



2014-15 ANNUAL REPORT



DEPARTMENT OF
CORRECTIONAL SERVICES



PURPOSE OF THE ANNUAL REPORT

Annual reports and budget statements are the principal formal accountability mechanisms between the Northern Territory Government and the Northern Territory Department of Correctional Services.

The primary purpose of this annual report is accountability, in particular about the performance and key achievements of the Northern Territory Department of Correctional Services during 1 July 2014 to 30 June 2015.

Pursuant to section 28 of the *Public Sector Employment and Management Act* and section 12 of the *Financial Management Act*, the report aims to inform the Parliament (through the responsible Minister), other stakeholders, educational and research institutions, the media and the general public about the performance of the department in relation to the agreed outcomes against approved budget programs, provide information about the primary functions of the department and significant activities undertaken during the year.

Copies of the Annual Report

This annual report is available as an electronic document and can be viewed online at www.correctionalservices.nt.gov.au

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The Honourable John Elferink MLA
Minister for Correctional Services
Parliament House
DARWIN NT 0800

Dear Minister

I am delighted to present you with the 2014-15 Annual Report for the Northern Territory Department of Correctional Services which has been prepared in accordance with the provisions of section 28 of the *Public Sector Employment and Management Act* and section 12 of the *Financial Management Act*, for presentation to the Northern Territory Legislative Assembly.

Pursuant to my responsibilities as the Accountable Officer under the *Public Sector Employment and Management Act*, the *Financial Management Act* and the *Information Act* I advise that to the best of knowledge and belief:

- a) Proper records of all transactions affecting the Department of Correctional Services are kept and all employees under my control observe the provisions of the *Financial Management Act*, the Financial Management Regulations and the Treasurer's Directions.
- b) Procedures within the Department afford proper internal control and these procedures are recorded in the Accounting and Property Manual, which has been prepared in accordance with the requirements of the *Financial Management Act*.
- c) There is no indication of fraud, malpractice, major breach of legislation or delegation, major error in, or omission from, the accounts and records.
- d) In accordance with section 15 of the *Financial Management Act*, the internal audit capacity available was adequate and the results of the internal audits were reported to me as Commissioner.
- e) The financial statements included in this annual report have been prepared from proper accounts and records and are in accordance with the Treasurer's Directions.
- f) All Employment Instructions issued by the Commissioner for Public Employment have been satisfied.
- g) In respect of my responsibilities pursuant to section 131 of the *Information Act*, I advise that to the best of my knowledge and belief, processes have been implemented to achieve compliance with the archives and records management provisions prescribed in Part 9 of the *Information Act*.

Yours sincerely



KEN MIDDLEBROOK
COMMISSIONER

3 September 2015

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GLOSSARY

ABS	Australian Bureau of Statistics	MLA	Member of the Northern Territory Legislative Assembly
ACA	Aboriginal Cultural Advisor	MP&I	Major Projects and Infrastructure
AGM	Assistant General Manager	NGO	Non-Government Organisation
AHD	Administrative Home Detention	NTCI	Northern Territory Correctional Industries
AJJA	Australian Juvenile Justice Administrators	NTDCS	Northern Territory Department of Correctional Services
ASCC	Alice Springs Correctional Centre	NTG	Northern Territory Government
ASYDC	Alice Springs Youth Detention Centre	NTPS	Northern Territory Public Sector
ATSI	Aboriginal and Torres Strait Islander	OIC	Officer In Charge
BCC	Berrimah Correctional Centre	OVP	Official Visitors Program
BCS	Berrimah Construction Services	PBSS	People, Business and Strategic Services
BWC	Barkly Work Camp	PEP	Paid Employment Program
CC	Community Corrections	PIO	Principal Industries Officer
CCO	Chief Correctional Officer	PPO	Probation and Parole Officer
CIAC	Correctional Industries Advisory Council	PSU	Professional Standards Unit
CIO	Chief Industries Officer	RTO	Registered Training Organisation
CO	Custodial Officer	SCO	Senior Correctional Officer
CO/FO	Custodial Officer/First Class	SIO	Senior Industries Officer
Commissioner	Commissioner of Correctional Services	SLDU	Staff Learning and Development Unit
CSP	Community Support Program	SMT	Sentence Management Team
CWO	Community Work Order	SOTP	Sex Offender Treatment Program
DCC	Darwin Correctional Centre	SS	Shift Supervisor
DCP	Darwin Correctional Precinct (includes operations outside the DCC perimeter fence)	SSSP	Safe Sober Strong Program
DDYDC	Don Dale Youth Detention Centre	STAJ	Sentenced to a Job
DWC	Datjala Work Camp	SYJO	Senior Youth Justice Officer
ED	Executive Director	TCO	Trainee Correctional Officer
EDG	Executive Directors' Group	VEP	Volunteer Employment Program
EIYBCP	Early Intervention Youth Boot Camp Program	VET	Vocational Education and Training
EM	Electronic Monitoring	VOTP	Violent Offender Treatment Program
EVP	Elders Visiting Program	YDRAG	Youth Detention Reform Advisory Group
FOI	Freedom of Information	YFVP	Youth Family Violence Program
FRP	Family Responsibility Program	YJAC	Youth Justice Advisory Committee
FTE	Full time Equivalent Employee	YJFSC	Youth Justice Framework Steering Committee
FVP	Family Violence Program	YJO	Youth Justice Officer
GLP	General Leave Permit		
GM	General Manager		
GPS	Global Positioning System		
HR	Human Resources		
HSR	Health and Safety Representatives		
IEP	Indigenous Employment Program		
IOMS	Integrated Offender Management System		
IR	Industrial Relations		
Minister	Minister for Correctional Services		



INTRODUCTION

- 8..... The year in review by the Commissioner
- 10..... Highlights for 2014-15
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- 25..... Our Goals for the next 12 months
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KEN MIDDLEBROOK
Commissioner

THE YEAR IN REVIEW BY THE COMMISSIONER

This has been a rewarding, and challenging year for the Department of Correctional Services (NTDCS).

The annual report has been structured to report progress, achievements and outcomes for the period 1 July 2014 to 30 June 2015, against each of the themes identified in the *Strategic Intent 2013 – 2016*.

The Department received income of \$182 million in 2014-15; an increase of \$28 million from 2013-14, predominately due to an increase in Output Appropriation for the commissioning and operation of the new Darwin Correctional Centre (DCC), finance lease abatement revenue, and an increase in various prison industries revenue streams.

Key results at year end for NTDCS were:

- An operating deficit of \$34 million, primarily due to unfunded depreciation and amortisation expenses of \$16.7 million and expenditure associated with the new DCC which is partially funded via the balance sheet.
- Interest expenditure of \$32 million, and an increase in non-current assets of \$508 million from 2013-14, primarily as a result of the recognition of the DCC asset and associated finance lease.

A detailed analysis of our financial performance by output groups, are provided in the financial statements on page 123.

Performance against key deliverables in each output group showed mixed results.

For Custodial Services, the daily average number of prisoners was lower than what was anticipated; however, numbers fluctuate in response to numerous variables that may include police activity, court activity, length of sentence imposed and sentencing options.

While participation in employment programs, including Sentenced to a Job is subject to eligibility, there were major disruptions during the transition to the new DCC and slow business economy in Alice Springs, resulting in low numbers of prisoners' participation in employment programs, yet prisoners' participating in volunteer employment was higher than expected during this period.

Participation in offender programs remained steady with a decline in participation in education programs also impacted by the transition to the new DCC.

The new Output Group of Correctional Industries showed a positive result in prisoner participation in commercial employment as a result of the new industry facilities in DCC and Alice Springs Correctional Centre (ASCC) providing more opportunities for prisoners and more revenue generation.

Community Corrections continues to show pleasing results with 69% of community work orders successfully completed and 35,462 community work hours completed over the reporting period.

Youth Justice has faced a number of challenges over the past year, some quite complex, including multiple relocations of the Don Dale Youth Detention Centre. Fluctuating detainee numbers saw numbers peak at 44 in the March quarter; down to 41 as at 30 June 2015.

While 77 young people commenced Youth Boot Camps; 55 have completed camp during the year, with others participating, yet to complete. The Alice Springs Family Responsibility Program had an increase in active cases from 120 in 2013-14 to 153 in 2014-15. Over \$2.85 million was distributed for youth grants with the unallocated funding being diverted to support operational requirements within Youth Detention.

Another new Output Group for NTDCS was Corporate and Governance. The majority of key deliverables exceeded targets: number of audits completed, ministerial responses submitted within timeframes; and media and marketing activities; however, a limited client satisfaction survey conducted shows mixed results.

Our core business remains focussed on reducing recidivism and is evidenced by the range of programs and services developed and delivered to our diverse client group.

The interconnections between Community Corrections, Youth Justice and Correctional Operations, underpinned by specialised corporate and governance staff, continues to strengthen and is fundamental to our success over the past year.

Datjala Work Camp has been relocated to a permanent location in Nhulunbuy with ongoing staff relocating from across the NT, enabling NTDCS to respond effectively to the needs of offenders and the local community.

Electronic bracelets used to monitor offenders' movements in the community are continuing to be rolled out across the Northern Territory following the successful implementation of the technology.

The new *Correctional Services Act* was assented to 9 September 2015, repealing the outdated Prisons (Correctional Services) Act and provides an improved and modern foundation of correctional services in the NT.

On 8 September 2014, the Darwin Correctional Precinct (DCP) was commissioned. This was the fruition of a number of years of planning and construction with the final prisoners transferring on 28 November 2014. This year's annual report has a special section devoted to a retrospective from HM Fannie Bay Gaol, to DCC at Berrimah to the new DCC at Holtze.

I would like to thank and offer my appreciation to all staff involved in the transition and closure of Berrimah for their professionalism, expertise and commitment. It is because of our staff that the transition occurred in a timely manner and without significant incidents.

I would also like to recognise and thank the staff from Alice Springs who provided invaluable support to Darwin. The collaborative working relationships between the regions is outstanding and strengthens the culture we are striving to which is supportive, productive and respectful.

