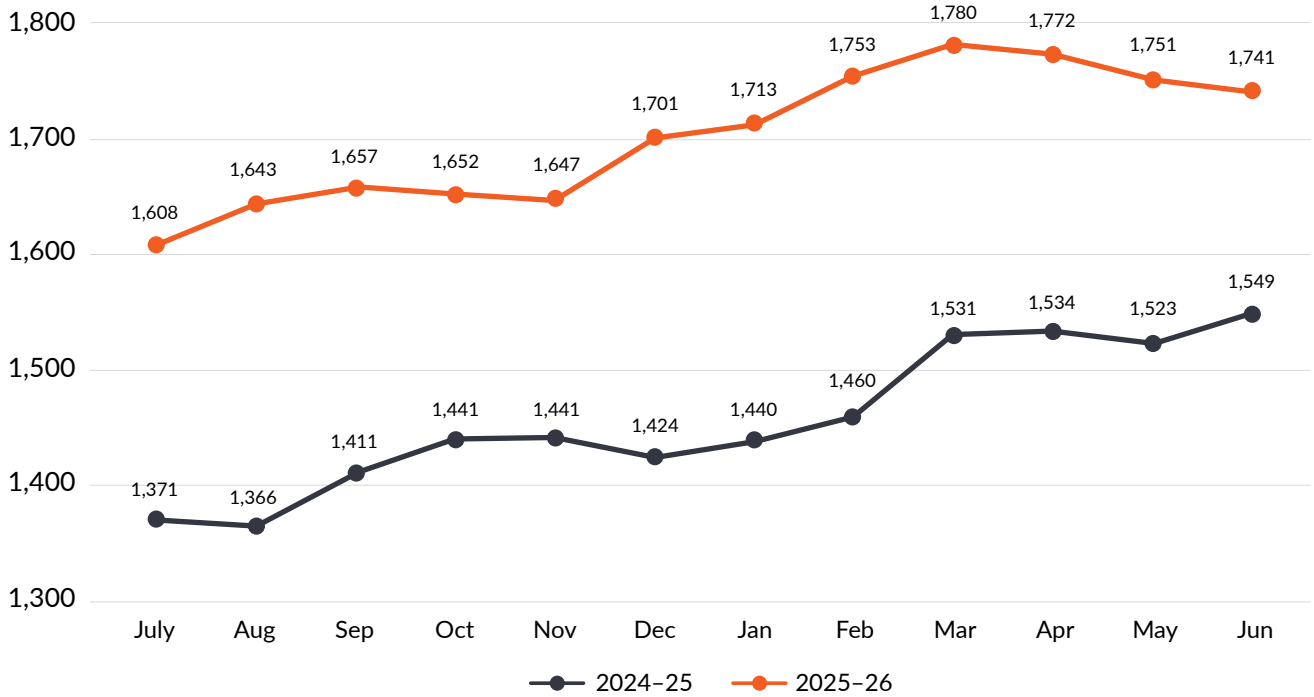
Region[2]	Orders Issued		Unique Children	
	2024–25	2025–26	2024–25	2025–26
East Arnhem	10	10	3	4
Barkly	50	43	10	13
Big Rivers	6	26	3	13
Central Australia	170	156	22	48
Greater Darwin	145	116	40	50
Total	**381**	**351**	**78**	**128**

Offender supervision and monitoring

The Community Corrections Division supervises court and Parole Board orders through a participative case management framework that addresses the underlying factors contributing to offending behaviour. Services are delivered through six regional and three remote offices, supported by single-officer placements in Jabiru, Maningrida and Borroloola, and outreach in additional remote locations. This footprint ensures supervision and support are accessible across the Territory.

The graph below shows offender figures by month throughout 2024–26, with a total number of 1,741 offenders on 30 June 2026. The overall number of offenders has increased 27 per cent between 31 July 2024 (1,371) and 30 June 2026 (1,741).

Figure 5: Overall offender numbers July 2024 – June 2026*



*As at end of the month

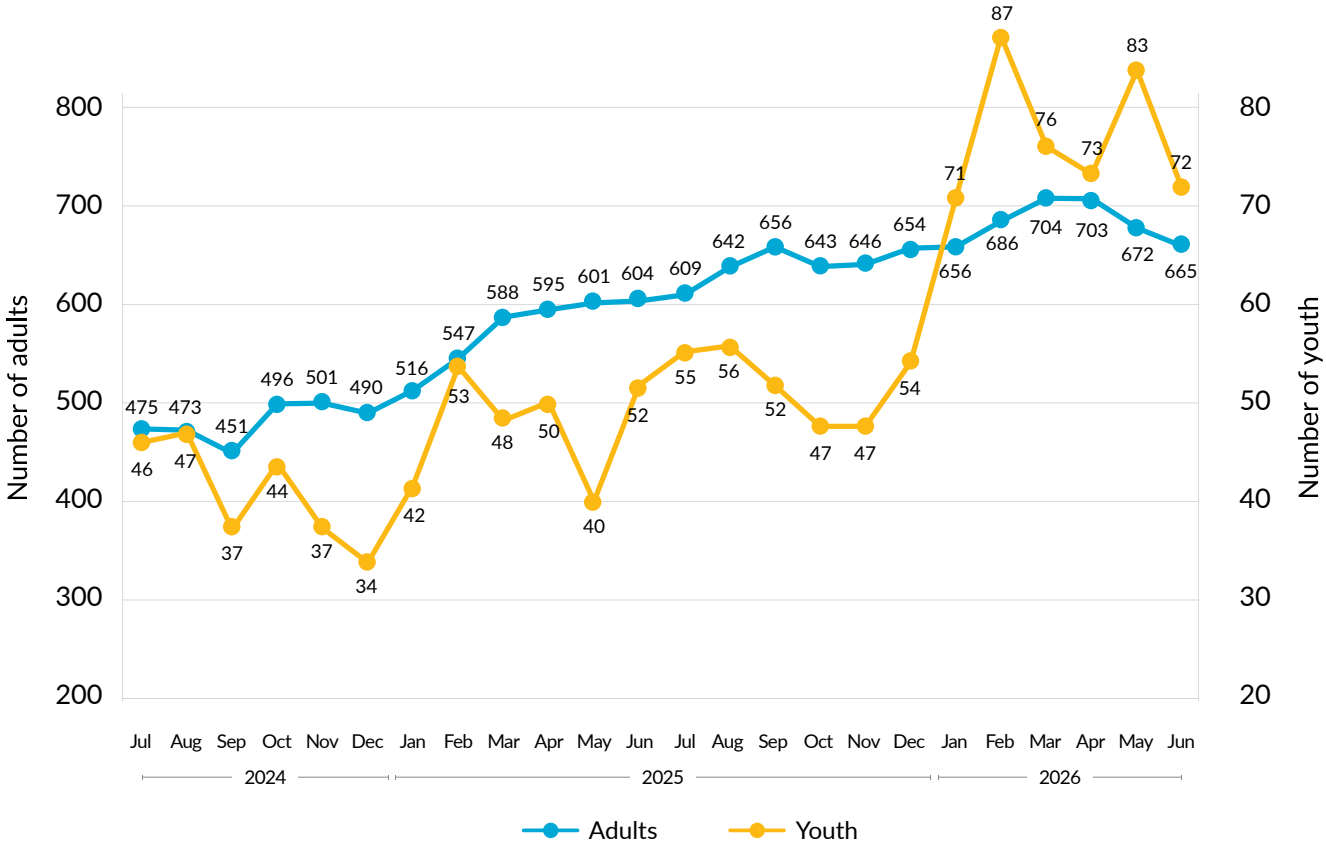
The NT's net operating expenditure for Community Corrections was $62 per offender per day in 2024–25, a decrease from $74 per day in 2023–24. The NT's cost for 2024–25 was the third highest of all jurisdictions and just under two times the national average of $32. This reflects the geographical challenges in managing offenders across urban, regional and remote areas.

Table 4.12: Cost of managing offenders

	2022–2023 ($)	2023–2024 ($)	2024–2025 ($)
Cost per Offender per Day - RoGS	71.34	73.88	61.90

Community Corrections administers the electronic monitoring contract for the Department, including Youth Justice, and on behalf of Northern Territory Police. From July 2024 to June 2026 the number of adult corrections clients being electronically monitored increased by 40 per cent (from 475 to 665), whilst the number of youth offenders increased by 57 per cent (from 46 to 72).

Figure 6: Electronic Monitoring numbers



Community work and fines recovery

Community Corrections works with over 80 community organisations to facilitate community work across the Northern Territory. Offenders may be ordered by the court to complete community work as part of their community-based sentence. Individuals with outstanding criminal fines are also able to convert these fines into community work hours, which allows the community to be repaid without placing individuals in financial hardship.

Offence-specific and psychoeducational programs

The Rehabilitation and Reintegration Division offers programs to remand and sentenced prisoners. Offender programs are structured intervention which address criminogenic risk and needs linked to offending behaviour, with the aim of reducing reoffending. Programs are evidenced-based and are culturally appropriate to the NT context. These programs are designed and delivered by specialised staff. The completion rate for offence-specific treatment programs in 2025–26 was 98 per cent, the same as 2024–25.

Offence-specific treatment programs

- **41 participants completed the Recognising Anger Gaining Employment (RAGE) program in the reporting period compared to 30 in 2024–25**
- **7 participants completed the Sex Offender Treatment Program in the reporting period compared to 0 in 2024–25**
- **27 participants completed the Violence Offender Treatment Program in the reporting period compared to 0 in 2024–25**
- **10 participants completed the Intensive Alcohol and Drug Program in the reporting period compared with 9 in 2024–25.**

Psychoeducational programs are designed to provide prisoner with information, raise awareness and understanding factors that contribute to offending, to educate on strategies and skills that can be employed to improve behaviour. Delivered by trained facilitators, these programs are suitable for all prisoners and are generally shorter in duration than the more intensive criminogenic programs.

The completion rate for custodial-based psychoeducational programs in 2025–26 was 88 per cent, a decrease of 9 per cent from 2024–25.



Psychoeducational programs

- **196 participants completed the Addictive Behaviour Program in the reporting period compared with 56 in 2024–25**
- **349 participants completed the Family Violence Program in the reporting period compared with 235 in 2024–25**
- **225 participants completed the Remand Family Violence program in the reporting period compared with 87 in 2024–25**
- **203 participants completed the Safe, Sober, Strong Program in the reporting period compared with 61 in 2024–25**

The completion rate for community-based FVP programs in 2025–26 was nil, because the Community-based FVP program ceased delivery in April 2025.

Table 4.13: Program completion rate

Program type	2024–25	2025–26
Offence-specific treatment programs	98%	98%
Custodial-based psychoeducational programs	97%	88%
Total custodial-based programs (offence-specific, offence-related and psychoeducational)	97%	89%
Community-based FVP programs	93%	n/a

Focus story

Delivering intensive rehabilitation for high-risk prisoners

The Department continued to deliver intensive, individualised interventions for prisoners presenting with complex needs and elevated levels of risk. During the reporting period, a high-risk female prisoner with a history of trauma, grief, victimisation and violence participated in a comprehensive therapeutic intervention delivered by a departmental psychologist.

The intervention involved more than 20 individual treatment sessions focused on improving emotional regulation, strengthening problem-solving capabilities, challenging unhelpful thinking patterns and developing healthier responses to conflict and stress. Using a trauma-informed approach, treatment supported the prisoner to better understand the impact of past experiences on behaviour, increase insight into risk factors and develop practical strategies to support emotional wellbeing and self-management.

The intervention resulted in sustained behavioural improvements, including a significant period free from violent incidents and a reduction in assessed risk levels. While ongoing support remains necessary, the prisoner demonstrated greater self-awareness, improved emotional regulation, enhanced problem-solving skills and increased engagement in the rehabilitation process.

Focus story

Strengthening access to offence-focused rehabilitation programs

During 2025–26, the Department strengthened access to offence-focused rehabilitation programs by improving clinical assessment, treatment planning and program delivery. Guided by the Rehabilitation and Reintegration Framework, the Clinical Rehabilitation Team enhanced the identification, assessment and prioritisation of prisoners requiring intervention, ensuring rehabilitation pathways were aligned to individual risk and treatment needs.

To address previous challenges affecting program delivery and completion rates, the team implemented a coordinated approach that increased assessment activity and strengthened collaboration between clinical and operational staff. A key focus was assessing prisoners earlier in their custodial journey to support timely rehabilitation planning and treatment participation.

As a result, 328 clinical assessments were completed during the year, increasing the Department's capacity to identify suitable participants and create clearer pathways into rehabilitation programs. This contributed to increased participation and completion rates across key interventions. Completions in the Recognising Anger Gaining Empowerment (RAGE) program increased from 30 to 41 participants, while 27 participants completed the Violence Offender Treatment Program (VOTP). Delivery of the Sex Offender Treatment Program (SOTP) resumed, with seven participants completing treatment, and 10 participants completed the Intensive Alcohol and Drug Program (IADP).

Prisoner employment supports rehabilitation and community outcomes

Employment plays an important role in prisoner rehabilitation, providing opportunities to develop practical skills, build confidence and strengthen work readiness while supporting the safe and effective operation of correctional facilities. Structured employment programs help prisoners establish positive work habits, develop accountability and prepare for successful reintegration into the community.

As at 30 June 2026, 831 prisoners were employed in essential and commercial industries across Northern Territory correctional centres. These employment opportunities supported a range of operational functions and provided participants with valuable workplace experience and transferable skills. A further 59 prisoners were supported through Sentenced to a Job 2.0, strengthening pathways to employment and connections with post-release work opportunities.

Employment initiatives were supported by significant participation in education and training. During 2025-26, 1,157 enrolments were recorded in prisoner education and vocational training programs, representing a substantial increase on the previous year and helping prisoners develop skills aligned with workforce and industry needs. The education and training completion rate reached 84 per cent, reflecting strong engagement in rehabilitation and workforce development initiatives.

The Community Support Work Program (CSWP) remained a key component of prisoner employment and rehabilitation. In 2025-26, prisoner work parties completed approximately 105,600 hours of community work during 2025–26, representing an estimated community value of $2.64 million. Participants supported local councils, community organisations, major events, emergency management activities and recovery efforts across the Territory while gaining practical work experience and contributing positively to the community.

Together, employment, education and community work initiatives supported the development of practical skills, improved work readiness and strengthened pathways to employment, helping prisoners build the capabilities needed for successful reintegration and positive community participation after release



Strategic focus **01**

Stronger Foundations

In 2025–26 the Department focused on strengthening leadership capability and building a unified corrections system through the One Corrections approach. Effort was directed towards establishing strong governance, strengthening collaboration across custodial operations, rehabilitation and reintegration, and supporting a shared vision for service delivery across the Northern Territory.

The appointment of new executive leaders and establishment of specialist operational teams strengthened organisational capability for Adult Operations, improved strategic oversight and supported greater consistency in decision-making and operational practice. By fostering a culture of collaboration, accountability and shared responsibility, the Department is creating a more connected and cohesive corrections system. These initiatives support the leadership, capability and organisational foundations required to deliver reform, support staff and deliver safe, effective and sustainable correctional services across the Northern Territory.

Youth Justice and Community Corrections alignment

The creation of a single Youth Justice and Community Corrections portfolio has strengthened service integration across the justice continuum, enabling greater coordination of bail support, electronic monitoring, diversion, community supervision and rehabilitation services. The model supports more consistent case management approaches and improved transitions between youth and adult justice systems.

This merger supported improved service delivery in areas that span both youth and adult cohorts — including bail support programs, electronic monitoring, community-based rehabilitation, and domestic, family and sexual violence rehabilitation programs.



Stronger foundations through infrastructure investment

The Department of Corrections continued to strengthen the foundations of the Northern Territory correctional system in 2025–26 through the delivery of the Corrections Infrastructure Master Plan. The Master Plan is supporting a modern, sustainable corrections system by increasing operational capacity, improving facility capability and creating environments that support rehabilitation and reintegration.

Significant infrastructure milestones were achieved in 2025-26. A vacant women's sector at Alice Springs Correctional Centre was repurposed into a 50-bed men's accommodation area in November 2025, providing additional capacity to meet operational demand. In December 2025, the 16-bed Paperbark youth boot camp and bail supported accommodation facility was opened in Alice Springs. In January 2026, the former low and open security men's sector at Darwin Correctional Centre was converted into an interim women's facility with 88 bed capacity. In February 2026, the dedicated Alice Springs Women's Correctional Centre opened with 38 beds, making way for more programs, education and training to be delivered tailored to the specific needs of women in custody.

The Department also expanded opportunities for rehabilitation and reintegration, with prisoners accommodated at the Katherine Work Camp from April 2026. Capacity will progressively increase throughout the staged commissioning up to a total of 198 beds.

These investments improved system capacity, reduced operational pressure across the correctional network and strengthened the infrastructure foundations needed to deliver safe, secure and effective correctional services. The achievements of 2025–26 position the Department to continue supporting community safety, rehabilitation and long-term correctional reform across the Northern Territory.

Strengthening custodial organisational foundations

During the reporting period, the Department strengthened its organisational foundations by establishing new leadership positions and operational teams to support reform, improve capability and deliver strategic priorities. These changes support a modern and sustainable corrections system that can respond to current and future challenges.

A key milestone was the establishment of the Adult Operations leadership group, bringing together oversight of custodial operations, rehabilitation, reintegration and operational reform. The new structure improves coordination across the corrections system and supports delivery of the Department's Strategic Plan 2024–28.

The Operational Reform portfolio was expanded through the integration of Industry, Skills and Employment and Prisoner Education. This supports a more coordinated approach to rehabilitation, employment readiness and reintegration, while progressing priorities such as sentence management reform, the Katherine Work Camp and new policy, strategy and partnership functions.

Leadership capacity across custodial operations was also strengthened through additional oversight of the Territory's correctional centres. This supports safe and secure operations, greater consistency across facilities and improved organisational performance.

The Rehabilitation and Reintegration portfolio expanded to include Integrated Care, creating a more coordinated approach for prisoners with complex needs. The portfolio now oversees NDIS services, the Complex Behaviour Unit and strategic reviews of prisoner health services. These functions support evidence-based services that improve rehabilitation, wellbeing and reintegration outcomes.








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Strategic focus **02**

Investment in our People

Our people are the foundation of a safe, effective and professional corrections system. During the reporting period, the Department continued to invest in workforce capability, leadership and organisational culture to ensure staff are supported to deliver high-quality services in increasingly complex operational environments. A strong focus was placed on workforce development, leadership programs and capability-building initiatives that support staff to meet evolving operational demands.

Learning and continuous improvement remained a key focus of the Department's approach, with investment in training, education and professional development opportunities that enhance both individual and organisational performance. These initiatives support the Department to build a capable, resilient and future-focused workforce that is well positioned to deliver on its strategic priorities and meet the needs of the Northern Territory corrections system.

Elevate Frontline Leadership Program



Developing leadership capability is central to the Department's commitment to workforce development and high-quality correctional services. During the reporting period, frontline leaders participated in the Elevate Frontline Leadership Program, a targeted initiative designed to strengthen leadership skills, support team performance and contribute to the Department's strategic objectives.

The program focused on leadership practices aligned to the Department's Strategic Plan 2024–28, helping participants understand how frontline leadership contributes to organisational outcomes and continuous improvement.

Participants also strengthened their skills in communication, feedback and people management, building their ability to support staff performance, wellbeing and professional development through effective workplace conversations and leadership practices.

Recognising the demands of custodial environments, the program included training in resilience, stress management and behavioural awareness. Participants also developed skills in change leadership, exploring practical approaches to workforce engagement, managing resistance and supporting reform initiatives.

By investing in frontline leadership development, the Department is building a capable and resilient workforce equipped to meet operational challenges and support the future direction of the Northern Territory corrections system. The program reflects the Department's commitment to continuous learning, effective leadership and improved organisational performance.

Chief Superintendent rank re-established

In June 2026, the Department implemented a key organisational change within Adult Operations with three General Managers formally sworn into their roles. These appointments reflect a strong and capable leadership group, and position NT Corrections to continue strengthening operational performance, leadership culture, and system-wide outcomes.

As part of their appointment, each General Manager took an Oath of Office, affirming their commitment to uphold the law, maintain public trust and carry out their duties with integrity.

The General Manager appointments align with key structural reform within the Department, with the re-introduction of Chief Superintendent rank within the hierarchy.

This rank has been established to recognise the responsibilities of the General Manager role, forming a unified senior leadership tier across the organisation.

In line with these changes, a new directive was issued on 1 June 2026, which clearly set out the chain of command, reporting relationships and how the rank is formally recognised across NT Corrections.

The re-introduction of the Chief Superintendent rank formally re-establishes its place within the custodial chain of command to reflect the growing strategic importance of the role of General Manager within the system.

General Managers hold the rank of Chief Superintendent and all authorities and powers previously vested in the rank of Superintendent are now taken to be vested in them.

This change is directly linked to the strategic priority of 'investing in our people', by creating a development pathway for Schedule 8 officers into the role of Superintendent, between the Deputy Superintendent and the General Manager.

Embracing learning and professional excellence

During 2025–26, the Department strengthened its specialist clinical capability by training 12 frontline clinicians, including Senior Psychologists, Psychologists and Social Workers, in the Spousal Assault Risk Assessment (SARA) and HCR-20 violence risk assessment frameworks. This investment supported the Department's capacity to undertake comprehensive violence risk assessments, support evidence-based decision-making and strengthen risk management practices across custodial environments.

Expanding specialist assessment capability across the clinical workforce has increased the Department's ability to effectively assess and manage prisoners presenting with complex needs and elevated levels of risk, while supporting more consistent rehabilitation planning and targeted intervention strategies. Workforce capability development was further supported through the implementation of the Rehabilitation and Reintegration Framework, development of the Clinical Rehabilitation Practice Manual and Psychoeducational Practice Manual, and the review and enhancement of Family Violence



Program resources and facilitator guidance.

Collectively, these initiatives have strengthened the Department's capacity to deliver evidence-based assessment, treatment planning and offence-focused rehabilitation services, supporting improved rehabilitation outcomes and greater consistency in service delivery across correctional centres.

Agency Leaders Conference

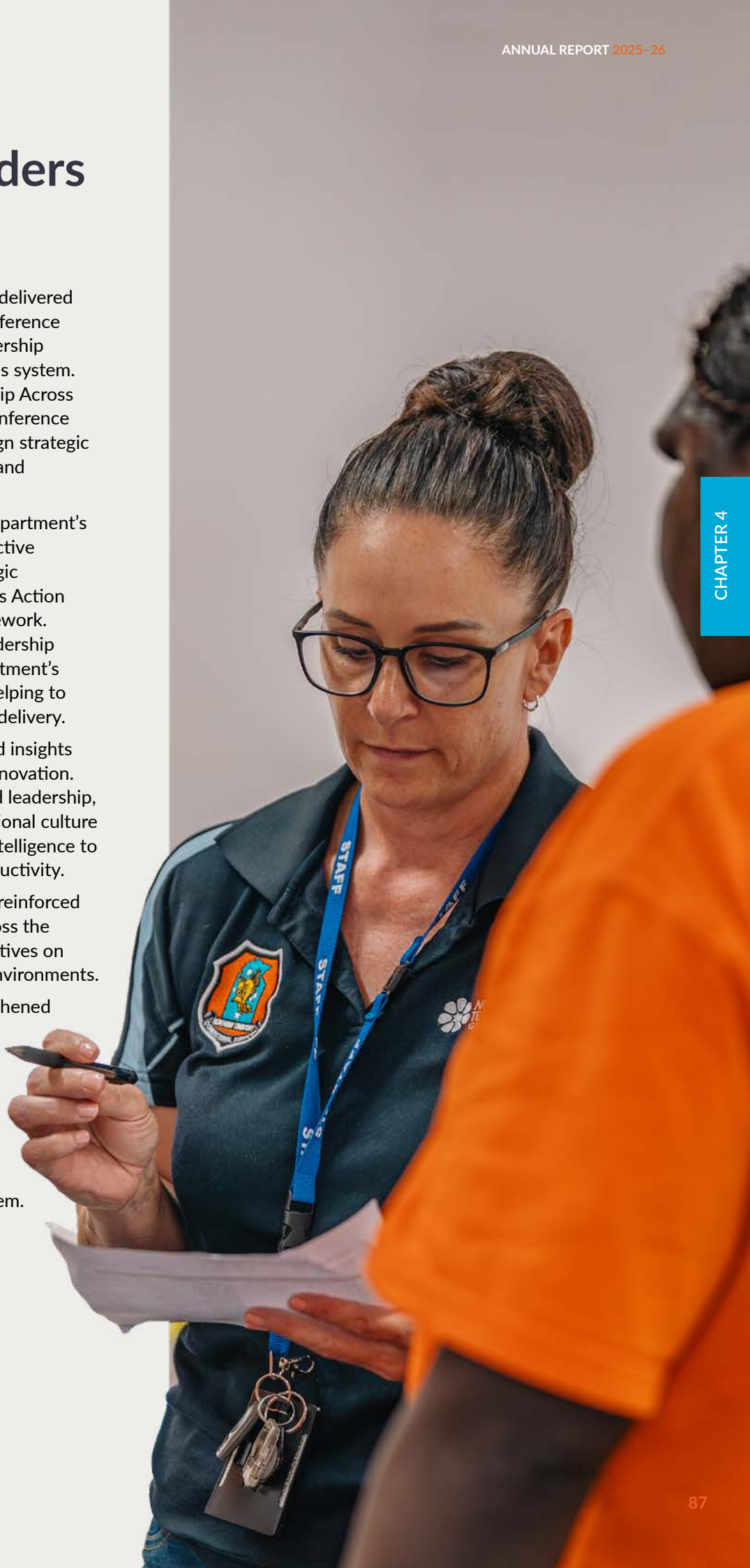
In April 2026, the Department delivered a two-day Agency Leaders Conference focused on strengthening leadership capability across the corrections system. Under the theme BIG Leadership Across the Corrections System, the conference brought leaders together to align strategic priorities with practical action and organisational outcomes.

The program supported the Department's Investment in Our People objective through sessions on the Strategic Workforce Plan, People Matters Action Plan and Staff Wellbeing Framework. Leaders also explored their leadership styles and discussed the Department's 2026–27 strategic priorities, helping to build a shared focus for future delivery.

External presenters contributed insights on wellbeing, leadership and innovation. Sessions explored values-based leadership, workforce wellbeing, organisational culture and the potential of artificial intelligence to improve performance and productivity.

The conference dinner further reinforced leadership and connection across the organisation, featuring perspectives on leading in complex, high-risk environments.

Overall, the conference strengthened leaders' understanding of the Department's priorities and reinforced the importance of wellbeing, innovation, collaboration and values-driven leadership in delivering a safe, effective and contemporary corrections system.





Training achievements

The Department continued to invest in Community Corrections workforce capability during 2025–26, delivering operational, mandatory and professional development training across the Northern Territory. Training focused on correctional practice, offender management, cultural capability, mental health awareness and leadership development to support safe and effective service delivery.

Participation increased significantly during the year, with attendances rising from approximately 385 in 2024–25 to 507 in 2025–26. More than 40 training programs were delivered across regional and metropolitan locations, improving access to learning opportunities for staff throughout the Territory.