A special mention and thank you goes to Superintendent Bill Carroll and the DCP Commissioning Team, David West, Sharyne Wait, and Karen Weston, Chief Information Officer, and her team for all your hard work, dedication and efforts on the project who were instrumental in the testing and opening of the new centre.

Going forward, the new DCC, in strong partnership with the ASCC and regional Work Camps allows us to maximise education, training and employment opportunities for prisoners to ultimately achieve our goals of reducing reoffending.

I am proud to be the Commissioner at the historic opening of the new correctional facility and I congratulate all involved in the project on a job well done.

HIGHLIGHTS FOR 2014-15

This past year has been an important, challenging and successful year for our Department. Arguably one of the biggest achievements has been the transition to the new Darwin Correctional Precinct and our biggest challenge the serious incidents in the Youth Justice Detention Centres.

A snapshot of our achievements for 2014-15 has been, but not limited to the:

- Darwin Correctional Precinct;
- New Sentence Management Manual;
- The new *Correctional Services Act*;
- Technological Advancements;
- Trialled public housing refurbishment program;
- Expansion of the Sentenced to a Job program;
- Development of the Youth Justice Framework;
- Trial and implementation of Electronic Monitoring;
- Rollout of the new Grants Management Framework;
- Development of the new Community Engagement Framework;
- Review and improvement of pre and post release accommodation services;
- Expansion of work camps including the transition of the Datjala Work Camp;
- Enhanced management of the NT Parole Board Secretariat, including the introduction of eScribe;
- Community Corrections Indigenous Language Resources developed;
- Rollout of the People Plan, workforce planning, targeted recruitment campaigns; and
- And most importantly, the ongoing daily tasks/duties provided by staff which often don't get a mention.

Official opening of the Darwin Correctional Precinct

The Darwin Correctional Precinct (DCP) was officially opened on 8 September 2014, by Minister Elferink, the Minister for Infrastructure, the Hon. Peter Styles, Mr David McHugh Chief Executive Officer, Department of Infrastructure, Mr Lloyd O'Hare Sentinel Director and the Commissioner.

DCP is a 1,048 bed correctional centre that includes a Pre-Release Work Village and Complex Behaviour Unit. The opening of the DCP was logistically challenging and included the Staff Open Day held on 7 September 2014. The significance of the event was reflected by including a wide range of past and present employees of NTDCS in the ceremonial events.

Approximately 430 staff and family members attended the Staff Open Day which was a one-off opportunity to visit the facility prior to it becoming fully operational. This event was hugely popular and enabled employees to show family members where they work, which would not normally be available to them due to operational matters.

The ceremony commenced with the first raising of the Correctional Centre's flags by the Colours Party that consisted of retired long serving Correctional Officers: Superintendent Steve Russell (ret), Deputy Superintendent Hubert Kohlweg (ret); Chief Prison Officer Stephen Horsfall (ret), Chief Prison Officer Richard Redding (ret), Chief Prison Officer Peter Truman (Ret) and Chief Prison Officer Caroline Fisher, whilst Shiane Hawke sang the Australian National Anthem.

A formal parade of current Correctional Officers marched to centre stage for the unveiling of the facilities plaque. The doors to the facility were opened and the parade marched through the sally port followed by the distinguished guests and invited visitors accumulating in the ceremonial keys being handed over to Superintendent Bill Carroll by Minister Styles.

A smoking ceremony was conducted to ward away bad spirits and cleanse the facility in readiness for the transfer of the prisoners from Berrimah Correctional Centre.

Following the conclusion of the official opening dignitaries and visitors were invited to see firsthand the facilities contained within DCP. Tours were taken around DCP where staff were on hand to answer any visitors' questions.

By Opening Day there were 44 prisoners accommodated at DCP who were assisting with testing of facility codes, accommodation infrastructure standards and movement control protocols amongst other activities.

The last prisoners were transferred to DCP on 28 November 2014, from the Berrimah Correctional Centre, which was then decommissioned on 22 December 2014.



L to R – The official opening of the Darwin Correctional Precinct Mr Lloyd O’Hara Sentinel Director, David McHugh Chief Executive Officer Department of Infrastructure, Ken Middlebrook Commissioner for Correctional Services, Mr John Elferink Minister for Correctional Services, Mr Peter Styles Minister for Infrastructure



Correctional Officers on parade at the Official Opening Ceremony 8 September 2014



Superintendent Bill Carroll, General Manager Darwin Correctional Precinct



Superintendent Bill Carroll, Genral Manager Darwin Correctional Precinct being given the ‘keys’ to the prison by Mr Peter Styles Minister for Infrastructure

Opening of Nuku Road

On 30 June 2015, Nuku Road was official opened by Minister Elferink and the family of Paul Nuku (dec), his wife Kosera Nuku, son Paul Nuku Jr and daughters Amelia Seipel and Anita Stokes.

Mr Paul Nuku sadly passed away on 24 January 2014, and in recognition of his long service and commitment as a Correctional Officer with NTDCS, a decision was made to name the entry road into the new Darwin Correctional Precinct after Paul.

Paul's career with Correctional Services in the NT spanned 35 years working at Fannie Bay Gaol, Gunn Point Prison Farm, Wildman River Wilderness Work Camp (for youth detainees), Darwin Correctional Centre and Datjala Work Camp.

Paul commenced his service at Fannie Bay Gaol on 15 January 1979, prior to this he had worked at Long Bay Gaol and Parramatta Gaol in New South Wales. In September 1979, Paul, along with all Fannie Bay Gaol staff, transferred to the new Darwin Prison at Berrimah.

From 1986 to 1989 Paul was the first Superintendent in charge of the Wildman River Wilderness Work Camp which housed low security males ages 14-18 years old who were in continual trouble with the law. The work camp was an alternative to prison. Paul and fellow staff lived in tents at the work camp prior to being housed in demountables. He also set up a program where detainees worked with the then Parks and Wildlife rangers.

Paul was proud of his Fijian heritage and introduced his culture to his colleagues by putting down hungi's at the Prison Officers Social Club and on Christmas morning for the staff. His Fijian roots were centre stage at the Opening of Nuku Road with traditional dancing and singing.

Nuku Road will be a lasting legacy not only for Paul's family but for all Correctional Officers past and present.



Opening of Nuku Road at the Darwin Correctional Precinct: Paul Nuku Jr, Ken Middlebrook Commissioner, Amelia Seipel, Kosera Nuku, Minister Elferink and Anita Stokes, 30 June 2015.

Smoke Free

Darwin Correctional Precinct is the first correctional facility in Australia to commence as a smoke free environment, which continues to be strictly enforced. NTDCS is leading the way in maintaining a smoke free environment and promoting healthy lifestyles for staff and people in our care.

Agreement between NTDCS and Batchelor Institute

On 29 June 2015, the Commissioner and Mr Robert Somerville AM Chief Executive Officer Bachelor Institute, signed a seven year Service Level Agreement to cement the collaborative partnership between the two agencies. Bachelor Institute will be the primary education and training provider for NTDCS until the end of 2022.



Back row, L to R: Tim Cross, Director NTDCS Correctional Industries with Lara Enever Workplace Education and Training Manager, and Tony Bowland of Batchelor Institute.

Front row, L to R: Robert Somerville AM, Chief Executive Officer Bachelor Institute with Minister Elferink and Ken Middlebrook Commissioner.

Introduction of Bulk Recruitment for entry level positions

In February 2015, NTDCS made a significant strategic change to its recruitment process for entry level positions within the Correctional Operations, Community Corrections and Youth Justice divisions. Recruitment partner Chandler Macleod was selected to assume responsibility for the attraction strategy and initial screening of applicants. The process has been designed to model best practice selection techniques and incorporates an assessment centre, cognitive abilities and work preferences testing to predict future job performance and assess merit through the recruitment process.

NTPS People Matter Survey



In November 2014, the Office of the Commissioner for Public Employment commissioned a whole-of-government opinion survey, *People Matter* that measured employees' experience in their profession, work area, agency and NTPS as a whole.

The results of the *People Matter* survey were provided to the unions and associations in an information session and then disseminated by email to all staff, followed by information sessions delivered by the Commissioner to staff in Darwin, Nhulunbuy, Katherine, Alice Springs and Tennant Creek. At the end of the reporting period NTDCS was in the process of collating initiatives from employees and unions to draft an action plan on how to tackle the key result areas.

Electronic Monitoring

NTDCS as the lead agency for implementation of electronic monitoring in the Northern Territory successfully implemented the use of this technology across the main centres of the NT, with offenders in Darwin, Katherine, Alice Springs and Wadeye being fitted with devices. All prisoners at the Barkly Work Camp are also electronically monitored.

The closing of the Don Dale Youth Detention Centre

On 27 August 2014, detainees were temporarily transferred to the Holtze Youth Detention Centre (HYDC) as the then Don Dale Youth Detention Centre (DDYDC) facility was deemed not fit for purpose.

Detainees, both in remand and sentenced, remained at the HYDC until 23 December 2014 when they were transferred to the new DDYDC, re-established in the former Darwin Correctional Centre (DCC) facility following considerable refurbishments.

Review of Youth Detention

On October 2014, Minister Elferink announced that the Northern Territory Government would conduct an independent review into youth detention following a series of serious incidents. The review looked at youth detention operations with the aim of examining existing operations and practices, and make recommendations that would inform future direction and operations.

Michael Vita, current General Manager of the Reiby Juvenile Justice Centre, Western Sydney was engaged to undertake the review.

On 18 February 2015, Minister Elferink released the Review of the Northern Territory Youth Detention System Report (the Vita Report). The Vita Report made 16 recommendation for improving the Northern Territory youth detention system. The report is available on the NTDCS Internet site at www.correctionalservices.nt.gov.au

New Correctional Services Act

On 9 September 2014, her Honour the Honourable Sally Thomas AM, Administrator of the Northern Territory, signed the commencement notice for the *Correctional Services Act 2014*. The new Act repealed the outdated Prisons (Correctional Services) Act and provides an improved and modern foundation for the delivery of correctional services in the Northern Territory, with a greater focus on accountability and effective offender reintegration to society through employment and education.

White Ribbon Workplace Accreditation



On 25 November 2014, the Commissioner announced that NTDCS would be undertaking White Ribbon Workplace Accreditation. This means as an organisation we are standing up to say 'no to violence against women'. Reducing violence in our community is a priority for our Department and this is one initiative to assist us. NTDCS is currently working towards workplace accreditation and it is envisaged that this will occur early 2016.

To promote the White Ribbon program a dedicated White Ribbon homepage has been developed on our Departmental Intranet site which provides all staff access to information and resources including links to White Ribbon Australia.

In January 2015, the Commissioner invited all staff to complete an anonymous White Ribbon Workplace Accreditation Baseline Employee Survey. Our target was a minimum of 30% of the workforce to commence our accreditation process which we achieved within three days; a fantastic achievement and a measure of the commitment staff have to the program to prevent violence against women.

Commencing in May 2015, all staff including Trainee Correctional Officers (TCOs), Community Corrections Probation and Parole, and Youth Justice Officers, receive White Ribbon Workplace Accreditation awareness sessions as part of their orientation and induction. Further training and awareness sessions for all staff will continue to be rolled out across the department in the coming year.

Prison songs

On 4 January 2015 the culmination of almost two years collaboration between the Department of Correctional Services and WA-based Spear Point productions saw the airing on SBS TV of the documentary 'Prison Songs'. Filmed inside the old Berrimah Correctional Centre in the months before its closure in 2014, the documentary tells the story in song of the lives and journey to prison of several male and female prisoners. The documentary was well received both in Australia and overseas and won several prestigious awards. A highly acclaimed stage version of Prison Songs will premiere at the 2015 Darwin Festival.



SBS 'Prison Songs' featuring female prisoners from Berrimah Correctional Centre, 2014

RETROSPECTIVE

HM Fannie Bay Gaol

Her Majesty's Fannie Bay Gaol commenced in September 1883, having been built at a cost of £3,549. Its first prisoners were transferred from a detention area on the Palmerston (now Darwin) Esplanade and comprised three Europeans, 18 Chinese and ten Aborigines.

The prison accommodation featured cells with inbuilt ringbolts and restraining chains and was enclosed by a galvanised iron and bush timber fence.

Most of the early crimes and criminals at Fannie Bay Gaol reflected the physical and psychological conflicts which occurred between the 'native aboriginals' and 'newcomers'.

The first person hanged at Fannie Bay Gaol was a part aboriginal man named Charlie Flannigan who was convicted of the murder of Samuel Croker, Manager of Auvergne Station. Flannigan was executed on 15 June 1893, and in the next twelve years, there were three more official hangings inside the walls of Fannie Bay gaol.

On 7 August 1952, Fannie Bay Gaol held its last two official hangings, those of Jerry Coche and John Novotney, convicted of killing a local taxi driver. They were executed in the specially built gallows inside the infirmary.

There are tales surrounding escapes from Fannie Bay abound and include stories of prisoners leaping over the walls as well as prisoners simply walking out to go to the pictures.

In the NT in the early 1970's there was no provision available for parole or probation, and no purpose built facilities for remand or female prisoners. Prison numbers had increased steadily in the post war period, placing Fannie Bay Gaol facilities under increasing strain. By late 1974, a Chair had been appointed for a Parole Board although the process of establishing the Board was curtailed by Cyclone Tracey until 1976¹.

The old Fannie Bay Gaol closed its gates in 1979 as a prison with all prisoners relocated to the new Darwin prison at Berrimah, involving the largest peacetime movement of prisoners in Australian history.

1. http://cypw.unsw.edu.au/sites/app.unsw.edu.au/files/assets/i_ntsummary.pdf

Postcards from history – Fannie Bay Gaol

1870

First gaol in Darwin (then known as Palmerston) held 31 prisoners and was located on the Esplanade.



1871

First prisoner's cell in the NT built. This stone and mortar building was located behind the courthouse on the Esplanade.



1876

Government offices at Port Darwin with stables to the left, the gaol to the right and Government House under construction in the background.

House (mud brick) built with prison labour on the now Hughes Avenue.



1879

Gaol on the Esplanade. View south-west along the Esplanade, from approximate Smith Street intersection showing the cell block and Police Station and residency beyond.



1884

HM Fannie Bay Gaol was opened with 31 prisoners at the cost of £3,549. Aboriginal prisoners were not counted until 1964.

1893

First hanging conducted at HM Fannie Bay Gaol, last hanging was in 1952.



1912

Leg irons removed from prisoners serving life sentences.

1922

Use of chains on gangs outside prison ceased.

1937

Entrance and watchtower, Fannie Bay Gaol after the 1937 cyclone. Shows damage to fences and debris.



1942

Japanese bomb Darwin for the first time. All prisoners released, "every man for himself".

HM Darwin Gaol and Labour Prison (after World War Two the Courthouse was a temporary galvanized iron building in Mitchell Street and it also included a temporary gaol.



1964

Prisoner daily average for the Northern Territory was 74.



1974

Whippings, placing in irons and dietary restrictions abolished in NT prisons.

1974

Fannie Bay Gaol was extensively damaged by Cyclone Tracy.

The prisoners were moved to the cells at Darwin Police Station on Mitchell Street and looked after each day by prison officers. Each day they were taken back to Fannie Bay Gaol to assist with the clean-up.



Fannie Bay Gaol operated as Her Majesty's Goal and Labour prison in Darwin from 20 September 1883 until 1 September 1979.

The original buildings contained 16 stone cells, a kitchen and a wash house. The infirmary was added in 1887 and contains the gallows installed for last executions held in the NT in 1952.

A separate cell block for female prisoners was added in 1928. A watch tower, section for Aboriginal prisoners, kitchen mess building, remand section and two maximum security wings were added during the 1950's.

A census taken on 2 December 1974, found that the most common crimes for males were stealing, breaking and entering, followed by assault and robbery, sexual offences or motor vehicle offences. Women were most often admitted for drug offences.

Inmates were unlocked at 8am and locked up again before 5pm. Contact with family and friends were limited. The press was barred from the facility at all times.

Fannie Bay was traditionally a labour prison and rehabilitation was not very successful.

Key Inquiries during the early 1970's pointed to the need to improve accommodation and facilities, and to develop a parole and probation service. Facilities at Fannie Bay Gaol described as 'primitive' 'dilapidated' and an 'eye sore'.

...in the planning for a new prison at Darwin, provision should be made for a suitable building to accommodate work release people. The building should be free-standing within the prison reserve, with its own attractive grounds. It should be furnished as a normal large dwelling, but equipped with an office/interview area. Space is also available for such a centre in Alice Springs.

Extract from H.M. Gaol and Labour Prison, Darwin Northern Territory, Prison Officers handbook 25 July 1978, by G.E. Sutton Superintendent.

Snapshot 1979

During the 1970's, the Territory had the highest rate of imprisonment per head of population of any state or territory in the country. For the year 1972-73, the NT total correctional system held a daily average of 266 prisoners. This represents a rate of 284.8 prisoners per 100,000 of the population, compared with the overall Australian rate of 80.8 (Weir, 1974²).

During the month of August 1979, the imprisonment rate per 100,000 of the relevant general population in the NT was 218.8. At the time, the Australian total of just under 10,000 prisoners produced a national imprisonment rate of 69.3% a further 20,000 were on probation. This was an increase from 61.6% in December 1977 representing an increase of well over 1,000 prisoners. The *Criminal Law (Conditional Release of Offenders) Ordinance 1978 (NT)* legislation was passed in 1978, giving courts non-custodial options such as community service.

Transition from Fannie Bay Gaol to Darwin Prison

Story submitted by Chief Prison Officer Steve Horsfall (retired)

Darwin Prison (as it was known when opened) was officially occupied with staff and prisoners on Saturday 15 September 1979.

2. Weir, 1974

On the morning of the transfer all available staff were in attendance and located at the new Darwin Prison and Fannie Bay Gaol.

Prisoners were released from their accommodation areas at Fannie Bay Gaol and mustered in Number One Yard awaiting instructions. It should be noted that 80% of the prisoners were people of Aboriginal descent. The Chief Prison Officer in charge had spent a considerable time working in Papua New Guinea and therefore assumed that if the native from Papua New Guinea spoke Pidgin English then it goes without saying that the Aboriginal people of Australia would also understand this language. He addressed the prisoners as follows, "you altogether go along house belong you and kiss him altogether something belong you and put him along coat belong pillow".

Unfortunately none of the prisoners were versed in Pidgin English and stood in confused silence. The prisoners asked a prison officer (who coincidentally knew Pidgin English) what they had been ordered to do. The message was 'get all your personal cell property and place them in your pillow slip'.

Transportation of prisoners included the use of several large coaches and prison security vehicles. The majority of prisoners were transported by coach under escort, with the higher risk prisoners occupying the prison security vehicles. Handcuffs were not used, but firearms were carried by some staff. These staff members were not in immediate contact with prisoners.

The NT Police provided additional support following the escort vehicles and closing down various intersections to facilitate continuous movement of the escort. The transfer was conducted without incident and completed at approximately midday Saturday.

On arrival at Darwin Prison, prisoners were moved to their accommodation areas where they were met by prison staff and allocated a bed space.

Something that had been overlooked by staff preparing the new prison was the need for a prison phone directory. This resulted in an officer hastily calling numbers to identify the location of each phone. This was a cause for some humorous comments and several red faces.

The new facility had a design capacity to accommodate 110 prisoners with the accommodation breakdown:

B Block sentenced prisoners' maximum security	20
C Block including A and D wings housed remand prisoners maximum security, female prisoners, juveniles and illegal immigrants (a number of which at the time were Vietnamese boat people)	40
G Block (minimum/medium security)	20
H Block (minimum/medium security)	20

This meant that there was a 100 bed capacity inside the prison, while the number of prisoners transferred from Fannie Bay Gaol to Darwin Prison was approximately 120, making the new prison overcrowded from the beginning. It was believed that by improved education and rehabilitation opportunities for prisoners the occurrences of re-offending would be reduced, translating into the number of prisoners decreasing.