The most attended courses included Drugs of Abuse, Working with Diversity, Foundation Skills and Aboriginal Mental Health First Aid, reflecting a continued focus on equipping staff to respond to complex client needs and evolving operational demands.

During the year, 27 staff completed a Certificate IV in Correctional Practice. An updated training package strengthened the integration of classroom learning, workplace activities and practical assessment, supporting the application of skills in operational settings.

Training in case management, risk assessment, report writing, motivational interviewing, family violence, trauma-informed practice and offender supervision strengthened staff capability and supported consistent service delivery across Community Corrections. These skills contribute to evidence-informed practice, offender rehabilitation and community safety outcomes.

In 2026–27, Community Corrections will focus on further improving training delivery, administration and leadership development. Priorities include streamlining training processes, updating learning materials, strengthening training records management and developing a Team Leader Development Pathway to support leadership growth and succession planning. Community Corrections will also continue working with Youth Justice to identify opportunities for a more coordinated approach to workforce development.

Holtze Youth Detention Centre (HYDC)

HYDC continued to invest in workforce capability during 2025–26 through training, coaching and leadership development. These initiatives strengthened staff skills and confidence, supporting their ability to respond to the complex needs of young people in detention and deliver safe, consistent services.

Throughout the year, HYDC maintained a safe and stable custodial environment, with reductions in staff assaults and workplace aggression compared with previous years. These improvements reflect the Centre's focus on staff capability, proactive case management, behavioural support, de-escalation and early intervention strategies.

Staff demonstrated greater confidence and consistency in managing behaviour and responding to emerging issues, contributing to a calmer and more predictable



operating environment. These outcomes highlight the important role workforce capability plays in supporting both operational performance and rehabilitation outcomes.

HYDC continues to face challenges associated with increasingly complex behaviours and changing operational demands. Ongoing investment in workforce capability remains critical to sustaining positive outcomes. Future priorities include strengthening leadership capability, expanding professional development opportunities and ensuring staff have the skills and support needed to meet the needs of young people in detention.

Innovative recruitment

The New Zealand Experienced Correctional Officers Program continued to be a successful recruitment initiative for the Department. Since the first recruit commenced in Alice Springs in June 2023, the program has attracted 85 experienced officers, with 68 remaining employed. New Zealand recruits now make up 28 per cent of the custodial workforce at Alice Springs Correctional Centre, strengthening operational capability and workforce sustainability.

During 2025–26, the Department further improved recruitment processes through the introduction of new technologies that increased efficiency while maintaining robust selection standards. AI-supported video interviews and automated scheduling systems streamlined candidate assessment and administration, improving both the recruitment experience and process efficiency.

Community Corrections also experienced significant workforce growth throughout the year. Recruitment activities, including promotion of Northern Territory career opportunities at the National PACCOA Conference, helped raise the profile of Community Corrections and attract prospective candidates.



A total of 75 staff commenced during the year, including 27 Probation and Parole Officers and two Regional Managers. These appointments strengthened workforce capacity and supported service delivery across the Territory.

Through targeted recruitment, workforce planning and continuous improvement initiatives, the Department continued to fill critical vacancies, strengthen organisational capability and support the delivery of correctional services across the Northern Territory.

Strategic focus 03

Break the Cycle

The Department continued to strengthen its approach to rehabilitation and reintegration through the delivery of evidence-based programs, health services and targeted interventions designed to address the drivers of offending. Recognising that rehabilitation requires a coordinated and individualised response, the Department focused on delivering programs and services tailored to the diverse needs, risks and strengths of prisoners.

A key priority during the year was improving access to health and wellbeing services, ensuring prisoners receive appropriate supports during custody and upon release. By providing evidence-based rehabilitation programs, education and employment opportunities, strengthening health and wellbeing supports, and creating clear pathways to education, employment and reintegration, the Department is supporting prisoners build the skills, resilience and connections needed to make positive life changes. These initiatives support the Department's commitment to breaking the cycle of offending, improving community safety and supporting rehabilitation and reintegration outcomes for individuals, families and communities across the Northern Territory.

Operational reform education: creating opportunities

Shaping the future of Corrections

Operational Reform was established to drive the design, development and delivery of reform initiatives across Adult Custodial Operations, supporting correctional practice, operational performance and system improvement. Through the effective management of complex reform programs and projects, the division supports the implementation of strategic priorities through reform, capability development and service delivery initiatives.

Managing a diverse portfolio that includes operational commissioning, infrastructure readiness, operating model development, education, training and employment programs, women's correctional reform, and policy and governance initiatives, Operational Reform plays a critical role in shaping the future of custodial services. The division provides strong oversight of project delivery, risk management and stakeholder engagement, ensuring reform initiatives are successfully embedded into business-as-usual operations.

By leading significant organisational change and fostering collaboration across the department and with external partners, Operational Reform strengthens custodial capability, promotes operational consistency and supports the delivery of safe, secure and effective correctional services for the Northern Territory.

Education continues to support rehabilitation and successful reintegration across Northern Territory correctional facilities. During 2025–26, 1,157 enrolments were recorded in prisoner education and training programs, reflecting the Department's commitment to building skills, confidence and employment readiness.

Operational Reform works with education, industry and service providers through formalised agreements and partnerships to deliver enhanced programs including Employment and Work Ready Support Schemes, Bail to Employment and Community to Employment.



These programs include:

Prisoner Employment Programs

Managing structured work opportunities for prisoners across various industries such as construction, land management, textiles, horticulture, maintenance, and kitchen operations.

Vocational Education and Training (VET)

Delivering accredited training programs in partnership with Registered Training Organisations (RTOs), enabling prisoners to gain nationally recognised qualifications aligned with workforce needs.

Work Readiness and Life Skills

Providing training in essential soft skills such as communication, teamwork, financial literacy, and job-seeking techniques to help prisoners prepare for employment after release.

Industry Partnerships

Building and maintaining relationships with industry, local businesses, and community organisations to create employment pathways and real-world work experience opportunities.

Social Enterprise and On-Country Work

Supporting prisoner involvement in community-based enterprises and remote projects, including culturally appropriate work programs in partnership with Aboriginal communities.

Throughcare Employment Support

Linking prisoners with employment services, training providers, and job opportunities prior to release to ensure support continuity of services and employment pathways following release.

Through partnerships with Charles Darwin University, NT Correctional Industries, custodial staff and industry stakeholders, prisoners accessed a range of accredited and non-accredited learning opportunities focused on employment pathways, trade qualifications, foundation skills and higher education. Training was delivered across diverse fields including construction, horticulture, engineering, tourism, workplace safety and food handling.

Innovation in prisoner learning was also advanced through the trial of the Prisoner In-Cell Learning System (PILS) at Darwin Correctional Centre, providing greater access to education and training within accommodation units and supporting more flexible learning opportunities.

In addition to vocational training, programs focused on literacy, numeracy, life skills and creative development, while 24 prisoners were supported to undertake tertiary studies. Together, these initiatives are helping prisoners develop the knowledge, skills and confidence needed to support rehabilitation, improve employment pathways and contribute to safer communities across the Northern Territory.

Ready to Work: strengthening employment pathways and reintegration outcomes

In March 2026, the Minister for Corrections, launched the Ready to Work program, a new initiative designed to improve employment pathways for prisoners and support successful reintegration into the community. Delivered through a partnership between the Department of Corrections and Workskil Australia, the two-year trial will support up to 800 participants across the Territory, with 350 places available in the first year and a further 450 places in the second year.

The program provides individualised case management, mentoring, training and practical support to help participants develop work-readiness skills, secure employment and maintain long-term workforce participation. Taking a holistic approach to rehabilitation, Ready to Work connects participants with a range of supports, including housing, health, justice supervision, family and cultural services, helping to address barriers that can contribute to reoffending.

A key feature of the program is the provision of post-release support for up to 12 months, ensuring participants receive ongoing assistance as they transition back into the community. Support includes career planning, skills development, access to identification documents, employment preparation, and connections to employers across industries including construction, mining, manufacturing, services and agribusiness.

Ready to Work complements the Department's existing employment and training initiatives, including Sentenced to a Job and Sentenced to a Skill, strengthening rehabilitation pathways and enhancing opportunities for prisoners to achieve sustainable employment outcomes. The program has been implemented at Darwin Correctional Centre and Berrimah Correctional Centre, with expansion to additional correctional facilities across the Territory underway.

As at 30 June 2026, 108 prisoners were actively engaged in the program, receiving tailored support to increase employability, strengthen workforce participation and improve their prospects for successful reintegration. Through initiatives such as Ready to Work, the Department continues to invest in evidence-based rehabilitation pathways that support reduced reoffending, increased employment participation and safer communities across the Northern Territory.



International Letter to an Elder Day

In February 2026, young people at Holtze Youth Detention Centre took part in International Letter to an Elder Day, writing letters and creating artwork for residents at Terrace Gardens Aged Care Facility

One proud detainee was given the opportunity to deliver the letters and artwork in person, a gesture that was warmly received with one resident moved to tears, highlighting the importance of connection across generations and the impact of small acts of kindness.

This initiative forms part of HYDC's ongoing Give Back Initiative, which provides young people with an opportunity to contribute positively to the community, develop empathy, strengthen communication skills and experience the benefits of respectful community engagement. Activities supporting social responsibility and community connection form an important component of the Centre's broader rehabilitation approach.



Strengthening family, community and cultural connections

Strong family, community and cultural connections continued to play an important role in supporting long-term stability and wellbeing for young people residing in Bail Support Facilities (BSFs) and reducing reoffending.

BSFs facilitated regular communication between young people and their families, encouraged participation in care planning processes and provided opportunities for family visits. These approaches helped strengthen relationships, improve support planning and maintain important connections to support young people's successful transition back into their communities.

For Aboriginal young people, cultural identity and connection to Country remained an important component of service delivery. The Department worked with Aboriginal organisations, Elders, cultural mentors and community representatives to support culturally informed engagement for young people.

Supporting family and cultural connections strengthens individual rehabilitation outcomes and contributes to safer communities by promoting positive behaviours and supporting long-term engagement with education, employment and community.



Community Support Work Program: Community partnerships

The Department's Community Support Work Program continued to provide opportunities for prisoners to contribute to community projects across the Northern Territory. Through supervised work activities, prisoners develop practical skills, strengthen teamwork and build confidence while making a positive contribution to local communities and public assets.

Work parties from Alice Springs Correctional Centre assisted with preparations for the annual Harts Range Races and Bush Sports Weekend. Supported by Senior Correctional Officers, the work party undertook grounds maintenance activities including vegetation management, track preparation site improvements and the collection and distribution of firewood throughout camping and communal areas.

Prisoner work parties also supported flood recovery efforts at Elsey National Park following significant weather events earlier in the year. Working in partnership with NT Parks and Wildlife, prisoners and correctional officers cleared fallen trees and debris, undertook mowing and brush cutting across campgrounds, access roads and walking trails. These activities contributed to the timely reopening of the park, supporting the Katherine Region in its recovery.

In Alice Springs, prisoner work parties collaborated with local volunteers, community organisations and partner agencies in a community-wide clean-up initiative coordinated by the Alice Springs Town Council. Supported by correctional staff, participants removed illegally dumped waste from Undoolya Road and other identified dumping sites, helping improve the local environment and supporting community priorities.

Through participation in community projects, prisoners gain practical work experience, develop transferable employment skills while contributing to the maintenance and improvement of community infrastructure, environmental assets and public spaces across the Northern Territory.



Strategic focus 04

Innovation

Innovation is a key enabler of the Department's vision for a contemporary, responsive and future-focused corrections system. Through the adoption of new technologies, the Department is improving operational efficiency, enhancing rehabilitation outcomes and strengthening connections between prisoners, families and support services.

By embracing innovation, the Department is creating opportunities to respond to emerging challenges, improve accessibility and deliver more effective correctional services across the Northern Territory. These initiatives support the Department's commitment to continuous improvement, ensuring correctional practices remain adaptive, sustainable and focused on achieving better outcomes for prisoners, staff and the community.

The Digital Governance Committee (DGC), a committee of the Executive Leadership Group, provides strategic oversight of the Department's digital investment, information systems, data management and performance reporting. The committee supports the prioritisation and delivery of digital initiatives, monitors data integrity, and provides advice on digital risks and opportunities to support informed decision-making.

DGC achievements and activities included:

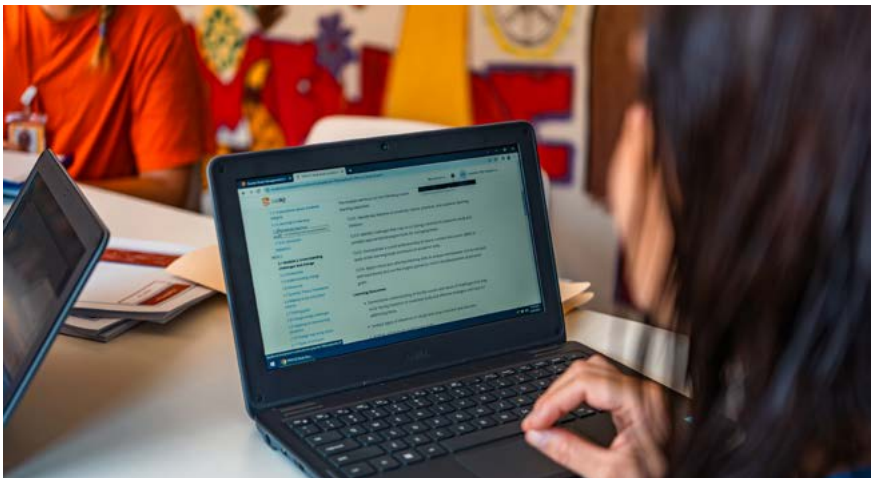
- Oversight of major digital initiatives, including the DoC Power BI Project, Digital Reform Project, IAPRO, VETenrol, Body Worn Camera Project, SharePoint Project and Music Solution Contract.
- Approval of the Department's Power BI governance model, report development framework and reporting priorities.
- Oversight of pilot initiatives, including professional visits booking, online prison payments and permits to enter secure facilities.
- Engagement with digital working groups and project teams to support project delivery, governance and reporting.

Innovation improving connections and supporting reintegration

The Department is committed to leveraging technology and innovation to improve service delivery, strengthen rehabilitation pathways and create a more connected and contemporary correctional system that supports better outcomes for prisoners, families and communities across the Northern Territory.

Alice Springs Correctional Centre introduced a new video communication platform providing a modern, secure and efficient way for prisoners to connect with family, legal representatives and external support services.

The tablet-based system replaces legacy video conferencing infrastructure, supporting coordination of appointments and improving accessibility for prisoners and external stakeholders. The platform enables connection with family members across the Northern Territory, interstate and overseas, providing a valuable service for prisoners whose families live in remote or regional communities.



The system also enhances access to legal and support services through a more flexible communication channel for legal representatives, community organisations and other professionals. Multi-participant video conferencing functionality supports the inclusion of interpreters and multiple service providers, improving access to culturally responsive and coordinated support.

By improving access to communication and support networks, the platform helps prisoners maintain important personal connections and engage more effectively with services that support rehabilitation and reintegration outcomes.

Innovating critical incident response

The Department identified an opportunity to strengthen its critical incident response by integrating cultural expertise, psychological care and rehabilitation considerations into a unified model. A multidisciplinary Critical Incident Response Framework was piloted, bringing together Aboriginal Program Facilitators, Senior Psychologists and clinical rehabilitation staff to provide coordinated and timely support following critical incidents.

The unified response model combines cultural and clinical expertise to ensure responses are tailored to individual needs while supporting ongoing engagement in rehabilitation and reintegration pathways.

Underpinned by trauma-informed practice, the framework recognises the significant impact that past trauma can have on how individuals respond to critical events. Support is delivered in a manner that considers cultural needs, personal circumstances and, where appropriate, gender-responsive approaches.

The pilot has improved access to culturally informed and trauma-responsive support while strengthening collaboration between operational, cultural and clinical teams. It has also enhanced staff capability and confidence in responding to complex presentations and supported greater prisoner engagement with rehabilitation services following critical incidents.

Closing the Gap – Targets and outcomes

The Department remains committed to supporting the national Closing the Gap Agreement and improving justice outcomes for Aboriginal Territorians. While Corrections is responsible for delivering safe, secure and effective custodial services, the long-term objective is to reduce the over-representation of Aboriginal people in the criminal justice system. Progress towards this objective is reflected through reduced rates of imprisonment and recidivism, increased diversion from custody, stronger rehabilitation and reintegration pathways, and greater involvement of Aboriginal people and organisations in the design and delivery of justice responses.

TARGET 10: Aboriginal and Torres Strait Islander Adults Are Not Overrepresented in the Criminal Justice System

Performance against Closing the Gap Target 10 remains a significant challenge for the Northern Territory. Recent data indicates that Aboriginal adult imprisonment rates have continued to increase over the past three years, with the Northern Territory assessed as worsening against the target trajectory. Aboriginal and Torres Strait Islander adults continue to be imprisoned at substantially higher rates than non-Indigenous adults, and overall imprisonment rates remain significantly above national levels.

Similarly, recidivism remains a key challenge. The 2026 Report on Government Services indicates that Aboriginal and Torres Strait Islander people released from prison continue to return to custody at significantly higher rates than non-Indigenous people. These outcomes highlight the need for ongoing investment in early intervention, diversion, rehabilitation and culturally responsive reintegration services.

Table 4.14: Northern Territory Trend - Target 10

Year	NT Aboriginal Adult Imprisonment Rate (per 100,000 Adults)	Change from Previous Year	Context in Relation to Closing the Gap Target 10
2020–21	Approximately 2,800	Baseline	Already significantly above the national Aboriginal imprisonment rate, demonstrating substantial overrepresentation.
2021–22	Approximately 2,900	+3.6%	Continued growth in incarceration rates indicates movement away from the Target 10 objective of reducing imprisonment.
2022–23	Approximately 3,029	+4.4%	Highest recorded rate in the three-year period, reflecting ongoing increases rather than reductions required under Closing the Gap.
2023–24	Approximately 3,706	+22.4%	Represents a substantial increase of approximately 22 per cent from the previous year and is more than double the national Target 10 baseline of 2,143 per 100,000 adults.
2024–25	Approximately 3,334	-10%	While this indicates improvement from the record high rate reported in 2023-24, the imprisonment rate remains substantially above the national Target 10 baseline of 2,143 per 100,000 adults.

While these results demonstrate the scale of the challenge, they also reinforce the importance of strengthening partnerships with Aboriginal community-controlled organisations and continuing investment in culturally informed rehabilitation and reintegration initiatives.

These figures highlight that existing approaches are not achieving the scale of change required to reverse offending pathways. The continued increase in incarceration rates reinforces the need for greater investment in evidence-based, Aboriginal-led prevention, rehabilitation and reintegration initiatives that strengthen cultural identity, family connection, social and emotional wellbeing, and address the underlying drivers of offending. Without sustained investment in culturally responsive solutions, it is unlikely that the Northern Territory will meet its Closing the Gap commitments or achieve long-term reductions in crime and reoffending.

TARGET 11: Aboriginal and Torres Strait Islander Young People Are Not Overrepresented in the Criminal Justice System

Performance against Closing the Gap Target 11 also remains a significant challenge. Aboriginal young people continue to be disproportionately represented in youth detention, with the Northern Territory remaining among the highest-rate jurisdictions nationally. Productivity Commission assessments indicate that the Territory is currently worsening against the baseline trajectory for Target 11.

In response, Youth Justice continues to focus on diversionary responses, family engagement, rehabilitation programs, culturally responsive service delivery and partnerships with Aboriginal organisations to reduce youth detention and support positive long-term outcomes.

Table 4.15: Northern Territory Trend - Target 11

Reporting Year	NT Performance Against Target 11	Assessment
2022–23	Approximately **43 Aboriginal young people per 10,000 population aged 10-17 years** in detention on an average day. This was among the highest rates nationally and almost double the national Closing the Gap trajectory rate required to achieve the target.	**Not on track.** The detention rate remained substantially above the national trajectory required to achieve a 30% reduction by 2031.
2023–24	Average-day detention population of **46 young people** in detention. Due to the NT increasing the minimum age of criminal responsibility from 10 to 12 years, the published AIHW rate is **22 per 10,000 young people aged 12-17**, which is not directly comparable with previous years	**Not on track.** Despite the change in methodology, Aboriginal young people continued to be significantly over-represented in detention and the Productivity Commission did not identify improvement toward Target 11
2024–25	The Productivity Commission assessed the NT trend from the 2018-19 baseline to 2024-25 as **worsening** (low confidence assessment). Nationally, the rate was **25.7 per 10,000**, while the NT remained one of the poorest-performing jurisdictions.	**Worsening.** Performance has moved away from the Target 11 objective and the NT is not on a trajectory consistent with achieving the 2031 target.

The NT continues to face significant challenges in achieving Closing the Gap Target 11. In 2022-23, the rate of Aboriginal and Torres Strait Islander young people in detention was 43 per 10,000 population, among the highest nationally. While changes to the minimum age of criminal responsibility affected the comparability of 2023-24 data, Aboriginal young people remained substantially over-represented in detention. The Productivity Commission's 2024-25 assessment found that the Northern Territory's performance has worsened relative to the 2018-19 baseline, indicating that further efforts are required to reduce detention rates and improve outcomes for Aboriginal young people.

The NT Government is committed to working with Aboriginal organisations, communities and government partners to develop community-led responses that reduce youth offending and detention. While detention receptions have reduced and a number of diversion and early intervention initiatives are demonstrating positive outcomes, rising remand numbers and the continued overrepresentation of Aboriginal young people in detention remain significant barriers to achieving Target 11. The NT's focus is on strengthening diversion, bail support and community-led responses to reduce reliance on detention and improve long-term outcomes.

TARGET 13: Reduce the rate of all forms of family violence and abuse against Aboriginal and Torres Strait Islander women and children by at least 50% by 2031, as progress towards zero.

Aboriginal people remain significantly overrepresented across justice, child protection and family violence systems. Family violence is recognised as a major contributor to incarceration, family disruption and intergenerational trauma. Closing the Gap Target 13 seeks to reduce the rate of family violence and abuse against Aboriginal women and children by 50 per cent by 2031. While national progress data remains limited, available evidence demonstrates that culturally responsive, Aboriginal-led healing, behaviour change and reintegration initiatives can reduce reoffending, strengthen family functioning and improve community safety outcomes. NT Corrections contributes to Target 13 through the delivery of trauma-informed rehabilitation, family and cultural reconnection initiatives, Aboriginal-led programs and post-release support that address the underlying drivers of violence and offending.

Key outcomes achieved included:

- continued delivery of Aboriginal-led cultural, therapeutic and wellbeing programs across correctional facilities
- strengthened partnerships with Aboriginal community-controlled organisations, Elders and service providers to support rehabilitation and reintegration
- cultural engagement opportunities for prisoners through programs such as the One Mob Different Country Dance Troupe and the Elders Visiting Program
- direct engagement with 221 prisoners through the Elders Visiting Program, supporting cultural identity, wellbeing and community connection
- increased opportunities for prisoners to participate in culturally safe activities that promote positive behavioural change and social and emotional wellbeing
- ongoing development of community-led approaches to diversion, healing, restorative justice and reintegration.

Collectively, these initiatives contribute to stronger cultural identity, enhanced wellbeing, improved engagement in rehabilitation, strengthened community connections and increased opportunities for successful reintegration following release. While significant work remains to address Aboriginal over-representation in the justice system, these programs and partnerships provide an important foundation for achieving long-term justice reform and improving outcomes for Aboriginal people, families and communities across the Northern Territory.



CHAPTER 5

Looking ahead

The 2026–2027 Strategic Initiatives set out the Department's priorities for the year ahead as we continue to deliver on the Strategic Plan 2024–2028. These initiatives provide a focus for the year ahead, translating our long-term strategy into practical priorities that guide the work we do every day across the Department.

The 2026–2027 initiatives focus on strengthening foundations, investing in our people, breaking the cycle of reoffending, and embracing innovation, while continuing to deliver safe and effective correctional services for the Northern Territory. They give us shared path, support alignment across portfolios, and help ensure that the work underway in all areas of the Department is pulling in the same direction.



CHAPTER 5



Dedicated modern infrastructure

Looking ahead, a key priority for the Department of Corrections is the Infrastructure Master Plan. A detailed business case was undertaken by the Department of Treasury and Finance to examine future correctional demand, existing infrastructure constraints, development options, and possible delivery and operating models. That independent work has informed the Government's decision to progress the next phase of correctional infrastructure development.

The Government has announced plans for two new purpose-built correctional facilities adjacent to the Darwin Correctional Precinct at Holtze:

- **An 800-bed Men's Remand Centre, designed with capacity to expand to 1,200 beds.**
- **A dedicated 200-bed multi-classification Women's Correctional Centre.**

This represents a significant investment in Northern Territory correctional infrastructure and will support future correctional service delivery.

The proposed Men's Remand Centre will enhance the Department's ability to manage remand and sentenced prisoners as distinct cohorts across the correctional system. This will create greater opportunities within existing facilities to focus on rehabilitation, education, skills development, training and employment for sentenced prisoners.

The dedicated Women's Correctional Centre will allow the Department to design services and infrastructure specifically around the needs of women in custody.

Planning also continues for new work camps at Holtze and Katherine, which will provide additional correctional capacity over the coming years and support future growth across the system.

Adult Operations

Adult Operations key priorities 2026–27

During 2026–27, Adult Operations will focus key initiatives that support modern, evidence based correctional system.

Key strategic priorities include:

- **Progressing the ongoing development and refinement of the prisoner classification framework.**
- **Exploring future approaches to sentence management service delivery, including opportunities to strengthen consistency, governance and operational effectiveness across the correctional network.**
- **Supporting planning, commissioning and operational readiness activities associated with new correctional infrastructure.**
- **Advancing strategic initiatives that support the future direction of women's correctional services and the development of contemporary service delivery models.**
- **Identifying opportunities to strengthen workforce capability, leadership, governance and organisational performance.**
- **Enhancing data, reporting and continuous improvement frameworks to support evidence-based planning and decision-making.**
- **Informing the development of future operating models and reform initiatives that support the Department's long-term strategic objectives.**

Strategic and Operational Risks

A number of strategic and operational risks for Adult Operations will continue to require active management during 2026–27.

Demand growth

Demand for services for prisoners is expected to remain high. Managing increasing service demand while maintaining quality outcomes will remain a key priority.

Workforce capacity

Workforce capability and capacity remain critical to supporting evolving service delivery models. Infrastructure delivery

Managing dependencies associated with the planning, commissioning and transition of new correctional infrastructure while maintaining oversight of multiple reform and infrastructure initiatives occurring concurrently.

Complex environments

Responding to changing operational demands while maintaining safe and effective correctional services.

Community confidence

Maintaining public confidence requires continued focus on accountability, rehabilitation, victim engagement and community safety outcomes.

The Department has significant opportunities to further improve outcomes for people in custody and strengthen the correctional system during 2026–27.

Infrastructure delivery

Implementation of the Corrections Infrastructure Master Plan New correctional infrastructure provides opportunities to enhance service delivery and prisoner outcomes.

Strengthening Aboriginal partnerships

Strengthening partnerships with Aboriginal Community Controlled Organisations, Elders, cultural mentors and local communities will support more culturally responsive and place-based service delivery across the Territory.

Improving education, employment, rehabilitation and reintegration outcomes

Strengthen partnerships with education, training, employment, throughcare and specialist treatment services and organisations to improve engagement and long-term reductions in reoffending.

Innovation and data capability

Contemporary approaches to prisoner classification and sentence management to support improved consistency and operational effectiveness.

Enhanced performance reporting and data analytics will support evidence-based decision-making, while governance, data and reporting arrangements continue to mature in line with organisational needs.

Custodial Operations key priorities 2026–27

During 2026–27, Custodial Operations will focus on advancing strategic initiatives that support the continued development of a modern, evidence-based correctional system. Building on reforms and organisational improvements implemented in recent years, the division will strengthen its capacity to deliver safe, secure and effective correctional services while responding to increasing operational demands and the evolving needs of prisoners, staff and the community.

Key strategic priorities include:

- Identify and implement opportunities to strengthen workforce capability, leadership and organisational performance, including workforce planning initiatives, leadership development at all levels, enhanced governance and accountability frameworks, and a culture of professionalism, learning and continuous improvement.
- Strengthen data capability and performance reporting to support outcome evaluation, identify opportunities for improvement, and ensure resources are directed to areas of greatest need and impact.
- Develop policies to support operations and strengthen the foundations of the correctional system.

Operational Reform key priorities 2026–27

- Successfully commission the Katherine Work Camp
- Development of Key Performance Indicators for prison operations
- Improve the Sentence Management function and approach
- Uplift educational service delivery
- Expand prison industries
- Develop women's specific principles and strategic direction

Rehabilitation and Reintegration key priorities 2026–27

Throughout 2026–27, R&R will continue to strengthen culturally safe rehabilitation and reintegration programs. Building on reforms implemented during 2025–26, the division will focus on strengthening reintegration pathways and improving rehabilitation.



Health Reform Project

The Future State Prisoner Health Project will support a significant transformation of correctional health services in the Northern Territory. Led by the Department of Corrections in partnership with NT Health, the project will develop a contemporary, integrated and culturally responsive model of care across adult correctional and youth detention settings. The reform will focus on strengthening service integration and clinical governance to support better health care and rehabilitation outcomes for people in custody.

Key strategic priorities include:

- Mature the R&R Framework into a fully integrated end-to-end offender pathway that connects custody, rehabilitation, health, disability, pre-release planning and community reintegration.
- Implementation of the Health Reform Project.
- Strengthen case management and post-release support, expanding culturally responsive and evidence-based interventions.
- Enhance data, performance and program governance.
- Build workforce capability.
- Leverage integrated care partnerships to improve health, disability and social outcomes for people in custody and the community.

Youth Justice

Youth Justice key priorities 2026–27

Throughout 2026–27, Youth Justice will continue to focus on delivering safer communities through rehabilitation, accountability and early intervention. Building on reforms implemented during 2025–26, the Department will strengthen community-based alternatives to detention, expand diversionary pathways, improve rehabilitation outcomes and continue modernising youth justice infrastructure and service delivery.

Key strategic priorities include:

- **Expanding the availability and utilisation of Youth Diversion Programs, Youth Boot Camps and Sentenced to a Skill as alternatives to detention.**
- **Delivering Community Work Orders through approved service providers, providing young people with opportunities to demonstrate accountability while contributing positively to their communities.**
- **Strengthening educational, vocational training and employment pathways for young people in detention, on bail and under community supervision.**
- **Continuing implementation of the Youth Justice Programs Panel and expanding evidence-informed interventions targeting criminogenic needs, social and emotional wellbeing, cultural connection and life skills.**
- **Improving reintegration and throughcare planning to support successful transitions from detention and bail support facilities into the community.**
- **Strengthening culturally responsive service delivery through partnerships with Aboriginal organisations, Elders and community leaders.**

Youth Justice will also continue to support the Department's Stronger Foundations agenda through closer integration with Community Corrections, greater service consistency across the Territory and strengthened collaboration with partner agencies to achieve better outcomes for young people and communities.

Strengthening community-based Youth Justice responses

Bail Support Facilities (BSFs) will continue to play a critical role within the Northern Territory youth justice continuum, providing courts and police with a safe, structured and effective alternative to detention. By combining accommodation, supervision, case management and targeted interventions, BSFs support young people to comply with bail conditions, remain connected to family, culture and community, and pursue positive pathways through education, training and rehabilitation.

Experience across the BSF network has reinforced the importance of integrated support models that combine accommodation with education, cultural engagement, Youth Boot Camps, therapeutic interventions and throughcare planning. This coordinated approach helps address the underlying factors contributing to offending behaviour while supporting young people to develop the skills, resilience and support networks needed for long-term success.

As demand for community-based responses to youth offending continues to grow, the Department will remain focused on strengthening the BSF model through ongoing workforce development, enhanced program delivery, improved outcome measurement and stronger partnerships with community, education and health providers. These initiatives will support continuous improvement while ensuring services remain responsive to the needs of young people, families and communities.

Continued investment in Yirra House, the Tennant Creek Youth Justice Accommodation Facility and the Paperbark Bail Support Facility will support the delivery of safe, sustainable and evidence-informed alternatives to detention across the Territory. These facilities provide essential infrastructure that enables young people to be safely managed in the community while maintaining accountability and supporting rehabilitation.

Looking ahead, BSFs will continue to support the Northern Territory's commitment to community-based youth justice responses that balance rehabilitation, accountability and community safety. Their ongoing role within the youth justice continuum helps ensure detention remains a measure of last resort while supporting better long-term outcomes for young people, their families and the broader community. Through strong governance, direct operational oversight and a focus on evidence-informed practice, the Department will continue to strengthen the effectiveness, consistency and impact of BSF service delivery across the Northern Territory.

Safety, stability and rehabilitation at Holtze Youth Detention Centre

Yoth Justice will continue to build on the positive safety and stability outcomes achieved during 2025–26 by:

- Maintaining a strong and sustained focus on the safety and wellbeing of staff and young people.
- Expanding rehabilitative, educational and developmental opportunities for young people.
- Strengthening partnerships with families, communities and key stakeholders.
- Continuing to reduce incidents through proactive behavioural support and early intervention strategies.
- Enhancing workforce capability through targeted training, coaching, professional development and strong leadership.

This approach will support the continued delivery of a safe, secure and rehabilitative youth detention environment, contributing to improved outcomes for young Territorians and enhanced community safety.

Integrated Corrections model

Further integration between Youth Justice and Community Corrections provides opportunities to share expertise, align operational practices and strengthen service delivery across the broader corrections system.

During 2026–27, Youth Justice will place greater emphasis on intervention, accountability, rehabilitation and long-term outcomes.

The Department will:

- Increase focus on measuring the effectiveness of programs and interventions, rather than solely measuring outputs and participation.
- Expand the use of evidence-informed and trauma-informed approaches across youth justice services.
- Strengthen transition and throughcare planning to ensure young people maintain connections to education, training, employment and community supports after leaving detention or Bail Support Facilities.
- Improve engagement with judiciary, legal stakeholders and partner agencies to increase awareness and utilisation of diversionary and community-based sentencing options.
- Continue developing culturally responsive services informed by Aboriginal communities, cultural mentors and lived experience.
- Enhance workforce capability through recruitment, leadership development, professional training and specialist practice support.
- Strengthen governance, performance reporting and service integration across Youth Justice and Community Corrections.

By focusing on prevention, accountability, rehabilitation and reintegration, Youth Justice will continue working towards safer communities, reduced reoffending and better outcomes for young Territorians, their families and the communities in which they live.

Community Corrections

Community Corrections key priorities 2026–27

Throughout 2026–27, Community Corrections will continue to focus on delivering safer communities through building on reforms implemented during 2025–26.

Key strategic priorities include:

- Embed legislative reform into day-to-day practice, including ongoing implementation of sentencing reforms and *Bail Act* amendments.
- Maintain and expand bail supported accommodation programs.
- Continue growth and contract management of Electronic Monitoring services.
- Strengthen Community Corrections structure and workforce alignment including finalising the Practice Leadership Team operational model.
- Improve workforce capability and training completion and prioritise staff health, safety and wellbeing initiatives.
- Progress strategic recruitment and retention.
- Improve governance and leadership accountability.
- Continue adult Community Work operations.
- Identify appropriate integration opportunities with Youth Justice where functions overlap.
- Maintain referrals and pathways to rehabilitation and reintegration services.



- **Update and streamline policies and procedures, including the Operational Management Framework and use of operational feedback through the QR-code process.**
- **Update the KPI framework and develop automated Power BI reports to improve performance.**
- **Continue paperless file transition and digital workflow improvements.**
- **Maintain victim notification improvements, including CVSU notifications for offenders with registered victims.**

Strategic and Operational Risks – Youth Justice and Community Corrections

A number of strategic and operational risks for Youth Justice and Community Corrections will continue to require active management during 2026–27.

Demand growth

Demand for services, including community supervision, court reporting, Bail Support Facilities and diversionary programs, is expected to remain high. Managing increasing service demand while maintaining quality outcomes will remain a key priority.

Workforce capacity

Recruitment and retention challenges continue to affect operational and professional staffing across Community Corrections, detention centres, Community Youth Justice and Bail Support Facilities. Workforce shortages may impact service delivery capacity, particularly in regional and remote locations.

Infrastructure delivery

Successful commissioning of the Paperbark Intake and Transfer Facility and resolution of remaining infrastructure issues at Holtze Youth Detention Centre remain key priorities. Delays may affect operational flexibility and future service delivery capability.

Complex client needs

Young people entering the youth justice system continue to present with increasingly complex behavioural, mental health, substance misuse and social support needs, requiring coordinated multi-agency responses and specialised interventions.

Community confidence

Maintaining public confidence will require continued focus on accountability, rehabilitation, victim engagement and community safety outcomes. The Department will continue to strengthen reporting, transparency and evidence-based service delivery to support community expectations.

The Department has significant opportunities to further improve outcomes for young people and adults and strengthen the youth justice and community corrections system during 2026–27.

Expanding community-based alternatives

The continued operation of Bail Support Facilities, Youth Diversion Programs, Youth Boot Camps and Sentenced to a Skill provides opportunities to further reduce reliance on detention while improving rehabilitation outcomes and community safety.

Strengthening Aboriginal partnerships

Strengthening partnerships with Aboriginal Community Controlled Organisations, Elders, cultural mentors and local communities will support more culturally responsive and place-based service delivery across the Territory.

Improving education and employment outcomes

Strengthened partnerships with education providers, training organisations and employers create opportunities to improve engagement in education, vocational pathways and employment preparation, supporting long-term reductions in reoffending.

Innovation and data capability

Improvements to outcome measurement, data analytics and program evaluation will strengthen evidence-based decision-making and support continuous improvement across Youth Justice and Community Corrections.

Strategy and Performance

Aligned with the Department's strategic priority to build stronger foundations, innovation and invest in our people, Strategy and Performance will focus on robust performance frameworks and accountable governance to support service delivery and organisational growth.

Key priorities for 2026–27 include:

Stronger Foundations:

- Implement ICT assets or improvements to existing assets required to deliver the Department's services across the Territory.
- Strengthen NGO, government and business partnerships to deliver identified services across the Northern Territory with an enhanced regional service charter.
- Develop and establish the reform team for the review of the *Correctional Services Act 2014*.

Investment In Our People:

- Implement a Strategic Workforce Plan.
- Monitor People Matters Action Plan and improve outcomes.
- Develop wider Department leadership training program for senior and operational leaders.
- Continue to invest in leadership development for aspiring leaders through participation in whole-of-government programs.
- Implement a Staff Wellbeing Framework and invest in wellbeing programs targeted in the right areas.
- Roll out My Performance plans for all employees.
- Review and enhance Corrections College scope of offerings for all employees
- Enhance operational governance and compliance models including the development of independent auditing.



Innovation:

- Undertake a review and develop a plan for better ICT infrastructure and system integration with potential inclusion on the NTG digital roadmap.
- Embed the strategic policy framework and operations to ensure the Department's policy work is modernised and fit for purpose.
- Develop and implement enterprise risk policy and continuity management approach.
- Develop and implement an Emergency Management Framework.
- Define fit-for-purpose KPIs across the Department's functions.
- Review and modernise performance reporting tools and technology to improve system performance.

Together, these initiatives will support a cohesive One Corrections approach and strengthen the Department's capacity to deliver consistent, integrated and effective services.



CHAPTER 6

People and Capability

The Department's achievements are supported by the dedication and professionalism of its people. Through the continuous commitment of individuals and teams, staff across the Department continue to contribute to the delivery of correctional services in the Northern Territory.

The Department of Corrections offers a range of workforce development programs that support staff growth and encourage a positive work environment for all employees. These initiatives align with the Department's key strategic priorities, including investing in our people, enhancing workforce capability, improving outcomes for Aboriginal people and delivering client-centred services.

On 30 June 2026, the Department had a full-time equivalent (FTE) staff complement of 1,550.18

The largest division in the Department is Adult Operations, representing over 51 per cent of overall FTE.

37.22 per cent of employees in the Department identified as female and 10.29 per cent of staff identified as Aboriginal.

The Department's employees are primarily based in Darwin, Alice Springs, Tennant Creek, Katherine and Nhulunbuy with a small number of staff based in other regional and remote locations.



1,643 Total Staff

1,550.18
Total FTE



37.22%
Percentage of women



10.29%
Percentage identifying as Aboriginal

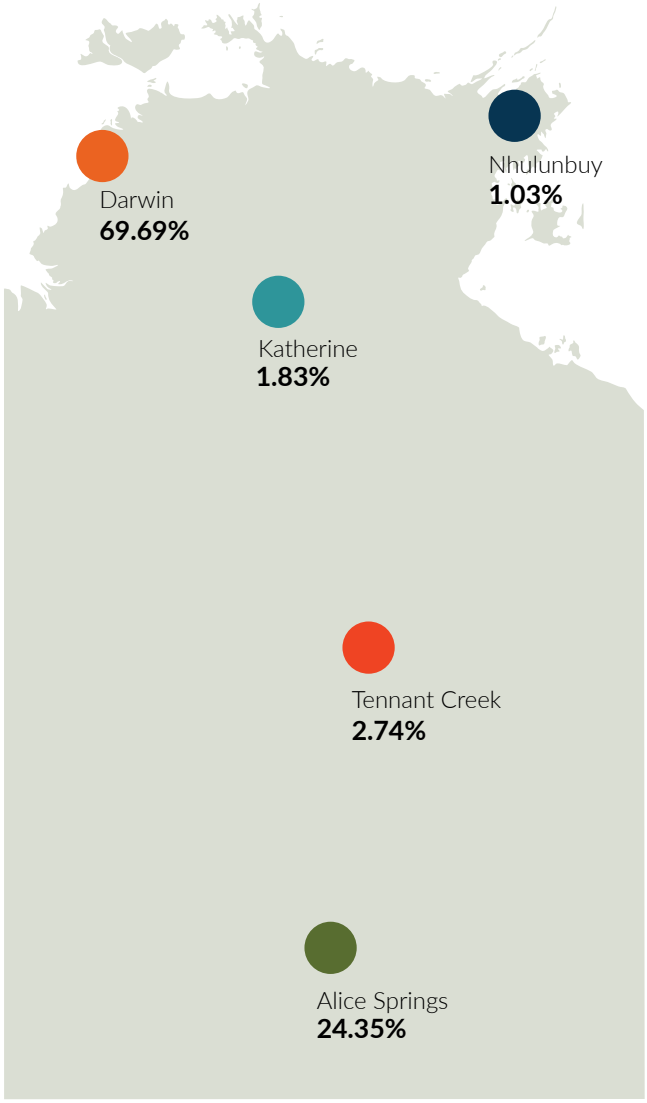


24.47%
Percentage from a Non-English speaking background



1.28%
Percentage that identifies as having a disability

Staff across the NT



Location	#	#
	2024–25	2025–26
Alice Springs	360	400
Darwin	983	1,145
Katherine	28	30
Nhulunbuy	12	17
Tennant Creek	48	45
Other	5	6



In 2025–26, the Department continued strengthening its custodial workforce through targeted talent acquisition strategies focused on attracting, supporting and retaining both Trainee Correctional Officers (TCOs) and Experienced Correctional Officers (ECOs). Workforce planning prioritised building a sustainable pipeline of TCOs while expanding the recruitment of experienced officers to address operational workforce needs.

Attraction efforts were strengthened through competitive relocation assistance and recruitment campaigns both domestically and internationally. Retention initiatives included structured onboarding, comprehensive information programs and practical assistance to ease the relocation and settlement process for interstate and international recruits.

- **106 Trainee Correctional Officers** commenced in 2025–26.
- **51 Experienced Correctional Officers** commenced in 2025–26.

AI-enabled video interviews and automated scheduling systems were introduced to improve recruitment efficiency and candidate experience.

Satisfaction and retention were supported through structured onboarding and the introduction of recruit surveys at multiple stages of the recruitment and training lifecycle.

Youth Justice and Community Corrections continued to expand workforce capacity during 2025–26 to respond to increasing demand for community supervision, electronic monitoring, bail support and detention services. Community Corrections workforce capacity increased by more than 10 per cent during 2025–26, supporting increased offender supervision, expansion of electronic monitoring services and delivery of rehabilitation programs across the Territory.

Staffing growth across both services strengthened the Department's ability to deliver supervision, rehabilitation and support services across urban, regional and remote Northern Territory locations.

Table 6.1: Frontline versus enabling services by output division table

Division	2024–25				2025–26			
	Custodial	Other Occupations	% Custodial	% Other Occupations	Custodial	Other Occupations	% Custodial	% Other Occupations
Adult Operations	729	153	67.25%	32.75%	843	184	82%	18%
Community Corrections	0	201	0.00%	100.00%	0	223	0%	100%
Strategy and Performance	0	84	0.00%	100.00%	0	91	0%	100%
Youth Justice	155	121	55.76%	44.24%	158	144	52%	48%
TOTAL	884	559	61.26%	38.74%	1001	642	61%	39%

Workforce development

The Department is committed to attracting, engaging, retaining and developing its workforce, through a range of learning and development opportunities, to deliver workforce development initiatives. A range of accredited and non-accredited learning and development opportunities are available to support workforce development.

Learning and development

The Department provides a range of learning and development opportunities to support employee skills and capability identified through MyPerformance Plans. This includes accredited and non-accredited programs delivered through the Department of Corporate and Digital Development (DCDD), the Office of the Commissioner for Public Employment (OCPE) and other public education providers.

The Leadership Development Program is a whole of government initiative managed through OCPE. A range of programs support leadership development across different career stages. Initiatives such as the Public Sector Management Program and Emerging and Senior Leader Programs, for the mid-level managers, support leadership capability across the Department.

In the reporting period, 15 employees participated in an OCPE Leadership Development Program. This included:

- 2 for the Senior Leaders Program
- 10 for the Emerging Leaders
- 2 for the Public Sector Management Program
- 1 for the Lookrukin Program



The Brush Farm Corrective Services Academy

Brush Farm Corrective Services Academy delivers the Australian Correctional Leadership Program (ACLP) annually and offers an opportunity for professional development, a focus on advanced leadership skills, industry best practices, and emerging challenges within the correctional sector. The Department is offered two places annually and supports employees, selected through a competitive process, to attend the five-day program. Attendance at the program enables participants to enrol in the Advanced Diploma of Correctional Management. In the reporting period two employees were nominated and both successfully participated in the program.

Registered Training Organisation

The Department of Corrections is an enterprise Registered Training Organisation (RTO) and was registered in the year 2000. It delivers nationally recognised qualifications including Certificate II to Certificate IV level, providing structured training programs aligned with industry standards that are designed to support the capabilities and knowledge of correctional (custodial and community corrections) staff to meet operational requirements.

To support the RTO a new student management system (SMS) designed for vocational education and training (VET) providers and RTOs in Australia is being introduced. VETtrack supports the management of student enrolments, track course progress, handle compliance reporting like AVETMISS, and operate web portals for trainers and students. The implementation of the SMS will support a more robust tracking system. Implementation is focused on accredited training with non-accredited training to be undertaken in 2026–27.

Formal qualifications

During 2025–26, 123 employees successfully completed the Certificate III in Correctional Practice and 19 completed the Certificate IV in Correctional Practice.



Key focus areas in 2025-26

People Matter Survey

The Office of the Commissioner for Public Employment (OCPE) undertakes the People Matter Survey every 2 years. The survey provides insights into employee engagement, trust and workplace culture, informing workforce planning and improvement initiatives.

41 per cent of the Department's workforce participated in the 2025 survey. Data has been analysed and outcomes prioritised. The Department has committed to initiatives such as increasing leadership engagement across sites and regions, expanding recognition programs, implementing a Department-wide wellbeing strategy, enhancing reporting channels, and improving communication through leadership forums, newsletters, and intranet updates.

Four priority focus areas have been identified and a response plan developed which all staff and stakeholders have a role in successfully implementing. This plan outlines actions to respond to employee feedback to develop a more connected, supportive, and high-performing workplace.

Strategic Workforce Committee

The Strategic Workforce Committee has been established as a committee of the Executive Leadership Group (ELG) to support governance arrangements across the Department. The Committee monitors and oversees strategic workforce initiatives, planning and management for the Department as follows:

- Oversee the development and implementation of the Department's workforce strategy in partnership with DCDD.
- On an annual basis, identify the most significant strategic workforce risks for the Department and develop strategies to address these.
- Develop an annual work plan for the Committee, that prioritises the Department's key people and culture initiatives arising from the Strategic Plan, the Departments Workforce Strategy and other relevant enterprise-wide workforce action plans approved by ELG.
- Oversee engagement and monitor implementation in whole of sector workforce initiatives and activities including those targeting early careers, Aboriginal workforce and leadership development.
- Oversee and monitor compliance with workforce related policy legislative and industrial obligations. and provide advice as appropriate.
- Consider and advise on development opportunities for staff, particularly programs that build capability, leadership and management.
- Form and oversee any sub-committees or working groups to assist the Committee achieve its functions.
- Monitor reports on workforce data and performance and determine any follow up action that may be required to address emerging risks.

Workforce Strategy

The inaugural Workforce Strategy 2026–2028 was developed by the Department with the key focus areas, Our Culture, Our People and Our Work.

The underpinning theme is "One department, many professions – working together as one".

The strategy aims to create a strong workforce culture, grow a capable, valued and future-ready workforce and build a safe and sustainable workforce.

The strategy will be implemented in the first part of financial year 2026–27 and overseen by the Workforce Committee.

Wellbeing Strategy

The development of the Wellbeing Strategy was informed by extensive consultation across the Department during the reporting period, ensuring it reflects the diverse needs and experiences of the workforce.

The strategy establishes a shared commitment to fostering a safe, supported and resilient workforce where wellbeing is embedded into everyday work practices across all roles and workplaces. Aligned with the NTPS Mentally Healthy Workplaces Framework, the strategy focuses on building a culture of care and support, preventing harm and managing psychosocial risks, and increasing awareness of mental health and wellbeing.

Key initiatives include expanding access to employee support services, delivering accredited mental health training, strengthening leadership engagement, embedding wellbeing into induction programs, and supporting regional wellbeing initiatives.

Collectively, these initiatives support workforce wellbeing, staff resilience, and ensure employees feel supported, valued and equipped to perform their roles safely and effectively.

Workforce Recognition Plan

The Workforce Recognition Plan supports a coordinated framework for recognition activities, governance and reporting, ensuring employee contributions are acknowledged consistently across the Department.

The plan establishes a consistent, equitable and transparent approach to recognising employee contribution, service and achievement across the Department. Through a range of recognition streams, including values-based recognition, service and tenure

awards, performance and achievement recognition, and informal local recognition, the initiative supports employee recognition, organisational values and workforce wellbeing.

Leadership Development Program

In 2025–26 a customised leadership program was developed to build leadership capability while strengthening a shared approach to professional development. The Department of Corrections Leadership Development Program is an investment in people and organisational culture.

Modules include Leading Self, Leading Others, Leading Business Performance and Leading a Workplace Improvement or Reform Project. Additional topics include Communication and Media Skills and Emergency Management overview. A mentoring program is being established to support participants with their personalised Leadership Development Plans.

The program will be implemented in 2026–27 with approximately 18-20 participants from across the Department.

Corrections College

The Department has undertaken a procurement process to review the scope of services at the Corrections College. An external provider has been invited to design a training model to support workforce development, capability and operational readiness across the Department.
Through the Corrections College, the following number of staff attended Core Training during the reporting period in Darwin.

Course Type	Attendance Numbers	Number of sessions
DCR*	334	102
First Aid	200	14
Advanced Resuscitation	453	52
Chemical Agents	361	4
Urinalysis, Breath testing, Fire awareness & SCBA**	177	27
Total	**1525**	**199**

The following number of staff attended Core Training during the reporting period in Alice Springs.

Course Type	Attendance Numbers	Number of sessions
DCR*	156	26
First Aid	96	12
Advanced Resuscitation	198	24
Urinalysis, Breath testing, Fire awareness & SCBA / Chemical Agents	120	20
Total	**570**	**82**

* DCR – De-escalation Control and Restraint ** SCBA – Self-Contained Breathing Apparatus

Leadership Alumni Program

The Department of Corrections Leadership Alumni Program was established in 2026 as a networking and professional development opportunity for Corrections employees who have completed NTG and Departmental leadership programs. The Alumni Leadership Program is an endorsed professional development initiative that supports networking and continued leadership growth for graduates of the recognised Leaders programs. Participation is voluntary and limited to eligible cohort alumni.

Building capability

Organisational Capability

The Organisational Capability function supports the Department's workforce, systems and organisational capability required to deliver correctional services across the Northern Territory. Through workforce planning, recruitment, learning and development, and employee wellbeing initiatives, the unit supports the Department's ability to respond to operational priorities while supporting workforce planning and operational requirements.

By strengthening workforce capability and fostering a positive and inclusive workplace culture, Organisational Capability supports workforce capability, organisational culture and continuous improvement across the Department.

Key responsibilities include:

Workforce planning and development

Developing strategies to attract, retain, and grow a capable and diverse workforce across the Department, including succession planning and talent development.

Recruitment and onboarding

Managing recruitment campaigns and onboarding processes to ensure the right people are in the right roles, particularly for frontline correctional, roles.

Learning and training

Delivering and coordinating accredited and non-accredited programs including foundational and compliance training, professional development, and leadership programs to build staff capability and ensure adherence with operational standards.

Staff wellbeing and support

Promoting a safe, inclusive, and supportive working environment by leading the development and implementation of the wellbeing strategy and initiatives.

Workforce recognition

Delivering recognition programs that celebrate employee contributions, achievements, and service milestones, fostering a culture of appreciation, engagement, wellbeing, and high performance across the Department.

Organisational Culture and Engagement

Fostering a positive, ethical, and performance focused culture by supporting employee engagement, recognition, and continuous improvement.



Talent Acquisition

The Department of Corrections continued to strengthen its custodial workforce through targeted talent acquisition strategies focused on attracting, supporting and retaining both Trainee Correctional Officers (TCOs) and Experienced Correctional Officers (ECOs).

Workforce planning prioritised the development of a sustainable pipeline of TCOs while expanding the recruitment of experienced officers to address operational workforce requirements. Attraction initiatives included competitive relocation assistance, domestic and international recruitment campaigns, and targeted efforts to recruit experienced correctional officers from New Zealand. Retention strategies focused on structured onboarding, comprehensive information programs and practical support to assist interstate and international recruits to settle in the Northern Territory.