A smaller 10 bed facility had been constructed adjacent to the main prison with the intended use for the housing of prisoners selected for work release programs, but was not in use at the time of transfer. A number of years passed before this was eventually upgraded to accommodate both sentenced and remand female prisoners.

Overcrowding was an immediate issue and had to be addressed with some urgency. One of the hobby rooms in C block was turned into a dormitory using 'reed mats' for beds and chemical toilets. Vietnamese prisoners were housed first in this area. Both G Block and H block had hobby rooms converted into dormitories utilising folding beds and again used chemical toilets. None of these measures were in line with health regulations at the time, but there was no other immediate alternative. This situation existed for some considerable time before flush toilets were installed and more suitable beds provided.

One issue that had not been properly explored in the design were the special needs of Aboriginal prisoners. The majority of Aboriginal prisoners had been, for many years, housed in dormitory type accommodation, often with other family members or tribal group. Darwin Prison was predominately single cell accommodation but as the Aboriginal prisoners preferred dormitory accommodation, it resulted in frequent requests for movement into these living areas.

In 1998, M Block was constructed as a purpose built dormitory accommodation specifically for Aboriginal prisoners enabling them to be in family and clan groups. The safety aspect of placing Aboriginal people together is that they 'look out' for each other and will raise the alarm if anyone is in danger.

By looking at the past to see how the prisoners were transferred from Fannie Bay Gaol to Darwin Prison, a perspective can be brought to the transfer to the new Darwin Correctional Precinct.

Chief Prison Officer Steve Horsall (retired) acknowledged the following people who shared their recollections of the transfer of prisoners from Fannie Bay Gaol to Darwin Prison: Chief Prison Officer Michael Lawson (ret); Prison Officer 1st Class Charlie White (ret); Senior Prison Officer Richard Redding (ret); Prison Officer 1st Class Colin Austin (dec); Deputy Superintendent Hubert Kohlweg (ret); Prison Officer Jim Nuttall (ret) and Prison Officer 1st Class Paul Nuku (dec).

The historical Fannie Bay Gaol closed its doors on 11 October 1979, to be replaced by a new and modern corrections facility at Berrimah.

Fannie Bay Gaol operated as Her Majesty's Gaol and Labour Prison in Darwin from 20 September 1883 until 1 September 1979.

The Old Fannie Bay Gaol, which is located on East Point Road, exists today as a museum, where Darwin's past penal history is exhibited.

1979

Darwin Prison fully operational with the transfer of 116 prisoners and 85 staff from Fannie Bay Gaol.



Postcards from history

1974

Darwin Prison located on Tivendale road, under construction, view of yards and blocks.



1986

Average 226 prisoners and 129 staff at Darwin Prison.

1992

New Prison Industries complex opened.

Average 201 prisoners and 148 staff.



1979

21 May, Jim Robertson MLA Minister for Correctional Services opening Berrimah Gaol.



1993

Prisoner education programs commence. Legislation passed for prisoner testing for drug and alcohol use.

1997

Major building works commence to take design capacity from 190 to 320 prisoners and low security accommodation build.

1998

Average 316 prisoners and 170 staff.

2008

Living skills unit opened with 100 prisoners. Designed to assist low-risk prisoners learn life skills to assist in their integration into society.

2008

Announcement that a new Darwin Correctional Centre would be constructed and operational by July 2014.

2012

Average 795 prisoners and 259 staff.

2014

The old Darwin Correctional Centre was officially decommissioned on 22 December 2014 with the last shift departing on 28 November 2014.



People who are inmates of Penal Institutions have been sent to prison by various Courts for crimes committed against society.

Many people are of the opinion that persons sent to prison have been sent there to be punished. This is not so. Persons sent to prison are sent there as punishment. The punishment they received is that handed down by the Courts. They have been isolated temporarily from society and placed in prison. They have lost, temporarily, their most prized possession – freedom.

These people represent a good cross section of the community. Many of them are professional people who have held high status positions within the community. Others are young and irresponsible. Others have never had the training of a proper family home with responsible parents to guide and train them. Many have spent several years in institutions since childhood and have become thoroughly institutionalized.

Extract from H.M. Gaol and Labour Prison, Darwin Northern Territory, Prison Officers handbook 25 July 1978, by G.E. Sutton Superintendent.

“When troubles and tragedies occur in an institution an uninformed public will become aroused and censorious towards that institution. Rumours, gossip and all sorts of evil charges and insinuations will result. The public under those circumstances is unprepared to evaluate the institution and its administration.

Good administration requires that the public be fully acquainted with our problems, achievements, and essential functions. An informed public is the administrations strongest ally in the development of strong, constructive management”.

Extract from H.M. Gaol and Labour Prison, Darwin Northern Territory, Prison Officers handbook 25 July 1978, by G.E. Sutton Superintendent.

Official closure of Berrimah Correctional Centre

On 28 November 2014, the Commissioner announced the day as a momentous occasion for correctional services with the closure of Berrimah. At a small ceremony, the flags were lowered and Superintendent Grant Ballantine, General Manager Berrimah Correctional Centre, performed the final turn and returning of the keys signifying the official closure of the centre. All prisoners had been successfully transitioned to the new Darwin Correctional Centre.



Lowering the flags for the last time at Berrimah Correctional Centre



Superintendent Grant Ballantine hands the keys over to Ken Middlebrook Commissioner



Last shift of correctional officers at Berrimah Correctional Centre, 28 November 2014

Berrimah Correctional Centre, Friday 28 November 2014

Log Book extract from the last page reads:

12:35 Mobile 10, S, enter
12:40 rego 827797 enters
12:55 mobile 10, S, & Troopie depart to DCP
Prisoners transferred to DCP
New prison total '0'
13:00 Deputy Superintendents Miller & Tunney depart
15:00 Correctional Officers Fabila & Robertson N depart & All BCC staff depart correctional centre for the last time.

Darwin Correctional Precinct

The Northern Territory Government's single largest infrastructure project, the Darwin Correctional Precinct was officially opened on 8 September 2014, signalling a new chapter for correctional services.

Construction began in November 2012, and was due to be completed by June 2014; however construction delays meant deferring the transition of prisoners until later in the year. The 1,048 bed prison is used to educate and train prisoners, ensuring that their time is spent preparing them to be productive members of the community once they finish their sentences.

The Department of Infrastructure (DoI) has delivered, in conjunction with the joint venture group SeNTinel, the new Darwin Correctional Precinct.

The impact of the project on the local construction industry was significant, with an average of 900 workers on site each day and more than 600 different trades on site together at the height of construction over a period of 23 months.

SeNTinel worked closely with the DoI on a detailed local industry plan which provided ongoing pathways for training and work for a large number of trainees and apprentices, including local Indigenous trainees, working on the site during construction.

Government committed \$0.457M in 2012-13 for the establishment of a Commissioning Team for the new DCP. Commissioning of the DCP was a significant investment with the Government committing \$4.944M in 2013-14 and \$5.757M in 2014-15 to fund a project team responsible for developing the new operating model for the correctional centre and undertaking all operational and commissioning preparations for its use.

The date for completion under the NT Secure Facilities Private Public Partnership Project Deed was 30 June 2014, however construction was behind schedule and consequently the opening of the new prison was delayed for three months.



Photos: Construction of Darwin Correctional Precinct from November 2011 to November 2014

One of the most important sections of the DCP is the Staff Development and Learning Centre. Our staff are the backbone of all that we do in the corrections system and this well-equipped facility provides quality training for all staff – custodial and non-custodial alike.

DCP also provides NTDCS with the opportunity to make significant advancements in training and work readiness for prisoners for the Sentenced to a Job program through expansive industry areas designed specifically for this purpose.

NTDCS would like to give a special thanks to all the employees of the Northern Territory Government who have worked on this project over the last six years. Their names are too numerous to list. Without their hard work, commitment and determination, the new facility would never have become a reality. The employees represent the following:

- Department of Correctional Services
- Department of Infrastructure
- Department of Health
- Department of the Attorney-General and Justice
- Department of the Chief Minister
- Department of Treasury and Finance
- Department of Lands, Planning and the Environment
- SeNTinel
- Sitzler Boulderstone Joint Venture
- Honeywell Limited
- King and Wood Mallesons
- KPMG
- Rider Levett Bucknall
- NBR Partners
- Umow Lai
- Merit Partners
- RixStewart

NTDCS has taken a range of existing and new initiatives in designing a facility that provides a best practice model for rehabilitation and reintegration of prisoners back into the community. At any time up to 250 prisoners will be engaged in programs, education and vocational education and 160 prisoners engaged in prison industries. Prisoners will be able to address their offending behaviours by attending therapeutic and non-therapeutic treatment programs and will participate in offender programs.

Transitioning to the new centre

For staff, the move to DCP provided an opportunity to elect their work preferences, a new staff roster which promotes work-life balance whilst delivering efficiencies for operation of the new facility. This includes minimal night shifts and two weekends off per month. A comprehensive training package was developed and provided to staff prior to commissioning to prepare staff for their new work environments and procedures. This included some staff working for up to two days on site (or as required), during induction while Berrimah remained operational. Induction also covered duress alarms, prisoner movement systems, biometric and key management systems and cell intercom systems and CCTV.

During the lead up to the transfer, NTDCS' commitment to staff development continued with up to 45 staff per day undertaking operational procedural, security and technical training. Training in operational procedures also covered orientation of the new facility and emergency procedures to have all staff as well prepared for their new roles and workplaces as they could be. Delays in construction at DCP meant scheduled staff training was delayed to meet operational requirements. The constant removal of staff for the training placed an enormous strain on operations and personnel during this period and it is a measure of the professionalism of our staff that the transition was as smooth a process as we could have hoped.

The transfer of prisoner property was an essential part of the transition from DCC to DCP. Consultations with stakeholders, including Legal Aid, the Ombudsman and the Auditor-General's Office were invited to provide feedback on a proposed transition process to ensure that prisoners would not be disadvantaged through the move to DCP.

The DCP Control Group provided the lead and oversight of the governance and operational commissioning of the new facility. This involved planning for, and implementing the steps necessary for the effective function of the DCP, as well as overseeing the project activities of the Working Groups who were responsible for the planning, delivery and completion of all project activities.

The Commissioning Team, in collaboration with the Media and Communication Hub, prepared a suite of communication materials to provide succinct information for visitors, prisoners and suppliers, this included:

- a flyer about the move to DCP
- photo ID requirements
- how to book a visit
- biometric scanning.

Four different posters were displayed in the Visits Centre at Berrimah, and similar versions for prisoners displayed in accommodation blocks. Fliers were available in the Visits Centre and prisoners to mail to their most frequent visitors. Custodial staff were provided with briefings notes to assist them when answering questions regarding the move.

DCP by the numbers

270 hectares total precinct area
92 hectares Correctional Centre area
76 buildings
67,000 square metres gross floor area
1.9 kilometres of secure fence line
7 kilometres of internal chain wire fence
2,093 secure and non-secure doors installed
980 security cameras
8 kilometres of pathways
107,569 metres of Cat 6A & 7A network cabling (2,699 outlets)
140 kilometres of communication and power conduits
3,648 cores of fibre with 4,056 fibre terminations
356 communication pits
191 power pits
356 light poles
2,500 tonnes of structural steel
28,000 cubic metres of concrete
22,000 square metres of precast concrete
430,000 concrete blocks (34,000 square metres)
1,300 tonnes of bar reinforcement wire
144,000 square metres of mesh reinforcement wire
75,000 square metres of roofing

Current Status

The Northern Territory Secure Facilities (NTSF) Public Private Partnership (PPP) Project Amendment Deed was signed between the parties to the Project Deed on 18 November 2014, heralding the start of the Services Phase for the new Darwin Correctional Precinct.

The Independent Certifier issued a Certificate of Completion confirming works had achieved completion. The Project Company was required to complete outstanding defects and admissions and achieve a Post Completion and Fault Free Running Period (PCFFRP) within six months to the satisfaction of the Independent Certifier. As at the 30 June 2015, the Builder was yet to complete a number of defects prior to commencing the PCFFRP.

OUR GOALS FOR THE NEXT 12 MONTHS

- Reduce recidivism.
- Implement the Youth Justice Framework to provide a coordinated and comprehensive approach to youth justice issues.
- Implement the Sentenced Youth Boot Camp Program.
- Develop and implement improved services to young people on community-based orders, through youth specific training, policy, practice and procedures under the Community-Based Youth Supervision Model.
- Increase uptake of community work as a sentencing option through a multidimensional approach that targets promotion of community work orders to offenders and the legal fraternity, whilst increasing the availability of projects that benefit the community, appeal to a wide variety of individuals and increase employability of participants.
- Development of a 25 bed Transitional Accommodation Centre for pre and post release prisoners. The Centre will focus on the delivery of reintegration and support services to prisoners engaged in employment as they near the end or after they have completed their sentence. The Centre complements the Sentence to a Job Program and aims to reduce recidivism by supporting prisoners through a gradual reintegration into community.
- Implement robust education programs for prisoners which includes the implementation of education programs conducted by the Batchelor Institute.
- Increase the participation rate of the University of New England education programs i.e QuickSmart and QuickStart.
- Improve the iTalk program that enables prisoners with low levels of literacy and numeracy to understand messages through a “visual” format.
- Expand the delivery of the domestic violence curriculums by implementing a range of proactive initiatives for prisoners.
- Finalise and implement the Throughcare Model in adult correctional facilities.
- Enhance the Elders Visiting Program Regional Model through capacity building.
- Increase the participation rates to 65% of the eligible prison population in industries, education and treatment sectors.
- Ensure that the sentence management approach is cohesive, integrated and beneficial for prisoner outcomes.
- Head Office relocation to new premises in 2015-16.
- Review the Sentenced to a Job program.
- Review the Correctional Services Regulations.
- White Ribbon Workplace Accreditation.
- Understand the impacts of the use of ICE within the corrections environment.

Strategic issues for 2015-16

- Improving prisoner education (especially literacy and numeracy) through access to a wide range of courses and skills development to support employability and reintegration upon release.
- Improving participation in vocational education and training.
- Increasing participation rates in correctional centre prisoner employment programs.
- Expanding prisoner participation rates through Sentenced to a Job programs.
- Providing well-ordered establishments in which we treat people in our care safely, securely, humanely and lawfully.
- Shaping community safety by:
 - implementing the Youth Justice Framework to provide a coordinated and comprehensive cross-agency and non-government organisation response, program and service delivery to young people at risk of entering, or in, the youth justice system;
 - reforming detention centre operations; and
 - continuing to deliver the Early Intervention Youth Boot Camp Program and implement the Sentenced Youth Boot Camp Program model.
- Ensuring the newly opened Darwin Correctional Centre is fully operational and delivers a service in line with best practice models.
- Providing programs and access to services that address underlying substance addiction and reduce a person's alcohol consumption and/or use of illicit drugs.
- Developing and implementing reforms that target factors contributing to imprisonment and re-offending.
- Improving the health and wellbeing of people by extending their capacity to engage in their own health care and encouraging healthy lifestyles and wellbeing.
- continuing to deliver the Early Intervention Youth Boot Camp Program and implement the Sentenced Youth Boot Camp Program model.



Scott Newhouse, Distribution Officer, DCC

OUR ORGANISATION

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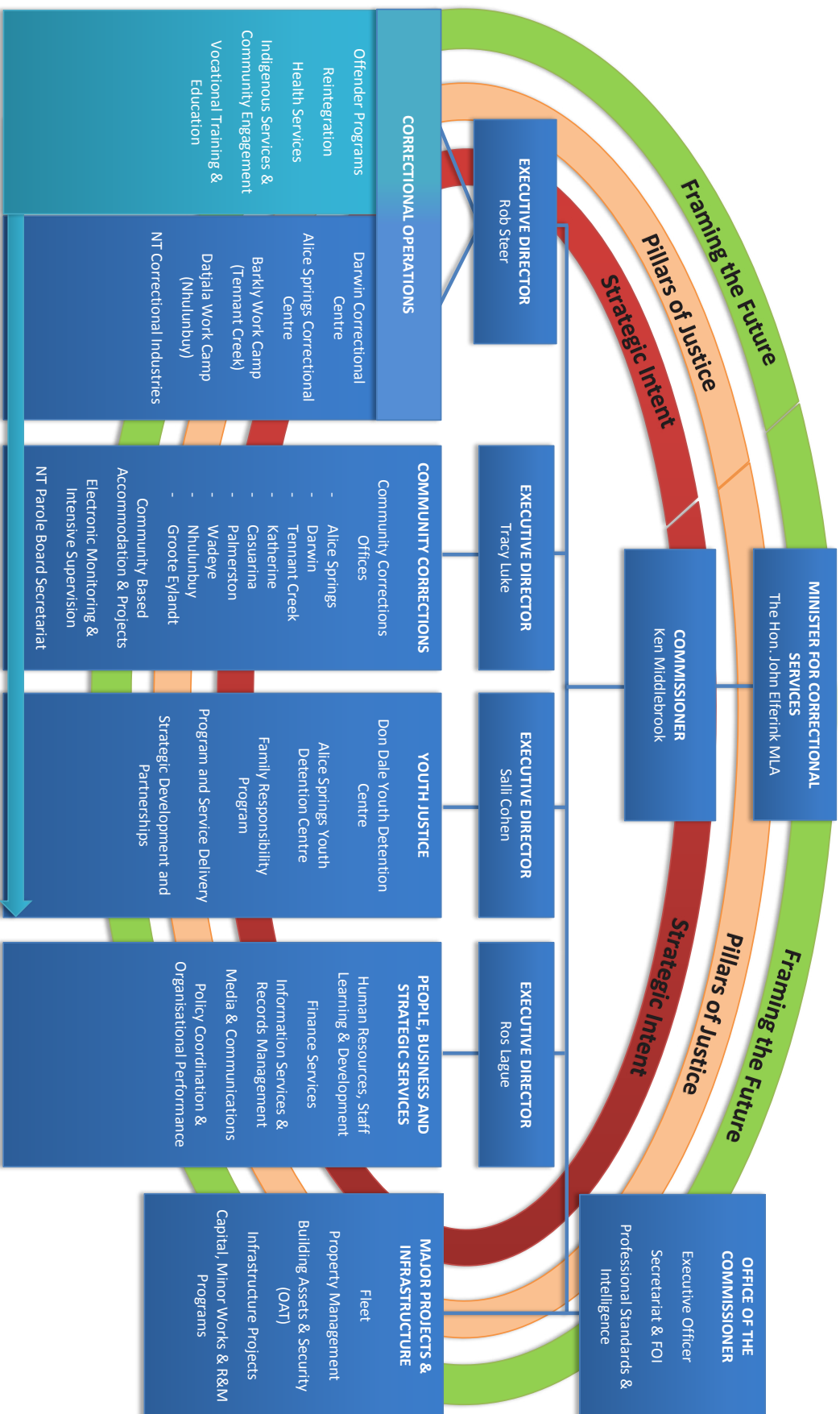
ROLES AND FUNCTION

NTDCS contributes to community safety by providing custodial and community based programs, services and interventions for people who have offended or are at risk of offending, or young people who need assistance to live cooperatively and effectively in the community.

Our multi-dimensional workforce undertakes a wide range of activities to deliver our correctional services. The significant majority of our people resources are providing services directly to the public with a small, but effective percentage invested in supporting front line positions. As at 30 June 2015:

- 82% of staff provide front line services
- 14% provide essential services to those in front line services
- 4% provide corporate and governance services or whole of agency support.