During 2025–26, a total of 157 Correctional Officers commenced employment, including 106 Trainee Correctional Officers and 51 Experienced Correctional Officers. Darwin recruited 81 TCOs and 19 ECOs, while Alice Springs recruited 25 TCOs and 32 ECOs, reflecting strong recruitment outcomes across the Department's two largest custodial centres.

These recruitment outcomes strengthened frontline operational capability, reduced reliance on workforce vacancies and supported the Department's capacity to maintain a stable and sustainable custodial workforce to meet growing operational demands.

Key achievements 2025–26

Through Organisational Capability the Department achieved a number of key highlights to continue to grow its workforce.

- Recruited 157 Correctional Officers, including 106 Trainee Correctional Officers and 51 Experienced Correctional Officers.
- Six Trainee Correctional Officer Foundation Training Programs across Darwin and Alice Springs.
- 11 Experienced Correctional Officer Recruitment Programs
- 8 promotional training courses in Darwin and Alice Springs
- Awarded 123 newly recruited Correctional Officers the Certificate III in Correctional Practice
- Certificate IV in Correctional Practice qualifications by 19 Correctional Officers
- Participated in the NT People Matter Survey, with 612 of 1,491 employees responding, representing a participation rate of 41 per cent.
- Prepared for the organisation-wide implementation of MyPerformance, building on the 2025 pilot by delivering information and engagement sessions to employees and managers in June 2026.

Focus story

National Corrections Day 2026 – One Corrections Award

The Organisational Capability team was awarded the One Corrections Award at the 2026 National Corrections Day Awards in recognition of its outstanding achievement in conducting the largest bulk recruitment and training of Correctional Officers in recent times.

The positions were advertised locally and interstate in late 2025, with training scheduled to commence in late January 2026. In total, approximately 700 applications were received. Applicants were shortlisted by the Talent Acquisition team in collaboration with the selection panels.

In February 2026, the Organisational Capability team successfully recruited and commenced training for one of the largest TCO intakes on record. A total of 40 trainees were formally welcomed into the program by Commissioner Matthew Varley. Darwin and Alice Springs collectively commenced a total of 51 officers (40 TCO, 11 ECO) in January, representing the largest combined intake across DoC in recent times.

The Talent Acquisition team managed the end-to-end recruitment process, including initial workforce planning, advertising, responding to applicant enquiries, shortlisting, coordinating fitness assessments, medical assessment, psychometric testing, Language, Literacy and Numeracy (LLN) assessments, reference checks, interviews, pre-employment checks, criminal history checks, preparation of the selection report for the delegate, and the issuing of job offers.

This intensive recruitment activity required a high level of coordination and attention to detail and was undertaken over a period of 12 weeks. Candidate care was a key focus throughout the process, particularly as many applicants were relocating, which required additional planning and approval processes.

Training Instructors provided support during applicant assessments, including fitness testing and interviews. The instructors also undertook extensive planning and delivery of an eight-week classroom-based training program, during which trainees completed multiple units of competency towards the Certificate III in Correctional Practice.

This was followed by a three-week workplace shadowing phase, where trainees were paired with mentors and supported to gain practical experience alongside current Correctional Officers across the Darwin, Berrimah and Alice Springs Correctional Centres.



Awards, achievements and recognition

Recognising the achievements and dedication of our people is an important part of building a positive organisational culture. Throughout the year, the Department celebrated individual and team accomplishments that demonstrated leadership, professionalism, innovation and commitment to community safety.

National Corrections Day provided an opportunity to acknowledge the valuable contribution made by correctional employees across the Territory. Events held throughout the year recognised the professionalism and dedication of staff working in diverse and often complex operational environments.

The Department also recognised employees through a range of formal awards and honours, including service medals, commendations and leadership awards. These acknowledgements celebrate excellence, commitment to public service and the significant contributions individuals make to improving outcomes for the Northern Territory community.

Long service milestones continue to highlight the experience and commitment of our workforce. The Department values the knowledge, expertise and dedication of employees who have devoted many years of service to corrections and public administration. Their contribution provides a strong foundation for organisational success and supports the ongoing development of future generations of staff.

The Department remains committed to fostering a culture where achievement is recognised, contribution is valued and employees are encouraged to pursue excellence in everything they do.

Recognition of Service

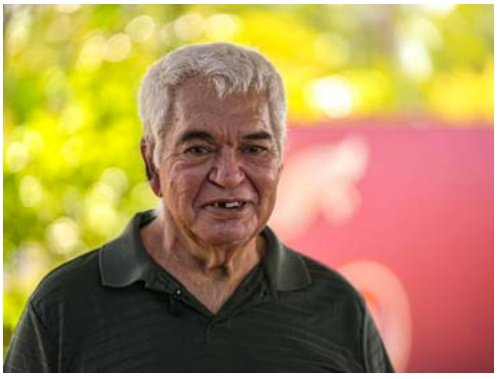
Damien Clarke,

Chief Industries Officer

The Department of Corrections recognised and celebrated Chief Industries Officer Damien Clarke for his service of 40 years, becoming one of the longest-serving officers in the NT. Mr Clarke began his NT Corrections career in April 1986 at the Beatrice Hill Prison Farm, where he worked alongside prisoners doing maintenance, fencing, livestock handling and horticulture until the farm closed in 1990. He then moved on to the Gunn Point Prison Farm where he was promoted to Chief Industries Officer of the piggery and poultry section, working closely with prisoners to provide food and produce for NT prisons while developing valuable job-ready skills.

After four decades of service, Mr Clarke also became the longest-serving Indigenous officer and Industries Officer in the NT. Mr Clarke's service highlights not only commitment to NT Corrections but resilience, and a genuine belief in the work of the Department.





Recognition of Service

Bill Carroll,

General Manager, Alice Springs Correctional Centre

Mr Carroll has made a significant contribution to NT Corrections throughout his career, including serving as General Manager of both Darwin and Alice Springs Correctional Centres, leading key security and regional operations, and undertaking acting Deputy Commissioner responsibilities.

Over the past four years, Mr Carroll has led Alice Springs Correctional Centre through a period of significant change and growth, demonstrating outstanding professionalism, leadership, and commitment to both staff and the broader organisation.

Dave Gordon,

General Manager, Darwin Correctional Centre

Mr Gordon is acknowledged for his outstanding contribution as General Manager, Darwin Correctional Centre over the past 4 years.

Mr Gordon has more than 40 years of correctional experience across senior operational and executive roles in multiple jurisdictions. He was recognised for his distinguished service to Corrections with an Australian Corrections Medal as part of the King's Birthday Honour's Awards in 2025.

He is widely respected for his leadership in complex custodial environments, his ability to improve operational efficiency, and his stewardship of large, multidisciplinary workforces across multiple facilities

The Australian Corrections Medal

The Australian Corrections Medal (ACM) is a civil honour introduced in 2017 to recognise distinguished service by operational staff within adult correctional services across Australia's states and territories. The ACM highlights the critical role correctional officers play in demanding and complex environments, and honours those who have made outstanding contributions to prisoner welfare, community safety, and the improvement of correctional practices.

Recipient 2025-26

Michelle Pennington,

General Manager, Berrimah Correctional Centre

Michelle has dedicated more than 17 years to the Department, consistently demonstrating outstanding leadership across frontline and senior operational roles in high, medium, and open custody environments. Throughout her career, she has led with professionalism and resilience under sustained operational pressures, maintaining a steadfast focus on safety, security, and staff wellbeing.

Michelle is also recognised for her commitment to reform and continuous improvement, particularly in advancing trauma-informed and culturally responsive practices within custodial operations. Through these efforts, she has strengthened rehabilitation outcomes and enhanced engagement with Aboriginal people in custody.



Department of Corrections' 10 Year Long Service Medal - Clasp

The Department of Corrections' Service Medal is awarded to employees who have completed a continuous 10 years of meritorious service. A subsequent clasp is awarded for 15, 20, 30, 35 and 40 years or more of service. The medal recognises the loyalty and commitment shown through continuous employment within the Department.

Recipients at National Corrections Day 2026

Hollaye Scheppard, Probation and Parole Officer, Palmerston Community Corrections
Teena Dash, Team Leader, Darwin Correctional Centre
Shevaun Duncan, Director, Strategy, Performance and Risk
Sasha Dennis, Deputy Commissioner, Youth Justice and Community Corrections
Fiona Dunoon, Supply Chain Officer, Darwin Correctional Centre
Kirralee Eller, Correctional Officer First Class, Darwin Correctional Centre
David Evans, Probation and Parole Officer, Casuarina Community Corrections
Tim (Timothy) Holmes, Correctional Officer First Class, Darwin Correctional Centre
Gail Humble, Executive Director, Organisational Capability
Joy (Josephine) Ramos, Targeted Intervention, Darwin Correctional Centre
Varinder Samra, Correctional Officer, Darwin Correctional Centre
Glen Samson, Correctional Officer, Darwin Correctional Centre
Kat (Cathrine-Joan) Hohepa, Senior Correctional Officer, Alice Springs Correctional Centre
Jarrad Torres, Senior Industries Officer, Alice Springs Correctional Centre
Viva Tonumaipe'a, Shift Lead Officer, Barkly Youth Facility
Angela Hughes, Team Leader, Nhulunbuy Community Corrections
Mark Kruit, Correctional Officer, Datjala Work Camp

Department of Corrections' 15 Year Long Service Medal - Clasp

Recipients at National Corrections Day 2026

Dianne Maree, Senior Correctional Officer, Alice Springs Correctional Centre
Neil Coleman, Chief Industries Officer, Alice Springs Correctional Centre
John Hawke, Chief Correctional Officer, Alice Springs Correctional Centre
Chris Rudd, Chief Correctional Officer, Alice Springs Correctional Centre
Marke Cane, Correctional Officer First Class, Alice Springs Correctional Centre
Dustin Salmon, Deputy Superintendent Operations, Alice Springs Correctional Centre

Department of Corrections' 20 Year Long Service Medal - Clasp

Recipients at National Corrections Day 2026

Jeremaia Ragata, Community Probation and Parole Officer, Nhulunbuy Community Corrections

Department of Corrections' 30 Year Long Service Medal - Clasp

Recipients at National Corrections Day 2026

Andrew Usher, Senior Correctional Officer, Alice Springs Correctional Centre

Department of Corrections' 35 Year Long Service Medal – Clasp

Recipients at National Corrections Day 2026

Connell Brannelly, Deputy Superintendent, Darwin Correctional Centre

Maria Derrington, Manager, Darwin Correctional Centre

Dean Saunders, Chief Correctional Officer, Alice Springs Correctional Centre

Department of Corrections' 40 Year Long Service Medal – Clasp

Recipients at National Corrections Day 2026

Elizabeth (Liz) Kern, Business Manager, Community Corrections

Damien Clarke, Senior Industries Officer, Alice Springs Correctional Centre

Commissioners' Commendation Award

The Commissioners' Commendation recognises individuals or business units who have exhibited one or more of the following in their workplace:

- Inspirational and commendable leadership, demonstrating the values of the Department of Corrections and commitment to the role.
- Distinctive devotion to duty.
- Conspicuous merit involving an act of exceptional bravery whilst at work or on duty.
- Initiative - enhancement to work practices, procedures and service delivery that reflects organisational values and makes a significant contribution to achieving the goals and objectives of the Department of Corrections.



Recipients at National Corrections Day 2026

Individual of the Year

- **Keisha Tinley,** Youth Justice Officer, Holtze Youth Detention Centre

Team of the Year

- Team 4 - Blue Team, Holtze Youth Detention Centre

Leadership Excellence

- **Michelle Pennington,** Commissioning Team Superintendent / General Manager Berrimah Correctional Centre

Outstanding New Starter / Rising Star Award

- **Hayley Hoffman,** A/Regional Manager Katherine – Wadeye Community Corrections

Innovation and Improvement Award

- **Youth Detention Support Services, Holtze Youth Detention Centre**

Wellbeing and Safety Champion Award

- **Dustin Salmon**, Deputy Superintendent Operations, Alice Springs Correctional Centre
- **Nadia Tchong,** Youth Justice Officer, Holtze Youth Detention Centre

One Corrections Award

Talent Acquisition and Training Team, Staff Learning and Development

Local Impact Awards

- **Greater Darwin** – Stephen Spain, A/Senior Correctional Officer, Darwin Correctional Centre.
- **Barkly** – Tavila Toleafoa, Facility Coordinator, Barkly Bail Support Facility
- **Alice Springs** – Dillon Measures, Chief Industry Officer, Alice Springs Correctional Centre





CHAPTER 7

Governance, risk and assurance

Governance and Accountability Framework

The Department of Corrections is committed to governance practices that support strategic decision-making, organisational performance, accountability and continuous improvement. Through a strong governance framework, the Department seeks to achieve its strategic objectives, meet legislative and regulatory obligations, and maintain public confidence through transparent and accountable operations.

The Governance, Performance and Accountability Framework establishes the structures, processes and responsibilities that guide the Department's governance arrangements. It provides a clear foundation for decision-making, oversight and assurance across all areas of the organisation, ensuring accountability is embedded at every level.

The Framework supports effective planning, performance monitoring, risk management and continuous improvement by clearly defining roles, responsibilities and reporting relationships. It enables the Department to align resources and activities to strategic priorities while ensuring decisions are informed by evidence-based decision-making.

The Framework also outlines the Department's committee structure and internal governance arrangements, which provide oversight of strategic initiatives, operational performance, risk, compliance and key projects. Governance committees and working groups support monitoring, decision-making and organisational oversight. Terms of Reference clearly articulate the purpose, functions and accountability of each committee.

Through these arrangements, the Department strengthens organisational capability, accountability and integrity, and ensures the delivery of safe, effective and community-focused correctional services.




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Committees

The Department's governance committee structure provides oversight, accountability and strategic direction across key areas of operations. Committees support informed decision-making, monitor performance, oversee risk and compliance obligations, and monitor organisational initiatives.

Through a structured framework of governance committees, working groups and advisory forums, the Department ensures that strategic priorities, operational performance, resource management, integrity, safety and organisational risk are regularly reviewed and managed. Committee memberships draw on expertise from across the organisation and provide mechanisms for escalation, assurance and continuous improvement.

Committees Organisation Chart



Corporate Governance Structure

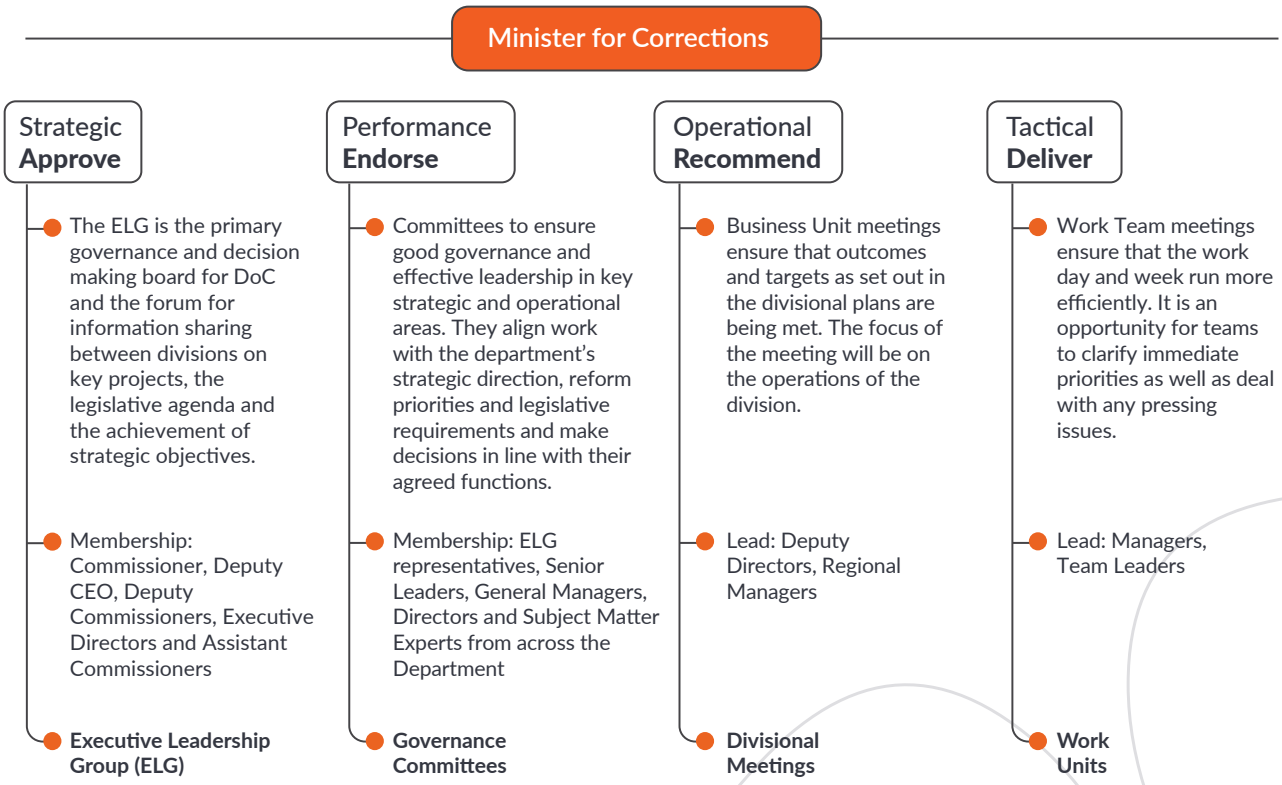


Compliance

The Department is committed to maintaining a strong culture of integrity, accountability and compliance. Compliance activities support the Department in meeting its legislative, regulatory and policy obligations while promoting ethical decision-making and governance practices.

Compliance monitoring is integrated into the Department's governance framework and is supported through performance reporting, internal assurance activities, policy oversight, risk management processes and management accountability mechanisms. Together, these arrangements support compliance with statutory requirements and government expectations.

Operational Governance Framework



Risk and Assurance

Principal risks

The Department identifies, assesses and monitors strategic and operational risks that may impact the achievement of organisational objectives. In 2025–26, the principal risks relate to workforce capability and sustainability, safety and wellbeing, governance and accountability, systems and digital enablement, infrastructure and capacity, and service delivery and rehabilitation outcomes. These risks reflect increasing service demand and complexity, workforce pressures, complex custodial environments, ageing infrastructure, legacy systems, legislative obligations and growing expectations for measurable rehabilitation outcomes. Principal risks are regularly reviewed through governance committees and management forums and are considered as part of business planning, project delivery, service delivery, workforce planning and organisational change activities.

Risk response

The Department adopts a proactive approach to risk management through the implementation of mitigation strategies, monitoring activities and assurance mechanisms designed to reduce risk exposure and support organisational resilience. Key risk treatments include workforce planning and capability development initiatives, workplace safety and wellbeing frameworks, governance and policy modernisation, digital and data uplift, infrastructure and asset planning, and strengthened rehabilitation, reintegration and service delivery frameworks. Risk treatments are integrated into operational planning and business processes, with accountability assigned to designated risk owners and oversight provided through regular reporting and governance forums.

Internal controls

The Department maintains a system of internal controls designed to support effective governance, safeguard resources, promote accountability and provide assurance over key organisational processes. Internal controls are supported through governance frameworks, delegations, policy frameworks, management oversight, financial controls, risk management practices, workforce planning, performance monitoring, data governance and independent assurance activities. These controls assist the Department to manage strategic risks, maintain compliance and respond effectively to emerging operational and environmental challenges.

Internal audits

The Department's internal audit function is delivered by the Audit, Risk and Integrity division of the Attorney-General's Department and provides independent, risk-based assurance and advisory services.

Internal audit activities support sound governance, strengthen internal controls and contribute to improvement across the organisation. The function maintains its independence through direct reporting arrangements to the Chief Executive Officer, with additional oversight provided by the Risk Management and Audit Committee.

During 2025–26, Internal Audit completed two planned audits/reviews and facilitated the outsourcing of another planned audit, focusing on key areas of organisational risk, governance and compliance. Internal audit engagements undertaken during the reporting period included:

- **Employee Exit Process**
- **Cabinet Information Security**
- **Rostering and Overtime Practices**

The outcomes of these reviews support improvements to processes, controls and organisational capability across the Department.



Auditor-General Audits

1. **The Department works closely with the Risk Management and Audit Committee to monitor and implement agreed actions arising from audits conducted by the Northern Territory Auditor-General.**
2. **During 2025–26, monitoring and reporting continued on actions arising from both current and previous audit programs to support governance, accountability and compliance activities.**
3. **Audits reported during the period included:**

- **Financial Statements Audit for the Year Ended 30 June 2026**
- **Effectiveness of Internal Audit and Audit Committees**

The Department remains committed to addressing audit findings in a timely manner and embedding improvements that support governance, accountability and operational effectiveness.

Assurance activities

The Department maintains a comprehensive assurance framework to provide confidence that governance arrangements, systems, controls and operational practices are functioning effectively and supporting the achievement of strategic objectives.

Assurance activities are delivered through a combination of internal audits, management reviews, governance committee oversight, compliance monitoring, performance reporting, risk assessments and external reviews. These activities provide independent and management-led assurance on the effectiveness of internal controls, legislative compliance, risk management and organisational performance.

During 2025–26, assurance activities focused on governance, organisational capability, compliance obligations and ensuring the Department remains responsive to emerging risks and operational priorities.

The Department continues to support accountability, transparency and a risk-based approach to assurance.

Environmental management and sustainability

The Department recognises its responsibility to operate in an environmentally responsible and sustainable manner. Sustainability considerations are incorporated into operational practices, service delivery, infrastructure planning and business improvement initiatives where appropriate.

Throughout 2025–26, the Department continued to implement practical measures aimed at reducing environmental impacts, improving resource efficiency and supporting sustainable business practices. Key initiatives included:

- **expanding digital recordkeeping and information management practices to reduce paper consumption and improve operational efficiency**
- **increasing the use of video conferencing, virtual collaboration tools and online participation to reduce travel requirements, associated costs and carbon emissions**
- **incorporating virtual engagement and technology-enabled collaboration into infrastructure planning, refurbishment projects and capital works activities where appropriate**
- **continuing the transition to more energy-efficient vehicles within the Department's fleet**
- **implementing technology improvements and operational practices designed to reduce energy consumption, increase resource efficiency and minimise waste generation**
- **encouraging environmentally responsible workplace behaviours that support sustainable use of resources across the organisation.**

The Department will continue to identify opportunities to support environmental sustainability and operational efficiency.

Work Health Safety and Emergency Management

The Work Health Safety and Emergency Management Unit provides enterprise-wide leadership, coordination and specialist advice to strengthen work health and safety, emergency management and workforce wellbeing across the Department.

During 2025–26, the function was expanded to support the Department's strategic priorities of maintaining a safe and healthy workplace, strengthening organisational resilience and enhancing risk management systems. Through key initiatives, including the Enterprise Risk Framework, Staff Wellbeing Framework and Emergency Management Framework, the unit supports a coordinated and consistent approach to safety, wellbeing and emergency preparedness across the organisation.

The unit also provides strategic leadership, governance, assurance and specialist advice to support compliance with legislative obligations, promote a positive safety culture and strengthen the Department's capacity to prepare for, respond to and recover from emergencies and disruptive events.

Work Health and Safety

The Department of Corrections maintains a health and safety management system based on effective communication, assessment and control of hazards, safety leadership and personal accountability for work health and safety (WHS) at all levels of the workforce.

During 2025–26, the Work Health Safety Unit delivered education and awareness sessions including induction sessions to Youth Justice Officers and Correctional Service Officers. Additionally, the unit provided ongoing support and guidance to workplace health and safety committees across the Department and assisted with hazard identification and risk assessment and mitigation activities targeting legislative compliance.



Incidents

During the 2025–26 reporting period there were 392 incidents reported, an increase of 8 per cent from 363 incidents reported in 2024–25. The top 3 incident types in the 2025–26 reporting period were:

1. **Hit by moving object (including person)**
2. **Body stressing**
3. **Mental stress**

The number of notifiable incidents reported to NT WorkSafe in 2025–26 was 10, an increase of 11 per cent from 9 notifiable incident reported to NT WorkSafe in 2024–25.

Workers' Compensation

The Department's workers' compensation claims are managed by Gallagher Bassett, for which the Department pays an annual risk-based premium. Gallagher Bassett is responsible for handling all injury-related claims in accordance with the Northern Territory Return to Work legislation.

The number of new Workers' Compensation claims lodged in 2025–26 was 101, a decrease of 3 per cent from 104 new Workers' Compensation claims lodged in 2024–25. The number of open claims at 30 June 2026 was 125, an increase of 15 per cent from 109 open claims at 30 June 2025.

Table 7.1: Incidents

	2024-25	2025-26
Number of incidents	363	392
Top 3 incident types reported	1. Hit by moving object (including person) 2. Body stressing 3. Slips, trips and falls	1. Hit by moving object (including person) 2. Body stressing 3. Mental stress
Notifiable incidents reported to NT WorkSafe	9	10

Table 7.2: Worker's compensation

	2024-25	2025-26
Number of new Workers' Compensation claims lodged	104[1]	101
Open claims as at 30 June	109	125

Note:
1. This number has been revised from the 2024-25 Annual Report as it now includes Youth Justice..

Emergency Management

The emergency management function provides strategic oversight and coordination of the Department's emergency preparedness, response, recovery and business continuity arrangements. During the reporting period, work focused on strengthening governance, capability and an enterprise-wide approach to emergency management and organisational resilience.

The Department's arrangements were activated in response to Severe Tropical Cyclone Fina in November 2025. The Emergency Management Team coordinated the Department's response, while local emergency and business continuity plans supported continued critical operations. Staff received staged advice on workplace and personal preparedness, reporting arrangements, travel restrictions, changing conditions and actions required when normal government operations were disrupted.

The response emphasised the safety and wellbeing of staff, their families and the people in the Department's care, while maintaining critical services. Staff were directed to review local emergency plans, prepare for possible communications and power disruptions, secure workplaces and equipment, maintain current contact information, and follow official advice. Critical frontline employees continued to support facilities that remained operational throughout the emergency.

In early March 2026, a tropical low caused major flooding across Katherine and surrounding regions, with the Katherine River peaking at approximately 19.2 metres. Flooding south of Darwin also resulted in a boiled-water alert, with impacts to custodial facilities managed through business continuity planning. Multiple schools and community facilities were closed or repurposed as evacuation centres, which accommodated hundreds of residents at peak demand.

Corrections staff operated under business continuity arrangements, including remote work and alternative service delivery. Community Service Work Parties were deployed to establish and support evacuation centres while the Department continued to maintain safe and secure custodial operations and offender-supervision obligations. Work parties prepared emergency accommodation and supported post-event recovery, including clean-up activities in Katherine.

Recovery arrangements following Cyclone Fina included return-to-work guidance, flexible support for affected employees, access to emergency leave and the Employee Assistance Program, and information about available recovery assistance. The Emergency Management Team also initiated a debrief and sought anonymous staff feedback to review the Department's response and identify opportunities for improvement.