DEPARTMENT OF CORRECTIONAL SERVICES ORGANISATION STRUCTURE



June 2015

EXECUTIVE DIRECTORS' GROUP



L to R: Ros Lague, Rob Steer, Tracy Luke, Ken Middlebrook and Salli Cohen

Ken Middlebrook

Commissioner, Northern Territory Department of Correctional Services

Ken has 38 years' experience in Correctional Services, with 26 of those years in management. His positions have included Superintendent, Chief Superintendent and Assistant Commissioner in New South Wales.

Before being appointed as Executive Director of Correctional Services, under the former Department of Justice, Ken was the NT Correctional Services Director of Operations. In NSW he had direct involvement with the planning and operational commissioning of the Kempsey and Wellington Coast Correctional Centres, the planning of the South Coast Correctional Centre and the operational commissioning of the Dillwynia Correctional Centre. As a regional commander of the north-west region of NSW he was responsible for 11 correctional centres and introduced a number of initiatives aimed at improving conditions of Indigenous people in custody and their visitors.

Rob Steer

Executive Director, Correctional Operations

Rob Steer was appointed Acting Executive Director, Correctional Operations in January 2014, after joining NT Correctional Services in October 2012. In January 2015, he was appointed permanently as the Executive Director Correctional Operations.

Rob commenced his correctional working experience in NSW during 1989. He brings a blend of public and private correctional management experience gained in a variety of correctional centres, regional and head office locations across four jurisdictions to his role as Executive Director Correctional Operations.

In 1990 Rob was responsible for establishing the first private sector operation within a correctional centre in Australasia. In 2007 he graduated from the Australian Institute of Police Management in Sydney where he received a Graduate Certificate in Applied Management. Rob also holds a Diploma of Export and has undertaken post graduate studies in manufacturing management. Rob has been the President of the Correctional Industries Association of Australasia since 2010.

As Executive Director, Correctional Services, Rob is responsible for the following portfolios: Offender Services and Programs, Prisoner Health, Prisoner Education and Training, Custodial Operations (two Adult Correctional Centres and two Prison Work Camps), Indigenous Services, Community Engagement and Correctional Industries.

Ros Lague

Executive Director, People, Business and Strategic Services

Ros assumed the role of Executive Director People, Business and Strategic Services when the department came into being in 2012, transferring as a consequence of the Administrative Arrangement Orders from the role of Executive Director, Corporate and Strategic Services within the former Department of Justice, a role she held since May 2009. Ros joined the Northern Territory Government after 21 years working for the Australian Government in the Northern Territory in a range of roles including positions with the Federal Court, Family Court and Administrative Appeals Tribunal, Health and Family Services (by its various names), Department of Families and Children's Services (before it became the Department of Families, Housing, Community Services and Indigenous Affairs) and with the Department of Defence. Ros was born, raised and lives in Darwin, and follows a family history of employment with Correctional Services.

Salli Cohen

Executive Director, Youth Justice

Salli has worked in the Northern Territory Public Service (NTPS) since 2000. She has held a number of senior positions across several agencies including working in the areas of housing, children and families, and justice. Salli worked closely with the Chair of the Review of the Northern Territory Youth Justice System and was appointed Director Youth Justice Division when it was formed in early 2012. When NTDCS was established in November 2012 Salli transferred to the position of Director Policy Coordination Unit, and then was appointed Executive Director, Youth Justice in September 2013. Salli completed her undergraduate studies in France in History, Art History and Business, and is currently undertaking a Masters of Criminology and Criminal Justice.

Tracy Luke

Executive Director, Community Corrections

Tracy commenced working as Probation and Parole Officer in 1998. Her career has primarily been within Community Corrections and working with offenders however, she has also been employed in various capacities in Emergency Housing, Child Protection, and as a Counsellor at the Centre against Sexual Assault. As such, Tracy understands the need to work with offenders to assist them to change behaviour and reduce the risk of further harm. Tracy relocated to the Northern Territory in 2008 to undertake a management position in Community Corrections. She was appointed to her current position in 2011. She holds a Bachelor of Arts and a Bachelor of Social Work and is currently a member of the Australian Association of Social Workers.

DIVISIONAL STRUCTURE

Office of the Commissioner

Established to provide executive support to the Commissioner and includes Secretariat Unit and the Professional Standards Unit the Office of the Commissioner undertakes a range of functions including coordination of whole-of-department information utilised within NTDCS or to be provided to external stakeholders. It is responsible for determining the policy directions across all divisions to guide the department's activities and service delivery. It acts as the point of contact between NTDCS and the Minister's office, both for formal, written correspondence and informal, verbal or emailed correspondence.

Secretariat

Secretariat coordinates the information needs and requirements of our Minister on behalf of the Commissioner for Correctional Services. Secretariat is the central point of contact for the department for ministerial correspondence and is responsible for the flow, administration and distribution of correspondence between the Minister and the relevant divisions within our department. Secretariat also ensures compliance with government protocols, as well as administrative and legislative requirements.

Professional Standards and Intelligence Unit

The Professional Standards Unit (PSU) provides a central referral point for allegations or incidents of fraud, complaints and operational audit services. The unit conducts preliminary investigations into reported fraudulent behaviours and refers matters for external investigation as necessary.

People, Business and Strategic Services

People, Business and Strategic Services (PBSS) provides the underpinning corporate support for the future strategic direction of the agency as a whole, whilst ensuring NTDCS is compliant as a legislative and fiscally responsible agency.

PBSS is a source of strategic, specialist technical advice in policy, research and statistics, financial and procurement services, human resources, organisational performance, staff training and information technology. PBSS also manages the Media and Communications Hub that provides services and support to the Department of the Attorney – General and Justice, and independent offices.

The division acts as a conduit between the Department and other NTG agencies, including Treasury and Finance, Office of the Commissioner of Public Employment, Corporate and Information Services, Education and Training and the Attorney – General and Justice. We manage these relationships and any service issues at the agency level.

The Staff Learning and Development Unit provides a centralised service to the Department which ensures a strategic and coordinated approach to all learning and development activities.

Youth Justice

The delivery of services by Youth Justice is primarily underpinned by three pieces of Northern Territory legislation: *The Youth Justice Act*; *the Care and Protection of Children Act*; and *the Information Act*.

Youth Justice has the following three units:

- Programs and services;
- Strategic development and partnerships; and
- Youth detention.

Youth Justice primarily delivers services to young people between the ages of ten (criminal age of responsibility) and 17, noting that at the age of 18 alleged or sentenced offenders are managed by Correctional Operations. Through the delivery of the Family Responsibility Program the division also works with the parents of young people.

Correctional Operations

Correctional Operations provides for the safe, secure and humane care and custody of adult prisoners by providing support strategies, services and programs that contribute to a reduction in their likelihood of re-offending upon release. Correctional Operations are responsible for:

- Elders Visiting Program
- Two adult correctional centres and two adult work camps;
- Offender Programs and Reintegration;
- Health Services;
- Sex Offender management;
- Indigenous services;
- Community engagement;
- Vocational training and education; and
- NT Correctional Industries.

Community Corrections

The division comprises of Community Corrections and the Parole Board Secretariat. Community Corrections provides assessment, monitoring and supervision services to community-based offenders in line with sentences and orders issued by the courts and the Parole Board. Community Corrections is accountable and responsible for:

- The management of orders of the courts and Parole Board by effective supervision of community based offenders;
- Working with offenders to address factors that contribute to their offending behaviour;
- Providing assessments and reports to the courts and the Parole Board to assist with effective sentencing and enhancing judicial decision-making processes;
- Contributing to community safety and crime prevention through effective and timely case management of community based offenders.

Major Projects and Infrastructure

Major Projects and Infrastructure (MP&I) provides leadership and effective planning processes for capital works, minor new works and repairs and maintenance programs for the Department Territory wide, including remote communities like Nhulunbuy, Wadeye, Nguiu, Timber Creek, Barunga and the Tiwi Islands.

MP&I is also responsible for efficient and effective planning processes for fleet management. They provide oversight and support services including consultation with divisions regarding accommodation requirements, development of accommodation planning options and negotiation with key stakeholders on property requirements.

STATUTORY OFFICES

Parole Board of the Northern Territory

The Parole is an independent statutory body established by Section 3A of the *Parole Act*. The Commissioner is an ex officio member of the Board. The Executive Director, Community Corrections, is the Secretary to the Board.

Youth Justice Advisory Committee

The *Youth Justice Act* (Part 13) provides for the establishment of the Youth Justice Advisory Committee (YJAC). Youth Justice has responsibility for providing administrative and secretariat support to the YJAC.

YJAC is comprised of government, non-government and community representatives and meets approximately four times a year via teleconference and face to face meetings. Face to face meetings are held in Darwin or Alice Springs.

One of the key functions of YJAC is to advise the Minister of Correctional Services, (whether on request by the Minister or otherwise), on issues relevant to the administration of youth justice including the planning, development, integration and implementation of government policies and programs concerning young people in, or those at risk of entering the youth justice system.

At the end of 2014, the tenure of the YJAC members expired. A recruitment process was undertaken and a new committee was appointed by the Minister of Correctional Services for a term of three years commencing in 2015. These tenures will be in place until 31 December 2017.

Youth Detention Reform Advisory Group

The membership of the Youth Detention Reform Advisory Group (YDRAG) is composed of senior representatives from government and non-government agencies (including the Departments of Health; Children and Families; Education; NT Police; the Children's Commissioner; the North Australian Aboriginal Justice Agency; and the Central Australian Aboriginal Legal Aid Service). The Commissioner serves as the Chair of YDRAG.

YDRAG's objectives are to:

- act as a consultative committee for NTDCS to work through the action list associated with the review recommendations;
- provide a forum for ideas and discussion; and
- provide advice and options for NTDCS to respond to the recommendations.

YDRAG tables their advice to the Department through the Chair, at bi-monthly meetings.

The Department reports to YDRAG on the implementation of advice and progress of actions to address the recommendations of the Vita Report.

NTDCS formally provides quarterly advice to the Minister on the status of the implementation actions to address the recommendations of the Vita Report.