The post-event review identified areas for further consideration, including governance, communications resilience, scenario training, consistent messaging at each emergency stage, clearer identification of essential and non-essential roles, shelter responsibilities, shift-change arrangements and site-level work health and safety. These lessons will inform the continued strengthening of the Department's emergency preparedness, business continuity and organisational resilience.

Legislation

The Youth Justice and Criminal Code Amendment Bill 2026

The Northern Territory Government introduced the Youth Justice and Criminal Code Amendment Bill in May 2026, which included reforms that formally recognise the important public safety role performed by frontline corrections and youth justice workers.

These reforms aimed to strengthen legal protections for frontline corrections and youth justice employees by recognising their role in maintaining community safety and managing complex and often high-risk environments. The amendments acknowledge the critical contribution made by Youth Justice Officers and Correctional Officers across detention, bail support, community supervision and custodial settings.

Legislative Reporting

Information Management

The Department receives records and information management services through shared service arrangements with the Department of Corporate and Digital Development (DCDD).

The Department uses Territory Records Manager (TRM), the Northern Territory Government's electronic records management system, to support effective information management, recordkeeping compliance and secure information sharing across the organisation. TRM enables the Department to manage records in a manner that supports operational requirements, accountability, transparency and informed decision-making.

Throughout 2025–26, the Department continued to strengthen its information management practices by promoting digital recordkeeping and ensuring records are managed in accordance with legislative, regulatory and business requirements. These practices support operational efficiency, continuity of information and the preservation of corporate knowledge.

The Department remains committed to complying with the Northern Territory Government Records Management Standards for Public Sector Organisations, ensuring records are created, managed and retained in accordance with recognised best practice and statutory obligations.

Information Act 2002

The Department is committed to promoting transparency, accountability and the responsible management of information. The *Information Act 2002* provides individuals with a right to access government information held by the Department, except where disclosure would be contrary to the public interest or restricted by law.

The Act also establishes a framework for protecting the privacy of personal information, ensuring information is collected, managed, used and disclosed appropriately and in accordance with privacy principles.

Throughout 2025–26, the Department continued to meet its obligations under the *Information Act 2002* by facilitating access to information, supporting open government practices and maintaining appropriate safeguards to protect personal and sensitive information.

Table 7.3 summarises information access applications received and processed by the Department during the reporting period.

Table 7.3: Requests processed by DCDD FOI Unit

Requests Processes by DCDD FOI unit in accordance with Information Act 2002	Totals
Applications carried forward from previous reporting period	
Applications to access personal information	17
Applications to access government information	3
Applications to access mixed government and personal information	2
Applications for correction of personal information	0
Internal Reviews	1
Complaints	2
Total Brought Forward	**25**
New applications received during reporting period	
Applications to access personal information	145
Applications to access government information	14
Applications to access mixed government and personal information	9
Applications for correction of personal information	0
Internal Reviews	8
Complaints	0
Total Received	**176**
Applications finalised during reporting period	
Request for Information - Applications withdrawn	8
Request for Information - Applications transferred	1
Request for Information - Access granted in full	9
Request for Information - Access granted in part	83
Request for Information - Access refused in full - Application not valid	22
Request for Information - Access refused in full - other[1]	24
Corrections of personal information	0
Internal Reviews	7
Complaints	2
Total Finalised	**156**
Applications carried forward to next reporting period	
Applications to access personal information	38
Applications to access government information	3
Applications to access mixed government and personal information	2
Applications for correction of personal information	0
Internal Reviews	2
Complaints	0
Total Carried Forward	**45**
Timeliness of Requests finalised during reporting period[2]	
Applications Handled within 30 days	64
Applications Handled exceeding 30 days	55
Corrections Handled within 30 days	0
Corrections Handled exceeding 30 days	0
Internal Reviews Handled within 30 days	3
Internal Reviews Handled exceeding 30 days	2
Complaints (All complaints are handled by the Office of the Information Commissioner according to OIC timeframes)	2

1. For reporting purposes, 'Access refused in full - other' includes refusal based on exemptions; it also includes refusal on the grounds that the information cannot be found or does not exist, that the information is not covered by the Act, and for reasons including that fees were not paid, and because of unreasonable interference with operations.
2 This only includes matters finalised by way of decision, which includes applications transferred, applications where access was granted in full/part/refused in full, corrections, internal reviews and complaints. Numbers may not match up with total for 'Applications finalised during the reporting period' as that includes matters finalised on any basis.

Employment Instructions (actions against)

Table 7.4: Employment Instructions

Employment Instruction	Action
No. 1 Filling vacancies	The average time to recruit was 6.52 weeks. Procedures were in place for the filling of vacancies in the department throughout 2025–26. These are consistent with the whole-of-government simplified recruitment policy.
No. 2 Probation	The Department used the OneNTG probation procedure consistent with legislation, accessible on the intranet. Managers monitor probationary reports and timeframes
No. 3 Natural Justice	The principles of natural justice are promoted within the Department and are included as part of the recruitment process. Employees can also access the Office of the Commissioner for Public Employment (OCPE) website for more information on natural justice.
No. 4 Employee performance management and development systems	The Department reports to OCPE annually on performance management and training and development matters through the State of Service report. The Department plans to implement the myPerformance tool during 2026-2027 and continues to review and update performance review and development processes in line with changes to the NTPS Capability Framework.
No. 5 Medical Examinations	9 employees undertook a medical examination or assessment for fitness for duty.
No. 6 Employee Performance and Inability	There were no employee performance and inability processes managed by DCDD for DoC.
No. 7 Discipline	EI 7 - Discipline was revoked following the publication of the NTPS Disciplinary Handbook.
No. 8 Internal Department Complaints	DCDD recorded 20 complaint matters as lodged with the Department for internal review and 20 were closed (finalised).
No. 9 Employment records	The Department ensures all personnel information is collected and handled in accordance with Employment Instructions and Information Privacy Principles.
No. 10 Equal employment opportunity programs	21 employees identified as having a disability. 160 employees have flexible work arrangements in place. Of 160 FWA applications, all were approved. 402 employees identified as being from a culturally and linguistically diverse background.
No. 11 Occupational Health and safety	The Department has a work health and safety management system and complies with the employment instruction.
No. 12 Code of Conduct	New employees are made aware of the code of conduct through their appointment documents. Access to conflict of interest, acceptance of gifts and benefits, and outside employment are available on the intranet site. Annual reminders are issued for conflict of interest and outside employment.

Employment Instruction	Action
No. 13 Appropriate workplace behaviour	Appropriate workplace behaviour for new employees is communicated as part of the induction process. Guidance documents and references are also available through the OCPE website. The Department's Code of Conduct incorporates the requirements of this Employment Instruction.
No. 14 Redeployment and redundancy procedures	There were no redeployment or redundancy activities undertaken.
No. 15 Special measures development of internal procedures with regards to the requirements of special measures programs	A new Special Measures plan was developed during the 2025-26 financial year and applied to the recruitment actions undertaken after 28 February 2026. The new plan is applicable to all classifications at or below Administration Officer Level 3 and designated positions that can only be filled by an eligible Aboriginal applicant. Of 311 advertised vacancies, 228 were advertised under special measures provisions.

Public sector principles

During 2025–26, the Department maintained governance, integrity and accountability arrangements to uphold the Northern Territory Public Sector principles through its leadership, governance, risk management, workforce and professional standards frameworks. The Chief Executive Officer is not aware of any significant failures to uphold the public sector principles during the reporting period.



Aboriginal Advisory Committee

The Department reached a significant milestone in June 2026 with the finalisation of appointments to the Aboriginal Advisory Committee (AAC). The Department recognises that Aboriginal people continue to be disproportionately represented within the Northern Territory justice system. The Department has committed to reform initiatives that support rehabilitation, reintegration, cultural safety, workforce capability and stronger partnerships with Aboriginal communities.

The members bring extensive cultural knowledge, community connections, professional expertise and lived experience. Their insights will play a vital role in supporting improved outcomes for Aboriginal people within correctional settings, while also contributing to the development and support of a culturally safe and inclusive Aboriginal workforce.

The AAC will provide a dedicated forum for Aboriginal perspectives to inform the department's policies, programs and services. Through its guidance, the Committee helps ensure that Aboriginal cultural values, knowledge systems and community priorities are embedded in decision-making processes, supporting more responsive and effective service delivery for Aboriginal individuals, families and communities.

The establishment of the AAC demonstrates the Department's ongoing commitment to meaningful engagement with Aboriginal communities and to strengthening culturally informed approaches across all areas of its work. By elevating Aboriginal voices and expertise, the Committee will play a key role in shaping initiatives that deliver positive and lasting outcomes for Aboriginal Territorians.

The AAC is co-chaired by Deputy Commissioner, Adult Operations, Mr Kimberley McKay and Director, Aboriginal Engagement and Strategy, Ms Juanita Jones. Membership is broadly representative of the Department, with members including:

- **Amanda Hart** – Industries Skills and Employment, Adult Operations
- **Adrian McAdam** – Community Corrections
- **Anthony O'Callaghan** – Adult Operations
- **Cooper Lawson** – Clinical Rehabilitation, Rehabilitation and Reintegration
- **Cassandra Dodd** – Integrated Care, Rehabilitation and Reintegration
- **Cassidy Watts** - Reintegration and Support, Rehabilitation and Reintegration
- **Jacob Bonson** – Staff Learning and Development, Strategy and Performance
- **Nikaiya Payne** – Community Corrections
- **Peter Douglas** – Staff Learning and Development, Strategy and Performance
- **Peter Stuart** – Clinical Rehabilitation, Rehabilitation and Reintegration
- **Sasha Greenoff** – Reintegration and Support, Rehabilitation and Reintegration.





CHAPTER 8

Working with stakeholders



Collaboration with community organisations, government agencies and independent oversight bodies remains central to the Department's efforts to strengthen outcomes across the corrections system. Strong partnerships with community organisations continued to enhance the Department's ability to deliver meaningful rehabilitation and early intervention programs for young people across the youth justice system.

Through shared expertise, coordinated service delivery and a focus on addressing the underlying drivers of offending behaviour, these partnerships support rehabilitation, reintegration and community safety. Strong partnerships with independent oversight bodies are an important part of the Department's commitment to transparency, accountability and continuous improvement across the corrections system.

Together, these relationships help ensure services are responsive, evidence-based and focused on achieving better outcomes for individuals, families and communities across the Northern Territory.



Co-location of Youth Justice and partner agency

The RCG Centre is now home to a range of youth justice services and NT Police working collaboratively to support young people.

The floor is now shared by:

- **Youth Justice Programs (Department of Corrections)**
- **Community Youth Justice (Department of Corrections)**
- **Youth Justice Operations Support Unit (Department of Corrections)**
- **Territory Youth Division (NT Police).**

Co-location has strengthened collaboration across government, recognising that many aspects of youth justice are interconnected and can respond more effectively to the needs of young people.

The arrangement allows for better coordination of services, stronger working relationships and a more integrated approach to youth justice service delivery.

Partnership with Fines Recovery Unit and community organisations

Community Corrections works with more than 80 community organisations to deliver community work across the Northern Territory, with over 1,000 hours completed each month.

During 2025–26, 194 Community Work Orders were issued with $282,790.78 in debt was worked off through community work.

In October 2025, Community Corrections and the Fines Recovery Unit commenced a Community Work Fines Roadshow in Engawala Community. This collaboration between Community Corrections, the Fines Recovery Unit and the local community to support people in remote areas who may not have the financial means to pay criminal fines. The initiative allows participants to work off debt through unpaid community work that directly benefits their community.

The first community presentation was delivered with support from the Central Desert Regional Council and local Elders. Men and women were engaged separately to ensure a culturally appropriate approach, with community members identifying practical projects such as rubbish removal, yard clean-ups, weeding, watering plants, tidying public spaces and supporting Elders.

As a result of the visit, 12 eligible people registered for Community Work Fines Orders, representing $28,891.93 in outstanding criminal fines and approximately 683 hours of community work.

The initiative demonstrates that fines recovery can be delivered in way that reduces financial hardship while allowing people to give back to their community.

Power Community Limited Partnership

During 2025–26, the Department continued its partnership with Power Community Limited, the community arm of the Port Adelaide Football Club, to deliver the Prevention of Gender-based Violence Program across Holtze Youth Detention Centre, Yirra House and the Paperbark Bail Support Facility.

The program uses sport and positive role models to engage young people in discussions about respectful relationships, personal responsibility, decision-making and violence prevention. Interactive sessions challenged harmful attitudes and behaviours while complementing broader rehabilitative and behavioural interventions being delivered across Youth Justice and Bail Support Facilities.

The partnership enabled young people to engage with respected sporting role models, creating opportunities for meaningful conversations and improved engagement, with one young person saying the sessions would help them *"make the right decisions and better choices"*.

Power Community Limited General Manager, Jake Battifuoco, highlighted the significance of the partnership:

"Power Community's partnership with the Department of Corrections speaks to exactly what our program is designed to do by reaching young people at a critical point in their lives and giving them the tools to build healthier, more respectful relationships.

Sport has a unique ability to earn trust and open doors that other approaches can't, and we're proud to work with the Department of Corrections to challenge the attitudes and behaviours that drive gender-based violence.

This is a genuine, collaborative effort, and one we believe will make a real difference in these young people's lives and the broader community."

The partnership strengthened the Department's capacity to deliver evidence-informed, early intervention initiatives and provided young people with additional tools to build resilience, improve relationships and develop greater accountability for their actions.

Planning for 2026–27 includes expanding prevention and early intervention opportunities and exploring delivery through youth diversion programs so more young people access education and support.

Caring for the whole person

The Department continued to work with service providers, faith-based organisations and community groups to deliver services that support the practical, social, emotional and spiritual needs of people in custody.

In partnership with Anglicare N.T. Ltd and Prison Fellowship Australia, chaplaincy services were delivered across Darwin Correctional Centre, Berrimah Correctional Centre, Alice Springs Correctional Centre and Barkly Work Camp. These services provide pastoral care, spiritual guidance, multi-faith support and opportunities for personal growth and wellbeing. During the reporting period, chaplaincy services at Alice Springs Correctional Centre expanded through the introduction of women's Bible study programs and female pastoral care services.

Prison Fellowship Australia also continued to operate the Alice Springs Correctional Centre Weekend Visitors Bus Service, helping families and friends maintain important connections with loved ones in custody by reducing transport barriers to visitation.

The Department further strengthened its partnership with the Darwin Prisoner Aid Association Incorporated, providing clothing, hygiene products and personal care items for people leaving custody or attending court appearances and work placements, assisting individuals access essential items during critical transition periods.

These partnerships demonstrate the value of community collaboration in supporting access to practical assistance, family and community connections and wellbeing services for people transitioning through and beyond custody.

Building community connection through volunteering

Through a partnership with the community-led initiative Aunty's Free Feeds, young people residing at Yirra House participated in regular volunteering activities with Aunty's Free Feeds, a grassroots organisation that provides free home-cooked meals and support to community members experiencing hardship.

Through preparing and serving meals, young people engaged in meaningful community service activities that promoted responsibility, teamwork and positive social engagement. while developing practical skills in cooking and time management.

The initiative formed part of the Bail Support Facility's strengths-based approach to rehabilitation, helping young people build confidence and self-worth through positive contribution. The program also created opportunities for young people to engage with a broad cross-section of the community in a supportive and inclusive environment.

Importantly, the initiative supported a shift in focus from past offending behaviour towards positive community participation, allowing young people to be recognised for the contribution they can make to their community. The Department will continue to strengthen community partnerships that provide practical volunteering, employment readiness and social participation opportunities for young people.



Official Visitors Program

The Department has strengthened its collaboration with Official Visitors and statutory oversight agencies including the Northern Territory Ombudsman, the Anti-Discrimination Commission to ensure the rights, wellbeing and treatment of prisoners are independently monitored and assessed.

Established under the *Correctional Services Act 2014*, the Official Visitors Program provides an important mechanism for independent engagement within correctional facilities. Official Visitors conduct regular visits, engage directly with prisoners, assess conditions and treatment within correctional centres, and provide advice and reports to the Minister on matters identified during their visits. The program supports a transparent and accountable corrections system by providing independent observations and helping ensure facilities operate in accordance with legislative requirements and community expectations.

A key focus during 2025–26 was strengthening the effectiveness of the Official Visitors Program through an extensive recruitment campaign, resulting in the appointment of 11 Official Visitors across Northern Territory correctional facilities. The increased number of appointments has enhanced the program's capacity to undertake regular visits and maintain strong engagement with prisoners and correctional centre management.

To further improve collaboration and support the timely identification and resolution of issues, the Department worked with Official Visitors to review and modernise reporting processes. A new reporting template was developed and implemented as part of a six-month trial, providing greater consistency in reporting, improved visibility of emerging issues and stronger mechanisms for monitoring outcomes. The trial will be formally evaluated in September 2026.

Ombudsman Own Motion – Police watchhouses

The Northern Territory Ombudsman maintains the authority to investigate administrative action taken by a public authority via an Own Motion Investigation per the *Ombudsman Act 2009 (NT)*. It does so as an independent and impartial investigator of complaints and issues relating to government administration.

Over a period where custodial operations were heavily impacted by a surge in prisoner numbers, the extended use of Police Watchhouses was undertaken with the supportive collaboration of the Northern Territory Police Force (NTPF). Their use became a critical and necessary component of the Department's efforts to receive and house prisoners, as the Commissioner of Corrections is legally bound to do.

The use of watch houses was heavily criticised by a range of advocate groups, resulting in an influx of prisoner complaints received by the Ombudsman. As a result, the Ombudsman elected to undertake an Own Motion investigation into the usage of watchhouses as a surge accommodation for Territory Prisoners.

The Department worked with NTPF to review and respond (individually) to the recommendations provided by the Ombudsman as responsibility for implementation of changes were attributable to each agency.

Having been provided an opportunity to respond to the investigation's final report, the Department was able to identify areas for improvement, along with sharing rationalisations for operational safety and security requirements. An agreed Implementation Plan provides a structured framework for the Department of Corrections to implement, monitor, and report on recommendations accepted or accepted in principle, following the Ombudsman's Final Watch House Investigation Report (November 2025).

The Report contained 18 Recommendations, of which the Department 'Accepted in Principle' or 'Accepted' 10, as relevant to Corrections operations.

The final report with responses to recommendations from both the Department and NTPF was tabled in December 2025.

A response plan was developed to capture actions planned to be addressed from those 10 recommendations and immediate remedies applied.

Children's Commissioner Inquiry – Transfer of young people between Darwin and Alice Springs

In 2023, the Northern Territory Office of the Children's Commissioner (OCC) conducted an Inquiry under part 6 of the *Children's Commissioner Act 2013* examining the planning and preparation undertaken for the reduced capacity period at the Alice Springs Youth Detention Centre and the transfer of young people to the Don Dale Youth Detention Centre in Darwin.

The Inquiry's outcomes were presented over two Final Reports. Part 1 was provided to the former Department of Territory Families, Housing and Communities in 2024.

On 29 January 2026, the OCC published Inquiry into the Planning and Implementation of the Alice Springs Youth Detention Centre Reduced Capacity Operational Plan – Part 2. The report examined the experiences of Central Australian young people transferred from Alice Springs to Don Dale between July 2023 and May 2024.

The report included five recommendations relating to transfer arrangements, family engagement, the use of Aboriginal interpreters, facilitation of family visits, and adherence to through-care policies and procedures.

The Department considered the recommendations and determined that existing policies, procedures and legislative frameworks provided appropriate guidance for decision-making in a complex operational environment. The Department did not accept the recommendations and advised that a number of the proposed measures were not operationally practicable at the time.

Working with Aboriginal organisations

Supporting improved justice outcomes for Aboriginal people remains a key focus of the Department's approach to partnerships and service delivery. During the reporting period, the Department continued to work collaboratively with Aboriginal community-controlled organisations, Elders, community leaders, government agencies, industry partners and service providers to support culturally informed justice responses and address factors contributing to offending.

Investment in partnership approaches has supported a range of community-led initiatives, including diversion and early intervention programs, on-Country healing activities, youth engagement programs, restorative justice initiatives and programs that strengthen cultural authority and community governance. These partnerships contribute to improved community safety, enhanced rehabilitation and reintegration outcomes, and reduced reoffending by ensuring justice responses are informed by local knowledge, cultural authority and community priorities.

The Department also continued to support Aboriginal-led cultural wellbeing and therapeutic programs within correctional environments, including:

- One Mob Different Country Dance Troupe
- Ngangkari Healing Program delivered through the Ngaanyatjarra Pitjantjatjara Yankunytjatjara Women's Council
- National Wellbeing Alliance's Deadly Thinking Program for adults and youth and the Aboriginal Mental Health First Aid training for prisoners and correctional staff in Darwin and Alice Springs
- Men's Domestic, Family and Sexual Violence Art Therapy Project
- Hoops 4 Health Social and Emotional Wellbeing Program
- Relationships Australia's Women's Healing Inside Program
- General Offending Program

These initiatives complement mainstream rehabilitation programs by strengthening cultural identity, social and emotional wellbeing, connection to community and positive behavioural change.

One Mob Different Country

The One Mob Different Country Dance Troupe was established more than 30 years ago and originated at the former Gunn Point Prison Farm near Darwin, bringing together Aboriginal participants from a diverse range of clan and skin groups, reflecting the cultural diversity of the Northern Territory.

The program is designed, led and performed entirely by Aboriginal people and provides participants with an opportunity to maintain and strengthen connections to culture, tradition and identity while serving court-imposed sentences. Through dance, storytelling and cultural practice, participants build confidence, pride and positive social connections while strengthening their cultural knowledge.

During the reporting period, the troupe delivered five public performances across the Darwin region for government and non-government organisations, promoting cultural awareness and demonstrating the positive contribution participants can make to the broader community. The program continues to support cultural expression, wellbeing and rehabilitation within custodial settings.

Elders Visiting Program (EVP)

The Elders Visiting Program continues to provide cultural mentoring and support within Northern Territory correctional facilities by connecting Aboriginal prisoners with respected community Elders.

Through regular visits, Elders provide cultural guidance, encouragement and positive role modelling, helping participants maintain connections to culture, family and community. The program provides a culturally safe environment for discussions relating to personal responsibility, wellbeing, relationships and successful reintegration into community life.

During the reporting period, Elders engaged with 221 prisoners across correctional facilities and work camps throughout the Northern Territory. A total of nine visits were undertaken across Darwin Correctional Centre, Berrimah Correctional Centre, Alice Springs Correctional Centre, Barkly Work Camp and Datjala Work Camp. Despite 21 scheduled visits being cancelled due to operational requirements, significant weather events and community sorry business obligations, the program continued to provide valuable cultural support and maintain important community connections for participants.

The continued involvement of Elders supports culturally responsive rehabilitation and supports prisoners to strengthen identity, cultural belonging and readiness for successful reintegration.

Healing Inside Program

The Department of Corrections has partnered with Relationships Australia NT (RANT) to provide Domestic, Family and Sexual Violence counselling for female prisoners. This initiative provides culturally safe, gender specific, trauma informed DFSV counselling with healing options for women, with the option of post release support and counselling upon release. The counsellors are independent and enable rapport building, emphasising the need for gender specific services, the importance of cultural safety, and the inclusion of Aboriginal ways of knowing and being. Individual counselling through the Healing Inside program aims to strengthen participants' emotional wellbeing, increase protective factors, improve service knowledge, and support women to better prepare for release.

Participants with matched pre/post questionnaires reported improvement across all measured outcome domains, with improvements recorded in all 10 quantitative indicators between pre and post assessment.

The strongest improvements were observed in:

- **knowledge of available community supports**
- **emotional awareness and ability to express feelings**
- **reduced worry and anxiety**
- **reduced trauma- related symptoms.**

As at 30 June 2026, 500 individual counselling sessions had been provided to female prisoners.

Service delivery was affected by operational factors including participant movements, releases and transfers, operational priorities and scheduling constraints. The Department continued to monitor service delivery and adjust scheduling arrangements where possible to support participant engagement and maximise opportunities for program participation.

National Wellbeing Alliance

A new four-year partnership was established between the Department of Corrections and National Wellbeing Alliance to support Aboriginal and Torres Strait Islander people in custody through culturally responsive programs, training and wellbeing initiatives across NT correctional facilities.

The Memorandum of Understanding formalises a shared commitment to strengthening social and emotional wellbeing, cultural connection and rehabilitation outcomes.

Since July 2025, NWA programs have recorded more than 500 participant completions across correctional centres, work camps and youth detention centres. Programs have included Deadly Thinking workshops for adults and young people.

The partnership is also supporting staff capability, with 66 Department of Corrections staff completing Aboriginal and Torres Strait Islander Mental Health First Aid accredited training.

Table 8.1: Total number of prisoners accessing NWA workshops.

Location	Course	Facility	Profile	Completed
Alice Springs	AMHFA	Alice Springs Correctional Service	Men	10
Alice Springs	AMHFA	Alice Springs Correctional Centre	Men	11
Alice Springs	AMHFA	Alice Springs Correctional Centre	Women	10
Alice Springs	DTA	Alice Springs Correctional Centre	Men	36
Darwin	DTY	Holtze Youth Detention Centre	Boys	14
Darwin	Yarning Circle	Holtze Youth Detention Centre	Boys	102
Darwin	Yarning Circle	Holtze Youth Detention Centre	Girls	31
Darwin	DTA	Berrimah Correctional Centre	Men	127
Darwin	DTA	Darwin Correctional Centre	Men	34
Darwin	AMHFA	Darwin Correctional Centre	Women	12
Nhulunbuy	AMHFA	Datjala Work Camp	Men	22
Nhulunbuy	DTA	Datjala Work Camp	Men	59
Nhulunbuy	AMHFA	Datjala Work Camp	Men	8
Tennant Creek	AMHFA	Barkly Work Camp	Men	8
Tennant Creek	DTA	Barkly Work Camp	Men	16
			Total	**500**

Table 8.2: Department staff accessed AMHFA training.

Course	Location	Cohort	Profile	Total of participants completed
AMHFA	Darwin	TCO	Mixed	29
AMHFA	Alice Springs	Community Corrections	Mixed	12
AMHFA	Darwin	Community Corrections	Mixed	25
			Total	**66**

DFSV Social and Emotional Wellbeing Program

The Department partnered with Hoops 4 Health to design and deliver a culturally safe, gender-specific program and activities, informed by principles of healing for Aboriginal and Torres Strait Islander people. The purpose of the program is to support improved mental health for people in custody where domestic, family and sexual violence (DFSV) may be impacting their social, emotional, physical, cultural and spiritual wellbeing.

In April 2026 Hoops for Health delivered an innovative program to 16 participants specifically with selected language groups from Wadeye.

General Offending Program

The General Offending Program is a community-based, culturally responsive rehabilitation program delivered across multiple sites in the Northern Territory. Designed to reduce reoffending and promote long-term behavioural change, it addresses a critical gap in community-based rehabilitation services, particularly for individuals assessed as medium-risk offenders. The program offers a structured alternative to custody, enabling participants to engage in rehabilitation while remaining connected to their community, culture, and support networks. The Department partners with several Aboriginal Organisations across the NT to deliver the program in community.