The Vita Report, and further information in relation to YDRAG, is available on the Department Internet site at:

<http://www.correctionalservices.nt.gov.au/YouthJustice/ReviewOfTheNorthernTerritoryYouthJusticeSystem/Pages/default.aspx>

STRATEGIC PLANNING FRAMEWORKS

Whole of Government - Framing the Future

Launched in 2014 by Chief Minister the Hon Adam Giles MLA, the Northern Territory Government's strategic plan: *Framing the Future* identifies key elements of which the Northern Territory Department of Correctional Services (NTDCS) has responsibility to deliver, these being:

Strong Society: Objective 3

A strong society that is safe, connected and encourages participation.

- **Enhance community safety:** implement the *Pillars of Justice* framework; reform targeted justice legislation and justice administration procedures to protect the rights of victims and the most vulnerable in our community.
- Support and improve program and service delivery to young people in, or at risk of entering, the youth justice system; reform the youth justice system to reduce offending and reoffending; progress youth camps; maintain early intervention and diversion services; improve access to justice for young people.
- **Reduce reoffending:** through vocational education, workplace training, employment opportunities and the Sentenced to a Job initiative.

Cross Agency - Pillars of Justice

Launched on 16 May 2013, the Pillars of Justice is a comprehensive framework for the integration of police, justice and correctional services.

Pillars of Justice aims to ensure the Northern Territory's criminal justice framework is contemporary and fair through the introduction of effective deterrents, a focus on crime prevention, and enhanced support and protection to victims of crime.

The five fundamental pillars are police, courts, youth justice, corrections and victims, supported by the sixth pillar, statutes reform. The Department of the Attorney-General and Justice has led implementation of the Pillars of Justice framework, in collaboration with NTDCS and NT Police.

Pillar three: Youth Justice Reform

Mission: Reduce reoffending and the risk of offending by young people through a coordinated and collaborative approach between the Northern Territory Government, community and the non-government sector.

There are four specific outcomes for which Youth Justice is responsible, these are:

- The development of the Youth Justice Framework
- The implementation of Early Intervention and Sentenced Youth Boot Camp programs
- A review of detention centre operations
- The development and implementation of a community based youth supervision model.

Pillar four: Corrections Reform

Mission: Reduce recidivism through targeted prisoner training, education and employment, supported accommodation, regional work camps and community partnerships.

Pillar six: Statutes Reform

NTDCS is responsible for Strategy 6.9 Review of *Correctional Services Act* Reforms.

Outcomes against Pillars of Justice

There have been significant achievements against each of the pillars and NTDCS has completed strategies under pillars Three (Youth Justice Reform), Four (Corrections Reform) and Six (Statutes Reform).

Youth Justice Reform

- Developed Youth Justice Framework (page 65)
- Youth Boot Camps (page 66)
- Review detention centre operations (page 67)
- Community based youth supervision (page 68)

Corrections Reform

- Establishment of Datjala Work Camp (page 59)
- Regionalised model for the Elders Visiting Program (page 179)
- Sentenced to a Job, Work Readiness and Working Correctional Centres and Employer Symposium (see section: Performance, Achievements and Outcomes - pages 57 to 182)
- Official Visitors program (pages 48 and 180)
- Pre and post release accommodation (page 71)
- Electronic monitoring (page 70)

Statutes Reform

- Review of the *Correctional Services Act* reform (page 119)

STRATEGIC INTENT 2013-2016

NTDCS' purpose is to contribute to community safety by reducing re-offending, a central goal that underpins every element of the strategic plan. The Strategic Intent sets the strategic direction for the department and outcomes for 2013-2016.

The Strategic Intent 2013 - 2016 represents how we will meet our commitment to government and the people of the NT by achieving a community valued correctional service that makes a positive difference in people's lives.

Success indicators are aligned to each of the strategic themes with divisional business plans structured to capture the priorities, key deliverables and performance measures which progress the department's strategic directions and ensure success indicators are met.

Strategic Themes

The plan is built around four strategic themes:

- Reduce re-offending through employment, education and programs
- Supportive People Culture
- Integrated and Accountable Organisation
- Strong Community Partnerships

The NTDCS values are aligned with the NTPS Code of Conduct and the sector wide values of the NT public sector.

Our progress for 2014-15 against each of these strategic themes is reported in the section: Performance, Achievements and Outcomes.

The *Strategic Intent 2013–2016* represents how we will meet our commitment to government and the people of the Northern Territory, by achieving a community valued correctional services that makes a positive difference in peoples' lives.

Key focus areas for the department as we deliver and reform our services and programs will include:

- prisoner work-readiness
- Indigenous outcomes
- rising prisoner numbers
- youth justice reform
- safe workplaces.

Our Purpose: To contribute to community safety by reducing re-offending

Strategic Themes

Reduce re-offending through employment, education and programs

Provide safe and well-ordered establishments in which we treat people in our care humanely, decently and lawfully

Ensure that the youth justice system delivers improved outcomes on the rehabilitation and safeguards of young people who offend and who are at risk of offending

Introduce an enhanced sentence management approach which promotes an integrated model of offender throughcare

Provide enhanced repatriation options to improve offender reintegration to community

Improve client employment opportunities, education and skills development which support employability

Enhance prison industry and deliver correctional services transformation through the new Darwin Correctional Precinct

Reduce re-offending through employment, education and programs

Supportive People Culture

Build a sustainable and diverse workforce to deliver current and future business objectives

Encourage a collaborative workplace culture that is supportive, productive, respectful and accountable

Promote responsible and visible leadership that drives strategic and operational outcomes

Integrated and Accountable Organisation

Embed strong governance, policy, planning, evaluation and reporting mechanisms to achieve the highest level of performance

Introduce enterprise architecture and systems that support reforms

Ensure financial integrity and accountability is safeguarded

Strong Community Partnerships

Ensure the department strives to engage and be responsive to community in developing corrective solutions

Foster partnerships with Indigenous communities, build strong networks and expand our volunteer programs

Our Values

Integrity

Act openly, honestly, fairly and with accountability

Respect

Listen to and value different perspectives and contributions

Courage

Provide robust advice that is frank, honest, timely and evidence based

Professional Excellence

Represent positively the department and the Northern Territory Government

Accountability

Be openly accountable to the Northern Territory community within the framework of Ministerial responsibility

Commitment

Strive to achieve the department's business and strategic intent



Delivering justice, changing attitudes

CORPORATE GOVERNANCE FRAMEWORK

Corporate governance provides the process and framework by which an organisation is governed, its reporting structure and internal management arrangements. Good corporate governance has two main facets: performance and conformance.

The Corporate Governance Framework operates within the values structure set in the Strategic Intent 2013-2016, NTDCS Code of Conduct and is underpinned by six core governance principles: Integrity, Courage, Accountability, Respect, Professional Excellence and Commitment.

The Framework articulates the processes by which NTDCS is governed including the reporting structure and internal management arrangements in identifying both strategic and operational risks as part of the business planning and project management processes.

Elements of the Department's system of governance include:

- Legislative and statutory compliance
- Leadership, ethics and culture
- Risk management

- External and internal accountability
- Planning and performance reporting
- Stakeholder engagement and communication
- Information and decision making
- Evaluation and review of governance arrangements.

Corporate governance must continually evolve to ensure organisational and service delivery objectives are met effectively, efficiently and transparently. As such the Organisational Performance Unit conducts annual reviews of the Framework and relating documents to ensure information is kept up to date with government changes and internal policy/guideline changes.

The framework, under the direction and responsibility of the Commissioner, ensures the Department:

- provides strategic direction
- achieves objectives
- manages risks
- uses resources responsibly and with accountability.

Corporate Governance Framework



LEGISLATIVE FRAMEWORK

The NTDCS legislative framework includes Acts, Regulations, policies procedures and directives enabling the department and governing the internal activities and external reporting requirements. The list below is not exhaustive, however, it does highlight the most prominent and important legislation administered by, or governing actions of the Department.

Enabling Legislation <i>Correctional Services Act</i>			
Management of Staff/ Employment	Management of People under our care	Financial Accountability	Accountability to the Government and Citizens
Commissioner's Directives	<i>Care and Protection of Children Act</i>	<i>Financial Management Act</i>	<i>Auditor General Act</i>
<i>Fair Work Act 2009</i>	<i>Children's Commissioner Act</i>	<i>Procurement Act</i>	<i>Audit Act</i>
NTDCS Code of Conduct	<i>Correctional Services Act</i>	Procurement Regulations	<i>Public Interest Disclosure Act</i>
NTPS Code of Conduct	Correctional Services Regulations	Treasurers Directions	<i>Information Act</i>
<i>Privacy Act 1988</i>	Correctional Services (Non-Custodial Orders) Regulations	Delegations of Authority	
<i>Public Sector Employment and Management Act</i>	<i>Criminal Code Act</i>	<i>Contracts Act</i>	
<i>Work, Health & Safety (National Uniform Legislation) Act</i>	<i>Justices Act</i>		
	<i>International Transfer of Prisoners (NT) Act</i>		
	<i>Parole Act</i>		
	<i>Parole Orders (Transfer) Act</i>		
	<i>Prisoners (Interstate Transfer) Act</i>		
	Prisoner (Interstate Transfer) Regulations		
	<i>Serious Sex Offenders Act</i>		
	<i>Sentencing Act</i>		
	<i>Youth Justice Act</i>		
	Youth Justice Regulations		

LEADERSHIP, ETHICS AND CULTURE

NTDCS recognises that leadership, culture and ethical behaviour are critical to implementing a strong corporate governance framework. These elements enable staff to:

- understand their roles and responsibilities
- continuously improve performance and minimise risks
- enhance stakeholder and public confidence in the Department
- meet legal, ethical and public service obligations.

The NTDCS Executive Directors Group (EDG) is convened weekly with the Commissioner, Executive Director Correctional Operations, Executive Director Community Corrections, Executive Director Youth Justice, and Executive Director People, Business and Strategic Services.