Table 8.3: General Offending Program providers and participant data

Provider and location	Number of participants	
	Participants commenced	Participants completed
Southern Tanami Kurdiji Indigenous Corporation (Yuendumu)	15	9
FORWAARD (Darwin)	13	5
Kings Narrative (Alice Springs)	38	16
Venndale (Katherine)	8	1
Catholic Care (Tiwi)	10	7

The difference between commencements and completions reflects normal program attrition, including participant withdrawals and individuals who were still undertaking the program during the reporting period.

CHAPTER 9

Sustainability

The Department continued to strengthen the foundations of a contemporary corrections system through targeted investments in infrastructure capability and service delivery. Guided by the Strategic Plan 2024–2028 and the Corrections Infrastructure Master Plan, the Department progressed a range of infrastructure initiatives designed to enhance operational capacity, support rehabilitation and position the corrections system to meet future demand.

Key infrastructure achievements during the reporting period included the development of the Youth Intake Transfer Facility, Katherine Work Camp, the opening of the Northern Territory's first dedicated women's correctional facility in Alice Springs, and the completion of critical infrastructure upgrades at the Darwin Correctional Centre.

Modern infrastructure gives the Department the opportunity to provide safer working environments for staff, and design facilities around best practice to deliver into the future. The Corrections Infrastructure Master Plan provides a framework for infrastructure investment that supports correctional operations and service delivery across the Territory.





New Women's Correctional Facility

The Department achieved a significant milestone with the opening of the Northern Territory's first dedicated women's correctional facility in Alice Springs. The new facility represents a major investment in correctional infrastructure capacity and strengthens the infrastructure required to meet current operational demands and future service requirements.

The facility provides a safe and secure environment specifically designed to support the needs of women in custody. Accommodating both sentenced and remand prisoners, the facility enables the delivery of gender-responsive rehabilitation programs, case management, education, training and support services that promote wellbeing and reduce the risk of reoffending.

Completion of Stage 1 delivered 38 additional beds, providing immediate capacity relief and supporting the Department's ability to manage prisoner accommodation in Central Australia. Upon completion, the facility will provide a total capacity of 95 beds across a modern, multi-classification environment that supports flexibility, operational efficiency and long-term correctional planning.

By investing in fit-for-purpose facilities, the Department is ensuring its infrastructure can respond to population growth, changing service delivery requirements and the increasing complexity of correctional operations, both now and into the future.

Together with other recent infrastructure projects, including the opening of Sector 11 for women at the Darwin Correctional Centre, the investment supports improved outcomes for prisoners, staff and the wider community by providing environments that are better aligned to rehabilitation, safety and reintegration objectives.

New Youth Intake Transfer Facility

Throughout 2025–26, work progressed on the new Alice Springs Youth Intake and Transfer Facility, with construction nearing completion and preparations underway for the transition to operations. The Department is preparing for possession of the facility in late 2026, with commissioning activities to follow to ensure operational readiness ahead of service commencement later in the year).

Once operational, the facility will provide a modern, purpose-built environment to support the assessment, intake and short-term accommodation of young people in Central Australia. It will support access to family and community connections, therapeutic services and case management, support culturally responsive practices, and reduce the need for transfers to Darwin.

The facility will play a key role in delivering more responsive, locally based youth justice services and improving outcomes for young people, families and communities across the region.







Katherine Work Camp

The Katherine Work Camp is a key initiative under the Corrections Infrastructure Master Plan, supporting the development of a modern, sustainable corrections system that meets current operational needs.

During the reporting period, significant progress was made towards operational readiness, including the establishment of a dedicated Commissioning Team responsible for overseeing planning, infrastructure activation and service delivery requirements.

Located at Charles Darwin University's Katherine Rural Campus, the Katherine Work Camp is being developed as a purpose-built, rehabilitation-focused facility accommodating up to 198 low-security and open-security prisoners. The project represents a significant investment in correctional infrastructure, providing additional capacity within the Territory's correctional network.

Designed to support prisoners approaching the end of their sentence, the work camp model integrates rehabilitation, vocational education and training, and structured employment pathways to improve long-term outcomes for prisoners and reduce the risk of reoffending.

In partnership with Charles Darwin University, prisoners will have access to education, training and work-ready skills development across a range of industries, including agriculture, conservation and land management, and construction, and strengthen connections to community and industry.



Once fully operational, the Katherine Work Camp will form an important component of the Department's broader infrastructure renewal program. Together with other key projects delivered under the Corrections Infrastructure Master Plan, the work camp will support the long-term capability of the Northern Territory corrections system.

Darwin Correctional Centre kitchen infrastructure upgrade

Designed to meet the demands of a growing prisoner population, the new kitchen at Darwin Correctional Centre significantly increases food production and storage capacity, ensuring the Department can continue to deliver essential services efficiently, safely and reliably. The modernised infrastructure supports the centre's ability to support current accommodation requirements while providing the flexibility needed to respond to future growth and operational demands.

The upgrade also strengthens the Department's resilience and preparedness during emergency events, including cyclones and other disruptions. Increased storage capacity and improved operational functionality support business continuity arrangements, ensuring critical services can be maintained during periods of heightened risk and operational pressure.

As part of the Department's broader Corrections Infrastructure Master Plan, the kitchen upgrade demonstrates a commitment to investing in fit-for-purpose infrastructure that supports safe, secure and effective correctional operations.



Together with major projects such as the new women's correctional facility in Alice Springs and the Katherine Work Camp, the upgrade contributes to a stronger and more adaptable corrections network, ensuring the Department is well positioned to meet operational requirements and deliver essential services now and into the future.



CHAPTER 10

Financial Statements



Financial statements overview
For the year ended 30 June 2026

Certification of the financial statements

We certify that the attached financial statements for the Department of Corrections have been prepared based on proper accounts and records in accordance with Australian Accounting Standards and with the requirements as prescribed in the *Financial Management Act 1995* and Treasurer's Directions.

We further state that the information set out in the comprehensive operating statement, balance sheet, statement of changes in equity, cash flow statement, and notes to and forming part of the financial statements, present fairly the financial performance and cash flows for the year ended 30 June 2026 and the financial position on that date.

At the time of signing, we are not aware of any circumstances that would render the particulars included in the financial statements misleading or inaccurate.



Matthew Varley
Commissioner and CEO
23 September 2026



Stephen Thacker
Chief Financial Officer
23 September 2026

Comprehensive operating statement

For the year ended 30 June 2026

	Note	2026 $000	2025 $000
INCOME			
Grants and subsidies revenue	4		
Current		15	2 419
Appropriation	5		
Output		486 375	391 418
Commonwealth (excluding capital appropriation)		-	310
Sales of goods and services	6	4 132	3 618
Goods and services received free of charge	7	24 851	29 442
Gain on disposal of assets	8	3	-
Other income	9	3 050	12 264
TOTAL INCOME	**3**	**518 426**	**439 471**
EXPENSES			
Employee benefits expenses	10	246 014	207 496
Administrative expenses			
Property management		15 290	15 546
Purchases of goods and services	11	168 982	121 202
Repairs and maintenance		-	893
Depreciation and amortisation	20	31 244	17 995
Other administrative expenses[1]	12	27 042	29 705
Grants and subsidies expenses			
Current	13	15 395	15 317
Interest expenses	14	45 758	46 551
TOTAL EXPENSES	**3**	**549 725**	**454 705**
NET SURPLUS/(DEFICIT)		**(31 298)**	**(15 234)**
OTHER COMPREHENSIVE INCOME			
Items that will not be reclassified to net surplus/deficit			
Changes in asset revaluation surplus[2]		156 522	(156 860)
TOTAL OTHER COMPREHENSIVE INCOME		156 522	(156 860)
COMPREHENSIVE RESULT		125 224	(172 094)

[1] Includes DCDD service charges and DIPL repairs and maintenance service charges.

[2] Transfer of asset revaluation reserve to other departments due to Machinery of Government changes and asset revaluation in 2026.

The comprehensive operating statement is to be read in conjunction with the notes to the financial statements.

Balance sheet

As at 30 June 2026

	Note	2026 $000	2025 $000
ASSETS			
Current assets			
Cash and deposits	16	39 209	27 526
Receivables	18	2 051	2 266
Inventories	19	5 808	3 320
Total current assets		**47 068**	**33 112**
Non-current assets			
Property, plant and equipment	20,26	999 096	836 180
Total non-current assets		**999 096**	**836 180**
TOTAL ASSETS		**1 046 164**	**869 292**
LIABILITIES			
Current liabilities			
Deposits held	21	1 997	2 345
Payables	22	40 770	33 007
Borrowings	23	9 946	8 846
Provisions	24	34 357	29 510
Other liabilities	25	18	-
Total current liabilities		**87 088**	**73 708**
Non-current liabilities			
Borrowings	23	446 078	455 795
Total non-current liabilities		**446 078**	**455 795**
TOTAL LIABILITIES		**533 166**	**529 503**
NET ASSETS		**512 998**	**339 789**
EQUITY			
Capital		627 816	579 831
Reserves		286 433	129 911
Accumulated funds		(401 251)	(369 953)
TOTAL EQUITY		**512 998**	**339 789**

The balance sheet is to be read in conjunction with the notes to the financial statements.

Statement of changes in equity

For the year ended 30 June 2026

	Note	Equity at 1 July $000	Comprehensive result $000	Transactions with owners in their capacity as owners $000	Equity at 30 June $000
2026					
Accumulated funds					
Accumulated funds		(369 952)	(31 298)	-	(401 251)
		(369 952)	**(31 298)**	-	**(401 251)**
Reserves					
Asset revaluation reserve		129 911	156 522	-	286 433
		129 911	**156 522**	-	**286 433**
Capital – transactions with owners					
Equity injections					
Capital appropriation		89 231	-	8 641	97 872
Equity transfers in		942 348	-	39 344	981 692
Other equity injections		68 069	-	-	68 069
Equity withdrawals					
Capital withdrawal		(40 780)	-	-	(40 780)
Equity transfers out		(479 037)	-	-	(479 037)
		579 831	-	**47 985**	**627 816**
Total equity at end of financial year		**339 790**	**125 224**	**47 985**	**512 998**
2025					
Accumulated funds					
Accumulated funds		(354 719)	(15 234)	-	(369 952)
		(354 719)	**(15 234)**	-	**(369 952)**
Reserves					
Asset revaluation reserve		286 771	(156 860)	-	129 911
		286 771	**(156 860)**	-	**129 911**
Capital – transactions with owners					
Equity injections					
Capital appropriation		80 864	-	8 367	89 231
Equity transfers in		498 696	-	443 652	942 348
Other equity injections		52 181	-	15 888	68 069
Equity withdrawals					
Capital withdrawal		(20 591)	-	(20 189)	(40 780)
Equity transfers out		(243 499)	-	(235 539)	(479 037)
		367 651	-	**212 179**	**579 831**
Total equity at end of financial year		**299 703**	**(172 094)**	**212 179**	**339 790**

The statement of changes in equity is to be read in conjunction with the notes to the financial statements.

Cash flow statement

For the year ended 30 June 2026

	Note	2026 $000	2025 $000
		$000	$000
CASH FLOWS FROM OPERATING ACTIVITIES			
Operating receipts			
Grants and subsidies received			
Current		15	2 419
Appropriation received			
Output		486 375	391 418
Commonwealth (excluding capital appropriation)		-	310
Receipts from sales of goods and services		23 106	33 141
Total operating receipts		**509 496**	**427 288**
Operating payments			
Payments to employees		(236 163)	(212 306)
Payments for goods and services[1]		(211 984)	(151 952)
Grants and subsidies paid			
Current		(15 395)	(15 317)
Interest paid		(33 537)	(46 737)
Total operating payments		**(497 079)**	**(426 312)**
Net cash from/(used in) operating activities	**17**	**12 417**	**976**
CASH FLOWS FROM INVESTING ACTIVITIES			
Investing payments			
Purchases of non-financial assets		(410)	(935)
Total investing payments		**(410)**	**(935)**
Net cash from/(used in) investing activities		**(410)**	**(935)**
CASH FLOWS FROM FINANCING ACTIVITIES			
Financing receipts			
Deposits received		(348)	(3 278)
Equity injections			
Capital appropriation	5	8 641	8 367
Other equity injections		-	15 888
Total financing receipts		**8 293**	**20 977**
Financing payments			
Lease liabilities payments		(8 618)	(8 054)
Equity withdrawals		-	(20 189)
Total financing payments		**(8 618)**	**(28 243)**
Net cash from/(used in) financing activities	**17**	**(324)**	**(7 266)**
Net increase/(decrease) in cash held		11 683	(7 226)
Cash at beginning of financial year		27 526	34 752
CASH AT END OF FINANCIAL YEAR	**16**	**39 209**	**27 526**

[1] Includes transaction not part of operating activities such as prisoner buys.

The cash flow statement is to be read in conjunction with the notes to the financial statements.

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1. Objectives and funding

The Department of Correction's (the department) mission is to keep Territorian's safe by delivering correctional services that promote accountability and rehabilitation and strengthen pathways to reduced offending.

The department considered primary users of these financial statements and their needs for information and quantitative thresholds to determine which accounting policy information is material and therefore must be disclosed.

The department is predominantly funded and therefore, dependent on the receipt of parliamentary appropriations. The financial statements encompass all funds through which the department controls resources to carry on its functions and deliver outputs. For reporting purposes, outputs delivered by the department are summarised into several output groups. Note 3 provides summarised financial information in the form of a comprehensive operating statement by the output group.

Additional information in relation to the Department of Corrections and its principal activities and more detailed information in relation to its output groups may be found in the department's annual report.

a) Machinery of government changes

A machinery of government change refers to the reallocation of certain functions and responsibilities, arising from revisions to Administrative Arrangement Order (AAO) by government or at the discretion of the relevant ministers, chief executives or by Cabinet decision.

During the reporting period ending 30 June 2025, the department was significantly impacted by administrative restructuring as part of Machinery of Government changes initiated in September 2024. This restructuring involved wide scale transfer of functions into and out of the department, as well as modification of Output Groups with the changes to the departmental structure. Output groups are summarised in Correctional Services, comprising Custodial Services, Community Corrections, Youth Justice, and Corporate and Share Services. Because of these changes it was not administratively practical to have attempted to recast an opening balance covering all transferred functions.

2. Statement of material accounting policy information

a) Statement of compliance

Compliance Framework

These financial statements are general purpose financial statements and have been prepared in accordance with the requirements of the *Financial Management Act 1995*, related Treasurer's Directions and Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board. The *Financial Management Act 1995* requires the Department of Corrections to prepare financial statements for the year ended 30 June based on the form determined by the Treasurer. The form of agency financial statements should include:

- a certification of the financial statements
- a comprehensive operating statement
- a balance sheet
- a statement of changes in equity
- a cash flow statement and
- applicable explanatory notes to the financial statements.

Standards and interpretations effective from 2025–26 financial year

Several amendments and interpretations have been issued that apply to the current reporting period but are considered to have no or minimal impact on public sector reporting.

Standards and interpretations issued but not yet effective

No Australian accounting standards have been adopted early for 2025–26 financial year.

The following new Australian Accounting Standard has been issued but is not yet effective is expected to impact future reporting periods:

AASB 18 Presentation and Disclosure of Financial Statements (AASB 18)

AASB 18 Presentation and Disclosure in Financial Statements replaces AASB 101 and introduces new presentation and disclosure requirements for income statements, cash flow statements, and management defined performance measures.

The standard is proposed to apply to not for profit public sector entities for annual reporting periods beginning on or after 1 January 2028 (the 2028–29 financial year for the department).

AASB 18 would primarily affect the presentation and disclosure of financial information, including the classification of income and expenses, additional subtotals in the operating statement, revised cash flow classifications for interest and dividends, and new disclosures for management defined performance measures. The standard does not affect the recognition or measurement of amounts.

b) Agency and Territory items

The financial statements of Department of Corrections include income, expenses, assets, liabilities and equity over which the Department of Corrections has control (agency items) and is able to utilise to further its own objectives. Certain items, while managed by the department, are administered and recorded by the Territory rather than the department (Territory items). Territory items are recognised and recorded in the Central Holding Authority as discussed below.

Central Holding Authority

The Central Holding Authority is the 'parent body' that represents the government's ownership interest in government-controlled entities.

The Central Holding Authority also records all Territory items, such as income, expenses, assets and liabilities controlled by the government and managed by agencies on behalf of the government. The main Territory item is Territory income, which includes taxation and royalty revenue, Commonwealth general purpose funding (such as GST revenue), fines, and statutory fees and charges.

The Central Holding Authority also holds certain Territory assets not assigned to agencies as well as certain Territory liabilities that are not practical or effective to assign to individual agencies such as unfunded superannuation and long service leave.

c) Presentation and rounding of amounts

Amounts in the financial statements and notes to the financial statements are presented in Australian dollars and have been rounded to the nearest thousand dollars, with amounts of $500 or less being rounded down to zero. Figures in the financial statements and notes may not equate due to rounding.

d) Contributions by and distributions to government

The department may receive contributions from government where the government is acting as owner of the department. Conversely, the department may make distributions to government. In accordance with the *Financial Management Act 1995* and Treasurer's Directions, certain types of contributions and distributions, including those relating to administrative restructures, have been designated as contributions by, and distributions to, government. These designated contributions and distributions are treated by the department as adjustments to equity.

The statement of changes in equity provides additional information in relation to contributions by, and distributions to, government.

3. Comprehensive operating statement by output group

The Department of Corrections is predominantly funded by parliamentary appropriations for the provision of outputs. Outputs are the services provided or goods produced by the department for users external to the department. They support the delivery of the department's objectives and or statutory responsibilities. The below table disaggregates revenue and expenses that enable delivery of services by output group which form part of the balances of the department.

	Note	Custodial Services		Health Services[3]		Community Corrections		Youth Justice		Corporate and Governance		Total	
		2026	2025	2026	2025	2026	2025	2026	2025	2026	2025	2026	2025
		$000	$000	$000	$000	$000	$000	$000	$000	$000	$000	$000	$000
INCOME													
Grants and subsidies revenue	4												
Current		-	2 405	-	-	-	-	15	14	-	-	15	2 419
Appropriation	5												
Output		-	-	-	-	-	-	-	-	486 375	391 418	486 375	391 418
Commonwealth		-	310	-	-	-	-	-	-	-	-	-	310
Sales of goods and services	6	4 132	3 618	-	-	-	-	-	-	-	-	4 132	3 618
Goods and services received free of charge	7	-	-	-	-	-	-	-	-	24 851	29 442	24 851	29 442
Gain on disposal of assets	8	3	-	-	-	-	-	-	-	-	-	3	-
Other income	9	2 931	11 802	-	-	-	-	116	420	4	42	3 050	12 264
TOTAL INCOME		**7 065**	**18 135**	**-**	**-**	**-**	**-**	**131**	**434**	**511 230**	**420 902**	**518 426**	**439 471**
EXPENSES													
Employee expenses	10	164 742	135 683	-	-	23 957	21 529	44 031	39 459	13 284	10 825	246 014	207 496
Purchases of goods and services	11	101 206	73 476	44 559	17 821	11 481	11 638	16 312	24 944	10 714	8 864	184 272	136 744
Repairs and maintenance		-	893	-	-	-	-	-	-	-	-	-	893
Depreciation and amortisation	20	24 909	16 162	-	-	108	100	6 108	1 613	120	119	31 244	17 995
Other administrative expenses[1]		311	13	-	-	5	18	1 804	30	24 922	29 648	27 042	29 709
Grants and subsidies expenses		-	-	-	-	-	-	-	-	-	-	-	-
Current	13	2 374	3 851	-	-	5 218	6 491	7 802	4 975	-	-	15 395	15 317
Interest expenses	14	45 758	46 551									45 758	46 551
TOTAL EXPENSES		**339 300**	**276 629**	**44 559**	**17 821**	**40 769**	**39 776**	**76 057**	**71 021**	**49 041**	**49 456**	**549 725**	**454 705**
NET SURPLUS/(DEFICIT)		**(332 235)**	**(258 494)**	**(44 559)**	**(17 821)**	**(40 769)**	**(39 776)**	**(75 926)**	**(70 587)**	**462 189**	**371 446**	**(31 298)**	**(15 234)**
OTHER COMPREHENSIVE INCOME													
Items that will not be reclassified to net surplus/ deficit													
Changes in asset revaluation surplus[2]		-	-	-	-	-	-	-	-	156 522	(156 860)	156 522	(156 860)
TOTAL OTHER COMPREHENSIVE INCOME		**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**156 522**	**(156 860)**	**156 522**	**(156 860)**
COMPREHENSIVE RESULT		**(332 235)**	**(258 494)**	**(44 559)**	**(17 821)**	**(40 769)**	**(39 776)**	**(75 926)**	**(70 153)**	**618 711**	**214 586**	**125 224**	**(172 094)**

[1] Includes DCDD service charges and DLI repairs and maintenance service charges.
[2] transfer of asset revaluation reserve to other departments due to Machinery of Government changes and asset revaluation in 2026.
[3] 2025–26 budget was realigned in the 2026–27 budget to reflect the output structure for prisoner health services

4. Grants revenue

	2026			2025		
	$000	$000	$000	$000	$000	$000
	Revenue from contracts with customers	Other	Total	Revenue from contracts with customers	Other	Total
Current grants	-	15	15	-	2 419	2 419
Total grants revenue	**-**	**15**	**15**	**-**	**2 419**	**2 419**

Grants revenue is recognised at fair value, exclusive of GST in accordance with the requirements of AASB 15 Revenue from Contracts with Customers or AASB 1058 Income of Not-for-Profit Entities, depending on whether the grant agreement is enforceable and includes sufficiently specific performance obligations.

To determine if a grant should be accounted for under AASB 1058 or AASB 15, the department must determine if the relevant agreement is 'enforceable' and contains 'sufficiently specific' performance obligations. When assessing whether the performance obligations are 'sufficiently specific', the department has applied significant judgement by performing a detailed analysis of the terms and conditions contained in the grant agreement, including accompanying documentation (e.g. activity work plans) and where necessary holding discussions with relevant parties.

Income recognition from grants received by the department has been appropriately accounted for under AASB 1058 or ASSB 15 based on the assessment performed.

When assessed as AASB 15, revenue is initially deferred as unearned contract revenue liability, included in Note 25 Other Liabilities, when received in advance and recognised as or when the performance obligation is satisfied.

The department has adopted a low value contract threshold of $50 000 excluding GST and recognises revenue from contracts with a low value, upfront on receipt of income.

Where grant agreements do not meet criteria above, it is accounted for under AASB 1058 and is recognised upfront on receipt of funding.

5. Appropriation

Appropriation recorded in the operating statement includes output appropriation and Commonwealth appropriation received for the delivery of services

	2026			2025		
	$000	$000	$000	$000	$000	$000
	Revenue from contracts with customers	Other	Total	Revenue from contracts with customers	Other	Total
Output	-	486 375	486 375	-	391 418	391 418
Commonwealth	-	-	-	-	310	310
Total appropriation in the operating statement	**-**	**486 375**	**486 375**	**-**	**391 728**	**391 728**

Appropriation recorded in the cashflow statement includes capital appropriation received for the delivery of assets to be retained by the department.

	2026			2025		
	$000	$000	$000	$000	$000	$000
	Revenue from contracts with customers	Other	Total	Revenue from contracts with customers	Other	Total
Capital	-	8 641	8 641	-	8 367	8 367
Total appropriation in the cashflow statement	**-**	**8 641**	**8 641**	**-**	**8 367**	**8 367**

Output appropriation is the operating payment to each agency for the outputs they provide as specified in the Appropriation Act. It does not include any allowance for major non-cash costs such as depreciation. Output appropriations do not have sufficiently specific performance obligations and recognised on receipt of funds.

Commonwealth appropriation follows from the intergovernmental agreement on federal financial relations, resulting in specific purpose payments (SPPs) and national partnership (NP) payments being made by the Commonwealth Treasury to state treasuries, in a manner similar to arrangements for GST payments. These payments are received by the Department of Treasury and Finance on behalf of the Central Holding Authority and then passed on to the relevant agencies as Commonwealth appropriation.

Where Commonwealth appropriation received has an enforceable contract with sufficiently specific performance obligations, the transaction is accounted for under AASB 15 as revenue from contracts with customers. In this case, revenue is recognised as and when goods and or services are transferred to the customer or third-party beneficiary. Otherwise, revenue is recognised when the department gains control of the funds.

a) Summary of changes to budget appropriations

The following table presents changes to budgeted appropriations authorised during the current financial year together with explanations for significant changes. It compares the amounts originally identified in the Appropriation (2025–26) Act 2025 with revised appropriations as reported in 2026-27 Budget Paper No. 3 Agency Budget Statements and the final end of year appropriation.

The changes within this table relate only to appropriation and do not include the department's revenue (for example, goods and services revenue and grants received directly by the department) or expenditure. Refer to Note 31 Budgetary information for detailed information on variations to the department's actual outcome compared to budget for revenue and expenses.

	Original 2025–26 budget appropriation $000	Revised 2025–26 budget Appropriation $000	Change to budget appropriation $000	Note	Final 2025–26 budget appropriation $000	Change to budget appropriation $000	Note
Output	435 392	488 375	52 983	1	486 375	(2 000)	2
Capital	8 641	8 641	-		8 641	-	
Total appropriation	**444 033**	**497 016**	**52 983**		**495 016**	**(2 000)**	

Output and capital appropriations reflect funding as a direct result of government-approved decisions, with actual funding received by the Department of Corrections in line with the budgeted amounts.

Commonwealth appropriation reflects funding anticipated to be received from the Commonwealth for both operational and capital purposes. As Commonwealth appropriations are largely recognised as or when performance obligations are satisfied, the actual amounts receipted by the department and reported in these financial statements may vary from the budgeted amounts reported in this table.

The following is an explanation of changes over $1M or where there is a significant offset resulting in net changes under $1 million.

1. The increase in output appropriation is related to the 2025 Cabinet approval for additional funding related to Corrections expenditure pressures and transfer of Prisoner Health Services fund from the Department of Health.
2. The decrease in output appropriation in the Final 2025-26 budget was to support the Corrections Infrastructure Masterplan capital works being managed by the Department of Logistics and Infrastructure.

6. Sales of goods and services

	2026			2025		
	$000	$000	$000	$000	$000	$000
	Revenue from contracts with customers	Other	Total	Revenue from contracts with customers	Other	Total
Other goods and services revenue	-	4 132	4 132	-	3 618	3618
Total sales of goods and services	**-**	**4 132**	**4 132**	**-**	**3 618**	**3 618**

Sale of goods and service delivery revenue

Sale of goods and service delivery revenue comprise income from rendering of services, and sales of goods and services. These are recognised at fair value, exclusive of GST.

Sales of goods

Revenue from sales of goods is recognised when the department satisfies a performance obligation by transferring the promised goods. This includes canteen supplies to prisoners and the sale of goods produced within prison industries group. The department typically satisfies its performance obligations when the control of goods is transferred to customers. The payments are typically due when the goods are delivered.

Revenue from these sales is based on the price specified in the contract, and revenue is only recognised to the extent that it is highly probable a significant reversal will not occur. There is no element of financing present as sales are made with a short credit term.

Rendering of services

Revenue from services is recognised when the department satisfies the performance obligation by carrying out the promised services such as the provision of services by Community Work Parties and prison industries. The department typically satisfies its performance obligations when the services have been performed.

7. Goods and services received free of charge

	2026 $000	2025 $000
Corporate and information services	17 039	24 342
Repairs and maintenance	7 812	5 100
Total goods and services received free of charge	**24 851**	**29 442**

Resources received free of charge are recognised as revenue when, and only when, a fair value can be reliably determined, and the services would have been purchased if they had not been donated. Use of those resources is recognised as an expense. Resources received free of charge are recorded as either revenue or gains depending on their nature.

Repairs and maintenance expenses incurred on the department's assets and costs associated with administration of these expenses are centralised and in the Department of Logistics and Infrastructure on behalf of the department, and form part of goods and services received free of charge by the department.

In addition, the following corporate services staff and functions are centralised and provided by the Department of Corporate and Digital Development on behalf of the department and form part of goods and services received free of charge by the department:

- financial services including accounts receivable, accounts payable and payroll
- employment and workforce services
- information management services
- procurement services
- property leasing services.

8. Gain on disposal of assets

	2026 $000	2025 $000
Proceeds from sale of minor assets	3	-
Total gain on disposal of assets	**3**	**-**

9. Other income

	2026			2025		
	$000	$000	$000	$000	$000	$000
	Revenue from contracts with customers	Other	Total	Revenue from contracts with customers	Other	Total
Miscellaneous revenue	-	3 050	3 050	-	12 264	12 264
Total other income	**-**	**3 050**	**3 050**	**-**	**12 264**	**12 264**

Miscellaneous revenue

Miscellaneous revenue in 2025 included $10.55 million insurance monies received that related to reinstatement works at the Darwin Correctional Precinct following the prisoner disturbance incident in May 2020.

10. Employee benefits expense

	2026 $000	2025 $000
Salaries and wages	212 739	179 612
Superannuation expenses	20 055	17 132
Fringe benefits tax	570	352
Payroll tax	12 650	10 400
Total employee benefits expense	**246 014**	**207 496**

The number of full-time equivalent employees for 2025-26 was 1550 (2024-25: 1159).

Salaries and wages are recognised in the reporting period when the employee renders services to the Territory Government. It includes recreation leave, labour hire costs, allowances and other benefits, which are recognised in the reporting period when employees are entitled to the benefit or when incurred.

The recognition and measurement policy for employee benefits is detailed in Note 22: Payables and Note 24: Provisions.

11. Purchases of goods and services

Goods and services expenses	2026 $000	2025 $000
The net surplus/(deficit) has been arrived at after charging the following expenses:		
Goods and services expenses:		
Consultants[1]	2 570	2 525
Advertising[2]	6	42
Marketing and promotion[3]	164	55
Document production	7	4
Legal expenses[4]	3 044	1 061
Recruitment[5]	1 120	1 039
Training and study	4 820	4 312
Official duty fares	2 857	2 370
Travelling allowance	489	567
Information technology charges	10 154	7 996
Communications	2 269	1 853
Accommodation	3 310	1 436
Agent Service Arrangements[6]	32 458	15 081
Clothing	1 520	1 629
Equipment related expenses	8 563	9 238
Food	18 774	13 226
Insurance	9 603	8 267
Medical supplies and services[7]	46 963	19 449
Motor vehicle expenses	3 540	2 965
Prisoner earnings	3 743	3 115
Youth Justice client programs and activities	3 999	14 560
Other	9 010	10 412
Total purchases of goods and services	**168 982**	**121 202**

[1] Includes marketing, promotion and IT consultants.

[2] Does not include recruitment, advertising or marketing and promotion advertising.

[3] Includes advertising for marketing and promotion but excludes marketing and promotion consultants' expenses, which are incorporated in the consultants' category.

[4] Includes legal fees, claim and settlement costs.

[5] Includes recruitment-related advertising costs.

[6] Includes external escort services

[7] Includes prisoner health services

Purchases of goods and services generally represent the day-to-day running costs incurred in normal operations, including supplies and service costs recognised in the reporting period in which they are incurred.

Repairs and maintenance expense

Costs associated with repairs and maintenance works in the Comprehensive Operating Statement for 2025 related to the reinstatement of works at the Darwin Correctional Precinct following the prisoner disturbance incident in May 2020. Some of the costs were recovered from insurance monies received (refer Note 9 Other Income).

Other repairs and maintenance expenses are centralised and provided by the Department of Logistics and Infrastructure. The department recognises notional repairs and maintenance expenses under services received free of charge (Note 7 Goods and services received free of charge).

12. Other administrative expenses

	2026 $000	2025 $000
Other administrative expenses	27 042	29 705
Total other administrative expenses	**27 042**	**29 705**

Other administrative expenses largely comprise goods and services received free of charge (refer Note 7 Goods and services received free of charge). Other expenses include completed construction (work in progress) that does not meet the capitalisation threshold and doubtful debts expense.

13. Grant expenses

	2026 $000	2025 $000
Current grants expense		
Private and not-for-profit sector	15 395	15 317
Total current grant expense	**15 395**	**15 317**

Current grants expenses are intended to finance the current activities of the recipient for which no economic benefits of equal value are receivable in return. Current grant expense largely comprises funding for prisoner and youth justice support programs.

Current grant expenses are recognised as an expense in the reporting period in which they are paid or payable, exclusive of the amount of GST.

14. Interest expenses

	2026 $000	2025 $000
Interest from lease liabilities (refer Note 23 Borrowings)	45 758	46 551
Total interest expenses	**45 758**	**46 551**

Interest expenses consist of interest and other costs incurred in connection with lease liabilities. Interest expenses are recognised in the reporting period in which they are incurred.

15. Write-offs, postponements, waiver, gifts and ex gratia payments

The following table presents all write-offs, waivers, postponements, gifts and ex gratia payments approved under the *Financial Management Act 1995* or other legislation that the department administers.

	2026 $000	No. of trans.	2025 $000	No. of trans.
Authorised under the *Financial Management Act 1995*				
Write offs, postponements and waivers approved by delegates				
Irrecoverable money written off	-	-	**16**	**16**
Total written off, postponed and waived approved by delegates	-	-	**16**	**16**
Total authorised under the *Financial Management Act 1995*	-	-	**16**	**16**

Write-off

Write-offs reflect the removal from accounting records the value of public money or public property owing to, or loss sustained by the Territory or department. It refers to circumstances where the Territory or the department has made all attempts to pursue the debt, however, is deemed irrecoverable due to reasons beyond the Territory or the department's control. Write-offs result in no cash outlay and are accounted for under 'Other administrative expenses' in the comprehensive operating statement.

16. Cash and deposits

	2026 $000	2025 $000
Cash on hand	46	38
Cash at bank	39 163	27 488
Total cash and deposits	**39 209**	**27 526**

For the purposes of the balance sheet and the cash flow statement, cash includes cash on hand and cash at bank. Cash at bank includes monies held in the Accountable Officer's Trust Account (AOTA) and trust accounts established under section 161 of the *Correctional Services Act 2014* that are ultimately payable to the beneficial owner – refer also to Note 21 Deposits Held.

17. Cash flow reconciliation

a) Reconciliation of cash

The total of the department's 'Cash and deposits' of $39 209 recorded in the balance sheet is consistent with that recorded as 'Cash' in the cash flow statement.

Reconciliation of net surplus/deficit to net cash from operating activities

	2026 $000	2025 $000
Net surplus/(deficit)	**(31 298)**	**(15 234)**
Non-cash items:		
Depreciation and amortisation	31 244	17 995
Asset write-offs/write-downs	308	57
Asset donations/gifts	1 804	-
Changes in assets and liabilities:		
Decrease/increase in receivables	215	1 623
Decrease/increase in inventories	(2 483)	(628)
Decrease/increase in payables	7 763	3 041
Decrease/increase in provision for employee benefits	3 551	(5 019)
Decrease/increase in other provisions	1 295	(452)
Decrease/increase in other deferred income	18	(409)
Net cash from/(used in) operating activities	**12 417**	**976**

b) Reconciliation of liabilities arising from financing activities

2026	1 July	Cash flows					Other		
		Deposits held Receipts / (Payments) $000	Appropriation $000	Equity injections / withdrawals $000	Lease payments $000	Total cash flows $000	Other $000	Total other $000	30 June $000
		$000	$000	$000	$000	$000	$000	$000	$000
Deposits held	2 345	(348)	-	-	-	(348)	-	-	1 997
Borrowings	464 640	-	-	-	(8 618)	(8 618)	1	1	456 024
Provisions	29 510	-	-	-	-	-	4 847	4 847	34 357
Equity injections / withdrawals	-	-	8 641	-	-	8 641	39 344	39 344	47 985
Total	**496 496**	**(348)**	**8 641**	**-**	**(8 618)**	**(324)**	**44 192**	**44 192**	**540 363**

2025									
Deposits held	5 623	(3 278)	-	-		(3 278)	-	-	2 345
Borrowings	472 694	-	-	-	(8 054)	(8 054)	-	-	464 640
Provisions	34 909	-	-	-	-	-	(5 399)	(5 399)	29 510
Equity injections/withdrawals	-	-	8 637	(4 301)	-	4 066	208 114	208 114	212 180
Total	**513 226**	**(3 278)**	**8 637**	**(4 301)**	**(8 054)**	**(7 266)**	**202 715**	**202 715**	**708 675**

c) Non-cash financing and investing activities

Lease transactions

During the financial year, there were no financing and investing transactions that did not require the use of cash.

18. Receivables

	2026 $000	2025 $000
Current		
Accounts receivable	754	486
Less: loss allowance	(531)	(452)
	223	**34**
GST receivables	851	715
Prepayments	976	1,517
	1 828	**2 232**
Total Receivables	**2 051**	**2 266**

Receivables are initially recognised when the department becomes a party to the contractual provisions of the instrument and are measured at fair value less any directly attributable transaction costs. Receivables are subsequently measured at amortised cost using the effective interest method, less any impairments.

Accounts receivables are generally settled within 30 days. External receivables reflect amounts owing from third parties which are external to the Northern Territory Government.

The loss allowance reflects lifetime expected credit losses and represents the amount of receivables the department estimates are likely to be uncollectible and are considered doubtful.

Credit risk exposure of receivables

Receivables are monitored on an ongoing basis to ensure exposure to bad debts is not significant. The entity applies the simplified approach to measuring expected credit losses. This approach recognises a loss allowance based on lifetime expected credit losses for all accounts receivables, contracts receivables and accrued contract revenue. To measure expected credit losses, receivables have been grouped based on shared risk characteristics and days past due.

The expected loss rates are based on historical observed loss rates.

In accordance with the provisions of the Financial Management Act, receivables are written off when based on demonstrated actions to collect, there is no reasonable expectation of recovery for reasons beyond the department's control.

The loss allowance for receivables at reporting date represents the amount of receivables the department estimates is likely to be uncollectible and is considered doubtful. Ageing analysis and reconciliation of loss allowance for receivables as at the reporting date are disclosed below.

Prepayment

Prepayments represent payments made in advance of receipt of goods and services. Prepayments are recognised on an accrual basis and amortised over the period in which the economic benefits from these assets are received.

Ageing analysis

	2026				2025			
	Gross receivables $000	Loss rate %	Expected credit losses $000	Net receivables $000	Gross receivables $000	Loss rate %	Expected credit losses $000	Net receivables $000
External receivables								
Not overdue	**208**	-	-	**208**	**81**	**58**	**47**	**34**
Overdue for less than 30 days	11	5	1	10	27	100	27	-
Overdue for 30 to 60 days	10	50	5	5	13	100	13	-
Overdue for more than 60 days	525	100	525	-	365	100	365	-
Total external receivables	**754**		**531**	**223**	**486**		**452**	**34**

Reconciliation of loss allowance for receivables

	2026 $000	2025 $000
External receivables		
Opening balance	452	409
Written off during the year	-	(16)
Increase/decrease in allowance recognised in profit or loss	79	59
Total external receivables	**531**	**452**

Total amounts disclosed exclude statutory amounts and prepayments as these do not meet the definition of a financial instrument and therefore will not reconcile to the receivables note.

19. Inventories

	2026 $000	2025 $000
Inventories held for distribution		
At cost	5 808	3 320
Total inventories	**5 808**	**3 320**

Inventories held for distribution are carried at cost. Costs of inventories includes all costs associated with bringing the inventories to their present location and condition. When inventories are acquired at no nominal consideration, the cost will be the current replacement cost at date of acquisition.
The cost of inventories held for distribution are assigned using a mixture of first in, first out or weighted average cost formula, or using specific identification of their individual costs.
Inventories includes uniforms, prisoner supplies (including clothing and hygiene products), food and cleaning products.

20. Property, plant and equipment

a) Total property, plant and equipment

	2026 $000	2025 $000
Land		
At fair value	20 140	8 750
Buildings and infrastructure		
At fair value	825 730	423 110
Less: accumulated depreciation	(361 091)	(123 180)
	464 639	**299 930**
Construction (work in progress)		
At capitalised cost	**2 000**	-
Plant and equipment		
At fair value	8 439	7 166
Less: accumulated depreciation	(7 160)	(6 783)
	1 279	**383**
Computer hardware		
At fair value	7 993	7 993
Less: accumulated depreciation	(7 065)	(7 053)
	928	**940**
Transport equipment		
At fair value	343	343
Less: accumulated depreciation	(287)	(278)
	56	**65**
Right of use assets		
At fair value	677 003	677 002
Less: accumulated depreciation	(166 949)	(150 889)
	510 054	**526 113**
Total property, plant and equipment	**999 096**	**836 180**

Reconciliation of carrying amount of property, plant and equipment

A reconciliation of the carrying amount of property, plant and equipment at the beginning and end year is set out below:

2026	Land $000	Buildings and infrastructure $000	Construction (work in progress) $000	Plant and equipment $000	Computer hardware $000	Transport Equipment $000	Right of use $000	Total $000
Carrying amount as at 1 July	8 750	299 930	-	383	940	65	526 113	836 180
Additions	-	-	-	410	-	-	-	410
Additions/disposals from asset transfers	3 600	37 033	2 000	864	-	-	-	43 496
Depreciation/amortisation expense	-	(14 787)	-	(377)	(12)	(9)	(16 060)	(31 244)
Revaluation increments/ decrements	7 790	142 463	-	-	-	-	1	150 253
Other movements	-	-	-	-	-	-	-	-
Carrying amount as at 30 June	**20 140**	**464 639**	**2 000**	**1 279**	**928**	**56**	**510 054**	**999 096**

2025								
Carrying amount as at 1 July	37 000	225 033	74	2 082	370	-	536 539	801 098
Additions	-	665	-	(472)	690	60	-	943
Additions/disposals from asset transfers	(28 250)	81 420	(74)	(976)	-	-	-	52 120
Depreciation/amortisation expense	-	(7 188)	-	(251)	(120)	(9)	(10 428)	(17 995)
Other movements	-	-	-	-	-	14	1	15
Carrying amount as at 30 June	**8 750**	**299 930**	**-**	**383**	**940**	**65**	**526 113**	**836 180**

Acquisitions

Property, plant and equipment are initially recognised at cost.

Items of property plant and equipment with a cost or other value equal to or greater than $10 000 are recognised in the year of acquisition and depreciated as outlined below. Items of property plant and equipment below the $10 000 threshold are expensed in the year of acquisition.

Major items of plant and equipment comprising a number of components that have different useful lives are accounted for as separate assets. Individual components may be replaced during the useful life of the complex asset.

Construction (work in progress)

As part of the financial management framework the Department of Logistics and Infrastructure is responsible for managing general government capital works projects on a whole of government basis. Therefore, appropriation for capital works is provided directly to the Department of Logistics and Infrastructure and the cost of construction work in progress is recognised as an asset of that agency. Once completed capital works assets are transferred to the department.

Revaluation of assets

Subsequent to initial recognition assets belonging to the following classes of non-financial assets are revalued with sufficient regularity to ensure the carrying amount of these assets does not differ materially from their fair value at reporting date:

- land
- buildings
- infrastructure assets

The above classes of property, plant and equipment include certain new assets initially recognised at cost. Such new assets will continue to be measured at cost which is deemed to equate to fair value until the next revaluation for that asset class occurs.

Plant and equipment are stated at historical cost less depreciation which is deemed to equate to fair value.

The right-of-use asset, under a public private partnership agreement, related to the Darwin Correctional Centre held by the department was revalued as at 30 June 2024. The valuer was Colliers International.

The land on which the Holtze Youth Detention Centre is situated was transferred in during the 2025-26 financial year and was not subject to the independent valuation conducted during the year.

Other land, buildings and infrastructure held by the department that were independently revalued as at 30 June 2026 includes Alice Springs correctional and youth detention centres, Berrimah Correctional Centre, Barkly and Datjala work camps, Youth Justice facilities in Tennant Creek, and Community Corrections facilities in Alyangula and Wadeye. The valuer was Colliers International. Refer Note 26 - Fair value measurement for additional disclosures.

Impairment of assets

An asset is said to be impaired when the asset's carrying amount exceeds its recoverable amount.

Materially significant non-financial assets are assessed for indicators of impairment annually. If any indicator of impairment exists, the department determines the asset's recoverable amount. The asset's recoverable amount is determined as the higher of the asset's current replacement cost and fair value less costs to sell. Any amount by which the asset's carrying amount exceeds the recoverable amount is recorded as an impairment loss.

Impairment losses are recognised in the comprehensive operating statement. They are disclosed as an expense unless the asset is carried at a revalued amount. Where the asset is measured at a revalued amount the impairment loss is offset against the asset revaluation surplus for that class of asset to the extent an available balance exists in the asset revaluation surplus.

In certain situations, an impairment loss may subsequently be reversed. Impairment loss may only be reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount. The reversal is limited so that the carrying amount of the asset does not exceed the revised estimate of its recoverable amount nor exceed the net carrying amount that would have been determined had not impairment loss been recognised for the asset in the prior years. Where an asset is carried at a revalued amount impairment reversal is recognised in the comprehensive operating statement as income to the extent that an impairment loss was previously recognised in the profit or loss otherwise impairment reversal results in an increase in the asset revaluation surplus.

The department's property, plant and equipment assets were assessed for impairment as at 30 June 2026. No impairment adjustments were required as a result of this review.

Depreciation and amortisation expense

Items of property plant and equipment including buildings but excluding land have limited useful lives and are depreciated using the straight-line method over their estimated useful lives. Assets are depreciated from the date of acquisition or from the time an asset is completed and held ready for use.

The estimated useful lives for each class of asset are in accordance with the agency's determination as follows:

	2026	2025
Public Buildings	50–100	50–100
Portable Buildings	10–20	10–20
Catering Equipment	5–15	5–15
Computer Hardware	3–6	3–6
Furniture and fittings	10	10
Laundry Equipment	5–15	5–15
Library Equipment	2–5	2–5
Office Equipment	5–15	5–15
Power Generators	5–15	5–15
Security Systems	5–15	5–15
Communication Equipment	5–15	5–15

Right of use assets under lease

Recognition and measurement

The department assesses at contract inception whether a contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration and hence contains a lease.

The department recognises lease liabilities equal to lease payments and a corresponding right-of-use assets for the use of the underlying assets except for short-term leases and leases of low-value assets. (Refer to Note 23 Borrowings).

The department recognises right-of-use assets at the commencement date of the lease (the date the underlying asset is available for use).

If ownership of the leased asset transfers to the department at the end of the lease term or the cost reflects the exercise of a purchase option depreciation is calculated using the estimated useful life of the asset.

Right-of-use assets are subsequently measured at fair value which approximates costs less accumulated amortisation and accumulated impairment losses. This excludes those arising from leases that have complex structure such as public private partnership arrangements.

Right-of-use assets are subject to remeasurement principles consistent with the lease liability including indexation and market rent review which approximates fair value. Right-of-use assets are also revalued where a trigger or event may indicate their carrying amount does not equal fair value.

Inter-governmental leases

The department applies the inter-governmental leases recognition exemption as per the Treasurer's Direction – Leases and recognises these as an expense on a straight-line basis over the lease term. These largely relate to the lease of motor vehicles from NT Fleet. Leases of commercial properties for office accommodation are centralised with the Department of Corporate and Digital Development (DCDD). Consequently, all lease liabilities and right-of-use assets relating to these arrangements are recognised by DCDD and not disclosed within these financial statements.

Lease related amounts recognised in the comprehensive operating statement

The following amounts were recognised in the comprehensive operating statement for the year in respect of leases where the department is the lessee.

	2026 $000	2025 $000
Depreciation expense of right-of use assets	16 060	10 428
Interest expense on lease liabilities	45 758	46 551
Expense relating to leases of low-value assets	3 547	2 596
Total amount recognised in the comprehensive operating statement	**65 365**	**59 574**

Refer to Note 14 Interest Expenses and Note 23 Borrowings for further information on leases.

21. Deposits held

	2026 $000	2025 $000
Accountable officer's trust account	2 088	2 555
Money in transit	(90)	(210)
Total deposits held	**1 997**	**2 345**

Deposits held mainly comprise Accountable Officer's Trust Account clearing money and prisoner monies.

In accordance with section 7 of the *Financial Management Act 1995* and section 161 of the *Correctional Services Act 2014* trust accounts are established for the receipt of money to be held in trust on behalf of others for a specific purpose and not for use in operations of government.

Money in transit is public money in transit that is payable to another entity. These funds typically do not contribute to the operations of the department.

22. Payables

	2026 $000	2025 $000
Accounts payable	3 895	2 032
Accrued salaries and wages	9 512	4 515
Other accrued expenses	3 576	14 894
Interest payable	23 787	11 566
Total payables	**40 770**	**33 007**

Liabilities for accounts payable and other amounts payable are carried at amortised cost which is the fair value of the consideration to be paid in the future for goods and services received whether or not billed to the department. Accounts payable are normally settled within 20 days from receipt of valid invoices under $1 million or 30 days for invoices over $1 million.

Salaries and wages that are expected to be settled wholly within 12 months after the end of the period in which the employees render the service are recognised and measured at the amounts expected to be paid.

23. Borrowings

	2026 $000	2025 $000
Current		
Lease liabilities	9 946	8 846
	9 946	**8 846**
Non-current		
Lease liabilities	446 078	455 795
	446 078	455 795
Total borrowings	**456 024**	**464 641**

Lease liabilities

At the commencement date of the lease where the department is the lessee the department recognises lease liabilities measured at the present value of lease payments to be made over the lease term.

Lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined which is generally the case for the department's leases, the Northern Territory Treasury Corporation's institutional bond rate is used as the incremental borrowing rate.

After the commencement date the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification a change in the lease term a change in the lease payments (such as changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

i. Reconciliation of lease liabilities

The following table presents reconciliation of liabilities under leases:

	2026 $000	2025 $000
Balance at 1 July	464 641	472 694
Additions/remeasurements	-	1
Interest expenses	45 758	46 551
Payments	(54 376)	(54 605)
Balance at 30 June	**456 024**	**464 641**

ii. Total cash outflows associated with leases

The following table presents total cash outflows associated with leases recognised as:

	2026 $000	2025 $000
Interest expense payments (refer Note 14 Interest Expenses)	45 758	46 551
Expenses relating to leases of low-value assets	3 547	2 596
Total cash outflows	**49 305**	**49 147**

iii. Amounts recognised in the comprehensive operating statement

The following amounts were recognised in the comprehensive operating statement for the year in respect of leases where the agency is the lessee:

	2026 $000	2025 $000
Depreciation expense of right-of-use assets	16 060	10 428
Interest expense on lease liabilities	45 758	46 551
Expenses relating to leases of low-value assets	3 547	2 596
Total amount recognised in the comprehensive operating statement	**63 365**	**59 575**

iv. Future minimum lease payments under non-cancellable leases not recorded as liabilities

	2026 $000	2025 $000
Not later than one year	3 547	2 596
Later than one year and not later than five years	8 866	9 086
Later than five years	-	-
	12 413	**11 682**

24. Provisions

	2026 $000	2025 $000
Current		
Employee benefits		
Recreation leave	26 858	23 438
Leave loading	1 345	1 213
Other employee benefits	5	5
	28 208	**24 656**
Other current provisions		
Fringe benefits tax	121	-
Payroll tax	2 184	1 582
Superannuation	3 844	3 261
	6 149	**4 843**
Total Provisions	**34 357**	**29 510**

Employee benefits

Provision for employee benefits include wages and salaries and recreation leave accumulated as a result of employees rendering services up to the reporting date. Liabilities arising in respect of recreation leave and other employee benefit liabilities that fall due within 12 months of reporting date are classified as current liabilities and are measured at amounts expected to be paid. Non-current employee benefit liabilities that fall due after 12 months of the reporting date are measured at present value of estimated future cash flows calculated using the appropriate government bond rate and taking into consideration expected future salary and wage levels experience of employee departures and periods of service.

All recreation leave is classified as a current liability.

No provision is made for sick leave which is non-vesting as the anticipated pattern of future sick leave to be taken is less than the entitlement accruing in each reporting period.

Employee benefit expenses are recognised on a net basis in respect of the following categories:

- wages and salaries non-monetary benefits recreation leave and other leave entitlements
- other types of employee benefits.

As part of the financial management framework the Central Holding Authority assumes the long service leave liabilities of government agencies including the Department of Corrections and therefore no long service leave liability is recognised within these financial statements.

Superannuation

Employees' superannuation entitlements are provided through the:

- Northern Territory Government and Public Authorities Superannuation Scheme (NTGPASS)
- Commonwealth Superannuation Scheme (CSS)
- or non-government employee nominated schemes for those employees commencing on or after 10 August 1999.

The department makes superannuation contributions on behalf of its employees to the Central Holding Authority or non-government employee-nominated schemes. Superannuation liabilities related to government superannuation schemes are held by the Central Holding Authority and therefore not recognised in the department's financial statements.

25. Other liabilities

	2026 $000	2025 $000
Unearned contract revenue liability	18	-
	18	-

Unearned contract revenue liability relates to consideration received in advance from the National Indigenous Australians Agency in respect of NAIDOC week 2026. The department anticipates to recognise the revenue in July 2026.

26. Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

When measuring fair value, the valuation techniques used maximise the use of relevant observable inputs and minimise the use of unobservable inputs. Unobservable inputs are used to the extent that sufficient relevant and reliable observable inputs are not available for similar assets/liabilities.

Observable inputs are publicly available data relevant to the characteristics of the assets/liabilities being valued. Observable inputs used by the department include but are not limited to published sales data for land and general office buildings.

Unobservable inputs are data assumptions and judgments not available publicly but relevant to the characteristics of the assets/liabilities being valued. Such inputs include internal department adjustments to observable data to take account of particular and potentially unique characteristics/functionality of assets/liabilities and assessments of physical condition and remaining useful life.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the following fair value hierarchy based on the inputs used:

Level 1 – inputs are quoted prices in active markets for identical assets or liabilities

Level 2 – inputs are inputs other than quoted prices included within Level 1 that are observable for the asset or liability either directly or indirectly

Level 3 – inputs are unobservable.

a) Fair value hierarchy

The department does not recognise any financial assets or liabilities at fair value as these are recognised at amortised cost. The carrying amounts of these financial assets and liabilities approximates their fair value.

The table below presents non-financial assets recognised at fair value in the Balance Sheet categorised by levels of inputs used to compute fair value.

	Level 1		Level 2		Level 3		Total fair value	
	2026 $000	2025 $000	2026 $000	2025 $000	2026 $000	2025 $000	2026 $000	2025 $000
Assets								
Land (Note 20)	-	-	16 540	-	3 600	8 750	20 140	8 750
Buildings and Infrastructure (Note 20)	-	-	-	-	464 639	299 930	464 369	299 930
Plant and equipment	-	-	-	-	1 279	383	1 279	383
Right of use	-	-	-	-	510 054	526 113	510 054	526 113
Other non financial assets	-	-	-	-	2 984	1 005	2 984	1 005
Total assets	**-**	**-**	**16 540**	**-**	**982 556**	**836 180**	**999 096**	**836 180**

There were no transfers between Level 1 and Level 2 or 3 for any assets except for land during the 2025-26 financial year.

There were four parcels of land that transferred from Level 3 to Level 2 following revaluation of assets (refer Note 20 Property, plant and equipment) as at 30 June 2026. The change was a result of there being sufficient existing market evidence to support the land valuation without significant unobservable inputs.

b) Valuation techniques and inputs

Valuation techniques and significant unobservable inputs used to measure fair value in 2025-26 are:

Asset classes	Level	Techniques	Significant unobservable inputs
Land – vacant land	2	Market	N/A
Specialised Land – with no active markets and/or significant restrictions	3	Market	Valuer assessment on restrictions
Specialised buildings	3	Current replacement cost	1. Construction costs or cost per square metre
			2. Age and condition of asset
			3. Remaining useful life
Infrastructure	3	Current replacement cost	1. Labour and material costs to replace
			2. Useful life of components
Plant and equipment	3	Current replacement cost	1. Cost per unit
			2. Useful life

There were four parcels of land that transferred from Level 3 to Level 2 following revaluation of assets (refer Note 20 Property, plant and equipment) as at 30 June 2026. The change was a result of there being sufficient existing market evidence to support the land valuation without significant unobservable inputs.

c) Additional information for level 3 fair value measurements

i. Reconciliation of recurring level 3 fair value measurements of non financial assets

2026	Land $000	Buildings and infrastructure $000	Construction (WIP) $000	Plant and equipment $000	Computer Hardware $000	Transport Equipment $000	Right of use asset $000	Total $000
	$000	$000	$000	$000	$000	$000	$000	$000
Fair value as at 1 July	8 750	299 930	-	383	940	65	526 113	836 180
Additions	-	-	-	410	-	-	-	410
Transfers in/out	3 600	37 033	2 000	864	-	-	-	43 496
Depreciation/amortisation	-	(14 787)	-	(377)	(12)	(9)	(16 060)	(31 244)
Transfers to Level 2	(16 540)	-	-	-	-	-	-	(16 540)
Revaluation increments/ decrements	7 790	142 463	-	-	-	-	1	150 253
Fair value as at 30 June	**3 600**	**464 639**	**2 000**	**1 279**	**928**	**56**	**510 054**	**982 556**

2025								
Fair value as at 1 July	37 000	225 033	74	2 082	370	-	536 539	801 097
Additions	-	665	-	(472)	690	60	-	943
Transfers in/out	(28 250)	81 420	(74)	(976)	-	-	-	52 121
Depreciation/amortisation	-	(7 188)	-	(251)	(120)	(9)	(10 428)	(17 995)
Transfers to Level 2	-	-	-	-	-	-	-	-
Revaluation increments/ decrements	-	-	-	-	-	14	1	15
Fair value as at 30 June	**8 750**	**299 930**	**-**	**383**	**940**	**65**	**526 113**	**836 180**

27. Financial instruments

A financial instrument is a contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

The department's financial instruments include cash and deposits, receivables, payables and lease liabilities. It excludes statutory receivables arising from taxes including tax receivables GST input tax credits recoverable and fines and penalties which do not meet the definition of financial instruments as per AASB 132 Financial instruments: Presentation.

The Department of Corrections has limited exposure to financial risks as discussed below.

Exposure to interest rate risk, foreign exchange risk, credit risk, price risk and liquidity risk arise in the normal course of activities. The Territory Government's investments, loans and placements and borrowings are predominantly managed through the Northern Territory Treasury Corporation (NTTC) adopting strategies to minimise the risk. Derivative financial arrangements are also utilised to manage financial risks inherent in the management of these financial instruments. These arrangements include swaps forward interest rate agreements and other hedging instruments to manage fluctuations in interest or exchange rates.

a) Categories of financial instruments

The carrying amounts of the department's financial assets and liabilities by category are disclosed in the table below.

	Category	2026 $000	2025 $000
Cash and deposits	Other	39 209	27 526
Receivables[1]	Amortised cost	223	34
Total financial assets		39 432	27 560
Deposits held[1]	Amortised cost	1 997	2 345
Payables[2]	Amortised cost	3 895	2 032
Lease liabilities	Amortised cost	456 024	464 641
Total financial liabilities		**461 917**	**469 018**

[1] Total amount disclosed here exclude statutory amounts prepaid expenses and accrued contract revenue.

[2] Amounts disclosed exclude statutory amounts and accruals (such as accrued revenue and provisions) as these do not meet the definition of financial instruments and therefore amounts will not reconcile to the balance sheet.

Financial assets at amortised cost

Financial assets categorised at amortised cost are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method less impairment. The department's financial receivables are categorised at amortised cost.

Financial assets at fair value through other comprehensive income

Financial assets classified at fair value through other comprehensive income (FVOCI) initially and subsequently recognised at fair value. Changes in the fair value are recognised in other comprehensive income except for the recognition of impairment gains or losses and interest income which are recognised in the operating result in the comprehensive operating statement. When financial assets are derecognised the cumulative gain or loss previously recognised in other comprehensive income is reclassified from equity to the comprehensive operating statement.

For equity instruments elected to be categorised at FVOCI changes in fair value recognised in other comprehensive income are not reclassified to profit or loss on derecognition of the asset. Dividends from such instruments continue to be recognised in the comprehensive operating statement as other income when the department's right to receive payments is established.

Financial assets at fair value through profit or loss

The Department of Corrections does not have any financials assets under this category.

Financial liabilities at amortised cost

Financial liabilities at amortised cost are measured at amortised cost using the effective interest rate method. The department's financial liabilities categorised at amortised cost include all accounts payable deposits held and lease liabilities.

Financial liabilities at fair value through profit or loss

The department does not have any financial liabilities under this category.

b) Credit risk

Credit risk is the risk that one party to a financial instrument will cause financial loss for the other party by failing to discharge an obligation.

The department has limited credit risk exposure (risk of default). In respect of any dealings with organisations external to government the department has adopted a policy of only dealing with creditworthy organisations and obtaining sufficient collateral or other security where appropriate as a means of mitigating the risk of financial loss from defaults.

The carrying amount of financial assets recorded in the financial statements net of any allowances for losses represents the department's maximum exposure to credit risk without taking account of the value of any collateral or other security obtained.

Credit risk relating to receivables is disclosed in Note 18 Receivables.

c) Liquidity risk

Liquidity risk is the risk the department will not be able to meet its financial obligations as they fall due. The department's approach to managing liquidity is to ensure it will always have sufficient funds to meet its liabilities when they fall due. This is achieved by ensuring minimum levels of cash are held in the department's bank account to meet various current employee and supplier liabilities. The department's exposure to liquidity risk is minimal. Cash injections are available from the Central Holding Authority in the event of one-off extraordinary expenditure items arise that deplete cash to levels that compromise the department's ability to meet its financial obligations.

The following tables detail the department's remaining contractual maturity for its financial liabilities calculated based on undiscounted cash flows at reporting date. The undiscounted cash flows in these tables differ from the amounts included in the balance sheet which are based on discounted cash flows.

Maturity analysis for financial liabilities

2026	Carrying amount $000	Less than a year $000	1 to 5 years $000	More than 5 years $000	Total $000
Liabilities					
Deposits held[1]	1 997	1 997	-	-	1 997
Payables[1]	3 895	3 895	-	-	3 895
Lease liabilities	456 024	9 716	49 412	396 896	456 024
Total financial liabilities	**461 917**	**15 609**	**64 945**	**396 896**	**461 917**

[1] Amounts disclosed exclude statutory amounts and accruals (such as accrued revenue and provisions) as these do not meet the definition of financial instruments and therefore amounts will not reconcile to the balance sheet.

2025	Carrying amount $000	Less than a year $000	1 to 5 years $000	More than 5 years $000	Total $000
Liabilities					
Deposits held[1]	2 345	2 345			2 345
Payables[1]	2 032	2 032			2 032
Lease liabilities	464 641	8 846	59 128	396 667	464 641
Total financial liabilities	**469 018**	**13 223**	**59 128**	**396 667**	**469 018**

[1] Amounts disclosed exclude statutory amounts and accruals (such as accrued revenue and provisions) as these do not meet the definition of financial instruments and therefore amounts will not reconcile to the balance sheet.

d) Market risk

Market risk is the risk the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. It comprises interest rate risk, price risk and currency risk.

i. Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rate.

The department is not exposed to interest rate risk as the department's financial assets and financial liabilities with the exception of leases are non-interest bearing. Lease arrangements are established on a fixed interest rate and therefore do not expose the department to interest rate risk.

ii. Price risk

The department is not exposed to price risk as the department does not hold units in unit trusts.

iii. Currency risk

Currency risk is the risk that fair value of future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

The department is not exposed to currency risk as the department does not hold borrowings denominated in foreign currencies or transactional currency exposures arising from purchases in a foreign currency.

28. Related parties

a) Related parties

The Department of Corrections is a government administrative entity and is wholly owned and controlled by the Territory Government. Related parties of the department include:

- the portfolio minister and key management personnel (KMP) because they have authority and responsibility for planning directing and controlling the activities of the department directly
- close family members of the portfolio minister or KMP including spouses' children and dependents
- all public sector entities that are controlled and consolidated into the whole of government financial statements
- any entities controlled or jointly controlled by KMP's or the portfolio minister or controlled or jointly controlled by their close family members.

b) Key management personnel (KMP)

Key management personnel of the Department of Corrections are those persons having authority and responsibility for planning, directing and controlling the activities of the department. These include the Minister for Corrections the Chief Executive Officer and the members of the executive leadership group of the Department of Corrections.

c) Remuneration of key management personnel

The details below exclude the salaries and other benefits of the Minister for Corrections as the Minister's remunerations and allowances are payable by the Department of the Legislative Assembly and consequently disclosed within the Treasurer's annual financial statements.

The aggregate compensation of key management personnel of the Department of Corrections is set out below:

	2026 $000	2025 $000
Short-term benefits	2 265	2 147
Post-employment benefits	232	242
Total remuneration of key management personnel	**2 497**	**2 390**

Long service leave benefits are centrally recognised and paid by the Central Holding Authority (CHA) and do not form part of department's accounts or cash outflows. As there is no financial impact on the department's financial statements long service leave benefits are excluded from the quantitative disclosures of key management personnel compensation.

d) Related party transactions: Transactions with Northern Territory Government-controlled entities

The department's primary ongoing source of funding is received from the Central Holding Authority in the form of output and capital appropriation and on-passed Commonwealth national partnership and specific-purpose payments.

The following table provides quantitative information about related party transactions entered during the year with all other Northern Territory Government-controlled entities.

2026	Revenue from related parties $000	Payments to related parties $000	Amounts owed by related parties $000	Amounts owed to related parties $000
All NT Government departments	25 035	80 883	-	1 492

2025	Revenue from related parties $000	Payments to related parties $000	Amounts owed by related parties $000	Amounts owed to related parties $000
All NT Government departments	32 805	63 884	10	2 007

Related Party	Nature	Revenue from Related Parties 2025-26 $000	Payments to Related Parties 2025-26 $000	Revenue from Related Parties 2024-25 $000	Payments to Related Parties 2024-25 $000
Department of Corporate and Digital Development	Free of charge revenue and services in relation to corporate functions; provision of IT related services	17 039	18 086	24 342	27 411
Department of Logistics and Infrastructure	Free of charge revenue and services in relations to repairs and maintenance	7 812	7 812	5 100	5 100
Department of Education and Training	Provision of education services for Youth Justice	-	416	-	1 452
Power and Water	Supply of water sewage and other utilities	-	1 116	-	1 233
NT Fleet	Provision repair and maintenance of leased motor vehicles	-	2 667	-	2 840
Data Centre Services	Provision of IT related services	-	59	-	24
Department of Health	Provision of prisoner health services	-	44 569		17 926
Jacana Energy	Supply of electricity	-	1 116	-	1 719
		24 851	**75 841**	**29 442**	**57 705**

The department's transactions with other government entities included the following significant transactions. The department's transactions with other government entities not specified below are not individually significant.

Other related party transactions are as follows:

Given the breadth and depth of Territory Government activities related parties will transact with the Territory public sector in a manner consistent with other members of the public including paying stamp duty and other government fees and charges and therefore these transactions have not been disclosed.

29. Contingent liabilities and contingent assets

a) Contingent liabilities

The department has entered into a number of contracts or agreements with private and public organisations. These contracts and agreements include terms and conditions requiring the department to provide either a guarantee or indemnity to the beneficiaries.

The department maintains a register of contingent liabilities. Indemnities and guarantees require assessment and approval by the Accountable Officer or the Treasurer with ministerial endorsement. Contingent liabilities are not accounted for in the department's financial statements as they cannot be quantified and the likelihood of occurrence is uncertain but considered low.

b) Contingent assets

The department had no contingent assets as at 30 June 2026 or 30 June 2025.

30. Events subsequent to balance date

No events have arisen between the end of the financial year and the date of this report that require adjustment to or disclosure in these financial statements.

31. Budgetary information

The following tables present the variation between the 2025-26 original budgeted financial statements as reported in 2025-26 Budget Paper No. 3 Agency Budget Statements and the 2025-26 actual amounts reported in the financial statements together with explanations for significant variations.
The variations within these tables do not include changes to budgeted appropriations from 2025-26 original budget to 2025-26 final budget. Refer to Note 5a for summary changes to budget appropriations.

Comprehensive operating statement

	2026 Actual $000	2026 Original budget $000	Variance $000	Note
INCOME				
Grants and subsidies revenue				
Current	15	-	15	
Appropriation				
Output	486 375	435 392	50 983	1
Sales of goods and services	4 132	3 367	765	
Goods and services received free of charge	24 851	31 861	(7 010)	2
Gain on disposal of assets	3		3	
Other income	3 050	1 078	1 972	3
TOTAL INCOME	**518 427**	**471 698**	**46 729**	
EXPENSES				
Employee expenses	246 014	235 108	10 906	1
Administrative expenses				
Purchases of goods and services	184 272	135 939	48 333	1
Depreciation and amortisation	31 244	22 404	8 840	
Other administrative expenses	27 042	31 861	(4 819)	2
Grants and subsidies expenses				
Current	15 395	23 654	(8 259)	4
Interest expenses	45 758	45 756	2	
TOTAL EXPENSES	**549 725**	**494 722**	**55 003**	
NET SURPLUS/(DEFICIT)	**(31 298)**	**(23 024)**	**(8 274)**	
OTHER COMPREHENSIVE INCOME				
Items that will not be reclassified to net surplus/deficit				
Changes in asset revaluation surplus	156 522	-	156 522	
TOTAL OTHER COMPREHENSIVE INCOME	**156 522**	**-**	**156 522**	
COMPREHENSIVE RESULT	**125 224**	**(23 024)**	**148 248**	

Notes:

The following notes relate to variances greater than 20% or where multiple significant variances have occurred.

1. The variance is primarily due to $32 million Cabinet approved towards additional budget pressure for operation of two women facilities and $18 million of prisoner health services base budget transferred from the Department of Health during the year.
2. The Department of Corporate and Digital Development changed the service costs charging model during the year which reduced the overall non-cash revenue and expenditure.
3. The variance is due to higher Prisoner Telephone System sales across all correctional centres, driven by increased prisoner numbers, and recognition of prior-year revenue not previously recorded, including $676k for Alice Springs Correctional Centre and $373k for Berrimah Correctional Centre.
4. The $8 million variance occurred across various programs due to a lack of suitable external pro-viders, the remote location of services, or restrictions on prisoner movement within correctional facilities. The funds are reprioritisation towards operational budget to deliver some programs internally.

Balance Sheet

	2026 Actual $000	2026 Original budget $000	Variance $000	Note
ASSETS				
Current assets				
Cash and deposits	39 209	26 099	13 110	1
Receivables	2 051	2 714	(663)	
Inventories	5 808	2 692	3 116	2
Total current assets	**47 068**	**31 505**	**15 563**	
Non-current assets				
Property plant and equipment	999 096	810 839	188 257	3
Total non-current assets	**999 096**	**810 839**	**188 257**	
TOTAL ASSETS	**1 046 164**	**842 344**	**203 820**	
LIABILITIES				
Current liabilities				
Deposits held	1 997	365	1 632	
Payables	40 770	23 978	16 792	1
Borrowings	9 947	-	9 947	4
Provisions	34 357	26 047	8 310	5
Other liabilities	18	-	18	
Total current liabilities	**87 088**	**50 390**	**36 698**	
Non-current liabilities				
Borrowings	446 077	455 794	(9 717)	4
Total non-current liabilities	**446 077**	**455 794**	**(9 717)**	
TOTAL LIABILITIES	**533 166**	**506 184**	**26 982**	
NET ASSETS	**512 998**	**336 160**	**176 838**	
EQUITY				
Capital	627 816	596 511	31 305	
Reserves	286 433	129 897	156 536	
Accumulated funds	(401 251)	(390 248)	(11 003)	
TOTAL EQUITY	**512 998**	**336 160**	**176 838**	

Notes:

The following notes relate to variances greater than 20% or where multiple significant variances have occurred.

1. Cash improved compared to budget, primarily due to a timing difference resulting from Q4 interest payment of $12.42 million that had not been processed by the end of the reporting period.
2. Inventory balances have increased due to a higher value of inventory held for distribution at the Alice Springs store than originally budgeted.
3. The increase in the value of property, plant and equipment is largely a result of the infrastructure program including establishment of the Katherine Work Camp and works at the Berrimah Correctional Centre and Alice Springs Youth Intake and Referral Centre, along with adjustments following revaluations of buildings, infrastructure and land.
4. Budget is against non-current liabilities.
5. Employee provisions are higher than budget, reflecting increased staffing levels as at 30 June 2026.

Cash flow statement

	2026 Actual $000	2026 Original budget $000	Variance $000	Note
CASH FLOWS FROM OPERATING ACTIVITIES				
Operating receipts				
Grants and subsidies received				
Current	15		15	
Appropriation			-	1
Output	486 375	435 392	50 983	
Receipts from sales of goods and services	23 106	4 445	18 661	
Total operating receipts	**509 496**	**439 837**	**69 659**	
Operating payments				
Payments to employees	(236 163)	(235 108)	(1 055)	
Payments for goods and services	(211 984)	(134 909)	(77 075)	2
Grants and subsidies paid			-	
Current	(15 395)	(23 654)	8 259	3
Interest paid	(33 537)	(45 961)	12 424	
Total operating payments	**(497 079)**	**(439 632)**	**(57 447)**	**4**
Net cash from/(used in) operating activities	**12 417**	**205**	**12 212**	
CASH FLOWS FROM INVESTING ACTIVITIES				
Investing payments				
Purchases of non-financial assets	(410)		(410)	
Total investing payments	**(410)**	**-**	**(410)**	
Net cash from/(used in) investing activities	**(410)**	**-**	**(410)**	
CASH FLOWS FROM FINANCING ACTIVITIES				
Financing receipts				
Proceeds from borrowings				
Deposits received	(348)	-	(348)	
Equity injections				
Capital appropriation	8 641	8 641	-	
Total financing receipts	**8 293**	**8 641**	**-**	
Financing payments				
Lease liabilities payments	8 618	8 846	(228)	
Total financing payments	**8 618**	**8 846**	**(228)**	
Net cash from/(used in) financing activities	**(324)**	**(205)**	**(119)**	
Net increase/(decrease) in cash held	11 683	-	11 683	
Cash at beginning of financial year	27 526	26 099	1 427	
CASH AT END OF FINANCIAL YEAR	**39 209**	**26 099**	**13 110**	

Notes:

The following notes relate to variances greater than 20% or where multiple significant variances have occurred.

1. The variance is primarily due to $32 million cabinet approved towards additional budget pressure for custodial transport, increased prisoner numbers and $18 million of prisoner health services base budget transferred from the Department of Health during the year.
2. The variance is due to non-budgeted items including $45.5 million for prisoner health services and $18 million for external escort services payments.
3. $8 million in underspending across various programs occurred due to a lack of suitable external providers, the remote location of services, or restrictions on prisoner movement within correctional facilities. The funds are reprioritisation towards operational budget to deliver some programs internally.
4. The finance lease interest variance is due to lease interest payments being made quarterly. The fourth quarter 2025-26 interest invoice was accrued at 30 June 2026 but had not been paid by the reporting date.

Glossary and abbreviations

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Term / acronym	Definition
AAC	Aboriginal Advisory Committee
ACLP	Australian Correctional Leadership Program
ACM	Australian Corrections Medal
ACT	Australian Capital Territory
AGD	Attorney-General's Department
AFL	Australian Football League
AI	Artificial intelligence
ALPA	The Arnhem Land Progress Aboriginal Corporation
AMHFA	Aboriginal and Torres Strait Islander Mental Health First Aid
AOD	Alcohol and other drugs
ASCC	Alice Springs Correctional Centre
AVETMISS	Australian Vocational Education and Training Management Information Statistical Standard
BCC	Berrimah Correctional Centre
BP3	Budget Paper 3
BSF / BSFs	Bail Support Facility / Bail Support Facilities
BWC	Barkly Work Camp
CBU	Complex Behaviour Unit
CDU	Charles Darwin University
CEO	Chief Executive Officer
CHART	Changing Habits and Reaching Targets
CSWP	Community Support Work Program
CVAC	Crime Victims Advisory Committee
CVSU	Crime Victims Services Unit
CWO / CWOs	Community Work Order / Community Work Orders
CYD	Community Youth Diversion
CYJO / CYJOs	Community Youth Justice Officer / Community Youth Justice Officers
DCC	Darwin Correctional Centre
DCDD	Department of Corporate and Digital Development
DCP	Darwin Correctional Precinct
DCR	De-escalation Control and Restraint
DET	Department of Education and Training

Term / acronym	Definition
DFSV	Domestic, family and sexual violence
DLI	Department of Logistics and Infrastructure
DoC	Department of Corrections
DTA	Deadly Thinking Adult
DTY	Deadly Thinking Youth
DWC	Datjala Work Camp
ECO / ECOs	Experienced Correctional Officer / Experienced Correctional Officers
EI	Employment Instruction
ELG	Executive Leadership Group
EM	Electronic monitoring
EMD / EMDs	Electronic monitoring device / electronic monitoring devices
EVP	Elders Visiting Program
FOI	Freedom of Information
FTE	Full-time equivalent
FVP	Family Violence Program
FWA	Flexible work arrangement
FY	Financial year
HCR-20	Historical-Clinical-Risk Management-20 violence risk assessment framework
HYDC	Holtze Youth Detention Centre
IADP	Intensive Alcohol and Drug Program
I-BAI	Bail Allowed
I-BAC	Bail Continued
I-BCV	Bail Conditions Varied
ICAC	Independent Commissioner Against Corruption
ICT	Information and communications technology
ISE	Industries, Skills and Employment
KPI / KPIs	Key performance indicator / key performance indicators
LLN	Language, literacy and numeracy
NAIDOC Week	Annual national celebration of the histories, cultures and achieve-ments of Aboriginal and Torres Strait Islander peoples.
NDIS	National Disability Insurance Scheme
NGO	Non-government organisation
NSW	New South Wales
NT	Northern Territory
NTG	Northern Territory Government
NTPF	Northern Territory Police Force
NTPS	Northern Territory Public Sector

Term / acronym	Definition
NWA	National Wellbeing Alliance
OCC	Office of the Children's Commissioner
OCPE	Office of the Commissioner for Public Employment
OIC	Office of the Information Commissioner
ORE	Offender Rehabilitation and Engagement — former name of the Rehabilitation and Reintegration function
PACCOA	Probation and Community Corrections Officers' Association
PCL	Power Community Limited
PGC	Program Governance Committee
PILS	Prisoner In-Cell Learning System
PSEMA	*Public Sector Employment and Management Act 1993 (NT)*
PSU	Professional Standards Unit
QLD	Queensland
R&R	Rehabilitation and Reintegration
RAGE	Recognising Anger Gaining Empowerment
RANT	Relationships Australia NT
RoGS	Report on Government Services
RTO / RTOs	Registered Training Organisation / Registered Training Organisations
S2AJ	Sentenced to a Job
SA	South Australia
SARA	Spousal Assault Risk Assessment
SATS	Specialist Assessment and Treatment Services
SCBA	Self-Contained Breathing Apparatus
SMS	Student management system
SOTP	Sex Offender Treatment Program
SPR	Strategy, Performance and Risk
STAS	Sentenced to a Skill
TAS	Tasmania
TCO / TCOs	Trainee Correctional Officer / Trainee Correctional Officers
TRM	Territory Records Manager
VET	Vocational education and training
VFT	Value for Territory
VIC	Victoria
VOTP	Violent Offender Treatment Program
VTP	Vocational Training Program
WA	Western Australia
WHS	Work health and safety

Key terminology

Term	Definition
Abscond	An unauthorised absence from a low-security or open correctional setting. The report distinguishes an abscond from an escape from secure custody.
Bail Supported Accommodation — Adult / Open House	Supervised or supported accommodation providing an alternative to custody for eligible people who may otherwise be unable to meet bail or other release arrangements because of accommodation instability.
Bail Support Facility — Youth	Supervised accommodation for young people on bail, combined with case management, education, rehabilitation, well-being and other supports.
Community Corrections	Community-based supervision and case management of people subject to court or Parole Board orders, including electronic monitoring, rehabilitation and community work.
Community Support Work Program	Supervised prisoner work undertaken for community organisations, public assets or community projects.
Community Work Order	A court-imposed order requiring the completion of community work.
Criminogenic needs	Dynamic factors associated with offending behaviour that may be addressed through targeted intervention to reduce the risk of reoffending.
Electronic monitoring	Technology-enabled monitoring used to support compliance with bail, parole and other community-based orders.
Escape	Unauthorised departure from secure custody. The report distinguishes this from an abscond from a low-security setting.
Official Visitor	A statutorily appointed independent visitor who attends custodial facilities, engages with people in custody and provides independent oversight and reporting.
Open-security / open-rated prisoner	A prisoner assessed as suitable for placement in an open or lower-security correctional environment, including work camps.
Recidivism	For the report's BP3 measure, return to prison with a new sentence within two years of release. The relevant reporting cohort therefore predates the current reporting year.
Rehabilitation	Interventions and services intended to address offending behaviour, risks and needs and support positive behavioural change.
Reintegration	Support for a person's transition from custody into the community, including accommodation, health, employment, education, cultural and social supports.
Remand	Custody while criminal proceedings are continuing or pending final disposition, as distinct from custody under a sentence.
Sentence management	Processes for classification, planning, placement, case management and progression of prisoners during a custodial sentence.
Throughcare	Coordinated support commencing before release and continuing into the community to reduce service disruption and support reintegration.
Work camp	A lower-security correctional facility providing structured work, education, training, rehabilitation and reintegration opportunities.

NORTHERN TERRITORY GOVERNMENT | Department of CORRECTIONS