Systems and structures can provide an environment conducive to good corporate governance practices, but at the end of the day it is acts or omissions of the people charged with relevant responsibilities that will determine whether objectives are achieved.

NTDCS aims to display integrity, transparency and ethical accountability while acting in the best interests of the community by ensuring the ethical use of public assets and resources. NTDCS strives to be equitable, culturally diverse and professional in the quality of services delivered to people under our care and supervision, and to the general community. The Commissioner has issued *NTDCS Code of Conduct* describing the standards of behaviour expected from all employees.

The NTDCS Code of Conduct is issued in accordance with the NTPS Code of Conduct (Employment Instruction 12), which provides specific guidance on a range of ethical and moral issues which may affect employees from time to time. All NTDCS employees are in a position of trust requiring standards of behaviour that reflect community expectations. The Code of Conduct provides practical guidelines on how these ethical standards can be maintained and enhanced.

NTDCS offers a supportive learning environment to all staff to ensure their awareness and understanding of their role and responsibilities under this framework. It is through consistent communication and actions that leaders support ethical behaviour within NTDCS and influence the culture necessary to support the objectives of the department and achieve the required results.

RISK MANAGEMENT FRAMEWORK

NTDCS has a Risk Management Framework in place to manage risk within a structured and concise way. This framework allows the Department to effectively manage, mitigate and eliminate risks, including fraud.

The Risk Management Framework consists of a risk management plan aimed at staff having no prior knowledge of the risk management process, a risk management toolkit which steps users through the risk assessment process and a strategic and operational risk register.

The framework is reviewed annually and comprises the following documents:

- Risk Management Plan;
- Risk Management Toolkit, including guidelines and templates;
- Strategic and operational risk assessments;
- Fraud Control Plan;
- Fraud Risk Assessment; and
- Business Continuity Plans.

The Framework is designed to fit closely with the current business planning process in which divisions currently identify operational risks. The Operational Risk Register enables a single point of reference for all business risks.

These documented risks are assessed against the risk analysis matrix. The Department's view of acceptable risk is based on a balanced view of all the risks in the operating environment, the aim being to ensure an appropriate balance between risk aversion and potential opportunity or gain. For each identified risk, the assessment of the residual risk determines the level of monitoring and reporting as per the table below:

Risk Response Level	Response required
E – Extreme	Commissioner/ Executive Director
H – High	Executive Director attention required
M – Medium	Director attention required
L – Low	Manage by routine procedures

Each division is responsible for undertaking risk assessments which are monitored and reviewed throughout the life of the activity or project. This is to ensure risks and the effectiveness of treatment measures, remain current and effective.

Risks with a residual rating of *high* or *extreme* are considered unacceptable and are referred to the Executive Director for consideration before being included on the Strategic Risk Register for monitoring by the Executive Directors' Group and the Audit Committee.

EXTERNAL ACCOUNTABILITY

Accountability is central to ensuring functions are performed effectively, efficiently, ethically and in the best interests of the community.

NTDCS is accountable and required to provide information to a number of bodies on our performance and conformance in relation to external regulatory requirements. Clear and consistent external reporting enables NTDCS to directly address interests and concerns of any scrutinising organisations.

The purpose of external reporting is to assist in developing a stronger and more powerful sense of internal accountability. There are a number of processes through which external conformance and accountability are acquitted including the Annual Report and Estimates Committee Hearings.

There are a number of external agencies to which NTDCS is accountable or to which NTDCS is required to provide information regarding performance and conformance with regulatory requirements.

Planning and performance reporting

Strategic planning and performance reporting are essential tools for ensuring NTDCS regularly 'reality check' the governance systems, achievements and performance gaps. NTDCS planning and performance is aligned to assist in demonstrating how the Department performs to meet its strategic and operational objectives.

NTDCS works to a three year strategic plan – Strategic Intent 2013-2016, underpinning the business planning process which then leads to project plans and individual performance agreements.

Internal accountability

NTDCS has an Investigations and Review Committee that has the authority to investigate and/or review matters that have led to formal disciplinary measures being taken. The Investigations and Review Committee may also review matters referred to it which may constitute a breach of the *Public Sector Employment and Management Act* and/or the NTDCS Code of Conduct.

The Professional Standards Unit (PSU) provides a central referral point for allegations or incidents of fraud and complaints. They conduct preliminary investigations into reported fraudulent behaviours and refer matters for external investigations as necessary.

PSU also conducts internal audits for NTDCS as per the Audit Schedule developed by the Audit Committee.

People under our care

NTDCS' primary responsibility is to ensure the safe and humane custody of prisoners in correctional centres and detainees in detention centres, the supervision of offenders on Community Corrections orders, and youth justice initiatives.

The Department is using advanced contemporary technologies and modern approaches to the rehabilitation and reintegration of people within the correctional system. New initiatives aimed at targeting reoffending behaviours and more supported reintegration options are being implemented within a transparent and accountability framework that includes policies and processes, directives and standard operational procedures.

Stakeholder engagement and communications

External stakeholders

External stakeholder relationships help to inform NTDCS' own governance within government and the broader community on a local, national and international scale. Relationships with stakeholders need to be reflected formally in governance structures to provide adequate communication flow and manage possible conflicts of interest.

Media and enquiries

External communications are handled by the Manager, Media and Communications.

Internal stakeholders

NTDCS employees manage their internal relationships and communication to provide input on relevant policies, procedures and work projects through a number of mechanisms that range from regular executive meetings, branch meetings, structured forums through to cross department project teams, surveys and more informal meetings and conversations.

Exit survey

The NTDCS exit survey is available on the Department's Intranet, designed to provide information for an employee's departure and to identify areas for improvement. Human Resources collates all feedback and uses the data received to inform the People Plan.

Information and decision support

Records management system

Good record keeping is essential to transparency and accountability for NTDCS. All significant decisions or actions made are documented so that the decisions or actions can withstand independent scrutiny. Proper record keeping allows others to understand the reasons why a decision was made or an action taken and can guide future decision makers.

NTDCS uses the whole of government policy and procedures for the use of TRIM to manage and track all internal documents and files.

Information release

NTDCS is subject to the *Information Act* and the *Care and Protection of Children Act*, and is required to meet the obligations placed on it under these Acts. Under the *Information Act* members of the public can gain access to documents or records held by the Department unless the document is within an exception or exemption category specified in the legislation. The *Information Act* also defines strict timeframes for dealing with these requests for information. Requests are processed by the Information Officer.

Evaluate and review governance arrangements

The evaluation and review of the performance of NTDCS and its operations is an integral part of our corporate governance which ensures the Department learns from experience and adapts to changing circumstances affecting its governance structures or practices.

The Corporate Governance Framework, Risk Management Framework and Toolkit, and the Fraud Control Plan were tabled for review by the Audit Committee in February 2015. Recommended amendments were endorsed on 11 March 2015, and approved by the Commissioner on 16 March 2015. Copies of these documents are posted on the Governance homepage on the Department's Intranet site, accessible to all staff.

COMMITTEES, WORKING GROUPS AND STAKEHOLDER ENGAGEMENT

Accountability	Planning & Implementation	Performance & Evaluation	Inter-Agency	External	National/ International
Commissioner					
Executive Directors Group/Corrections Leadership Group					
Internal Audit Committee	Pillars of Justice Working Groups	Annual Report	NT Coordination Committee of Chief Executives	Community of Safety Standing Committee	Corrective Services Ministers Conference
DCC Budget Review Committee	DCP Commissioning Team	State of the Service Report	Pillars of Justice Steering Committee	Probation & Community Corrections Officers Association	Corrective Services Administrators Council
ASCC Budget Review Committee	Project Control Group - DCC	Budget Estimates	Framing the Future - NGO Partnership Group		Senior Officials Committee for People Smuggling Crew Prosecutions
Joint IR (NTPOA) Meetings	Female Offenders Senior Officers Group	Research Working Group	Improving NTG Services - Grants Mtg Review	Datjala Work Camp Community Consultative Committee	Inter-jurisdictional Senior Officers
Joint IR (SPOA) Meetings	Community Corrections Working Group	Document Governance Working Group	Living in a Home Steering Committee		Australian Juvenile Justice Administrators
NT Treasury	Emerging Technologies Working Group	Regulations Review Working Group	Communication and Marketing Bureau - Directors Group	Correctional Industries Association of Australia	Juvenile Justice Research and Information Group
	Information Management Committee	Report on Government Services	International Engagement Coordinating Group	Criminal Justice Systems	Corrective Services Advisory Group
	Integrated Offender Management System Working Group		Serious Sex Offenders Referral Committee	Victims of Crime	International Corrections & Prison Association Working Group
	Emergency Management WHS Committees Cyclone Planning		Reportable Offenders Working Group under the MOU	Correctional Industries Advisory Council (Alice Springs)	National Corrective Services Statistics Unit Advisory Group
	Correctional Industries Advisory Council		Cross Border Justice Project - Executive Group	Correctional Industries Advisory Council (Darwin)	CSAC Sex Offender Working Group
			Domestic and Family Violence Reduction Strategy Implementation Working Group		CSAC Indigenous Working Group
			Domestic and Family Violence Reduction Strategy Implementation Working Group - Regional		White Ribbon Australia Diversity Program
			Act Review - Domestic and Family Violence Act		
			Men's Change Behaviour Program (Alice Springs) Advisory Committee		
			Heads of Corporate Services Group		
			Information Technology Leadership Group		



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SNAPSHOT STATISTICS

Escapes and absconds

Adult Facilities

Alice Springs Correctional Centre escapes

Year	Location	Number of Escapes	Returns
2014-15	Alice Springs region	5	5

Darwin Correctional Centre escapes

Year	Location	Number of Escapes	Returns
2014-15	Darwin region	3	3

Barkly Work Camp escapes

Year	Location	Number of Escapes	Returns
2014-15	Barkly Work Camp	2	2

Datjala Work Camp escapes

Year	Location	Number of Escapes	Returns
2014-15	Datjala Work Camp	2	2

Youth Facilities

Don Dale Youth Detention Centre escapes

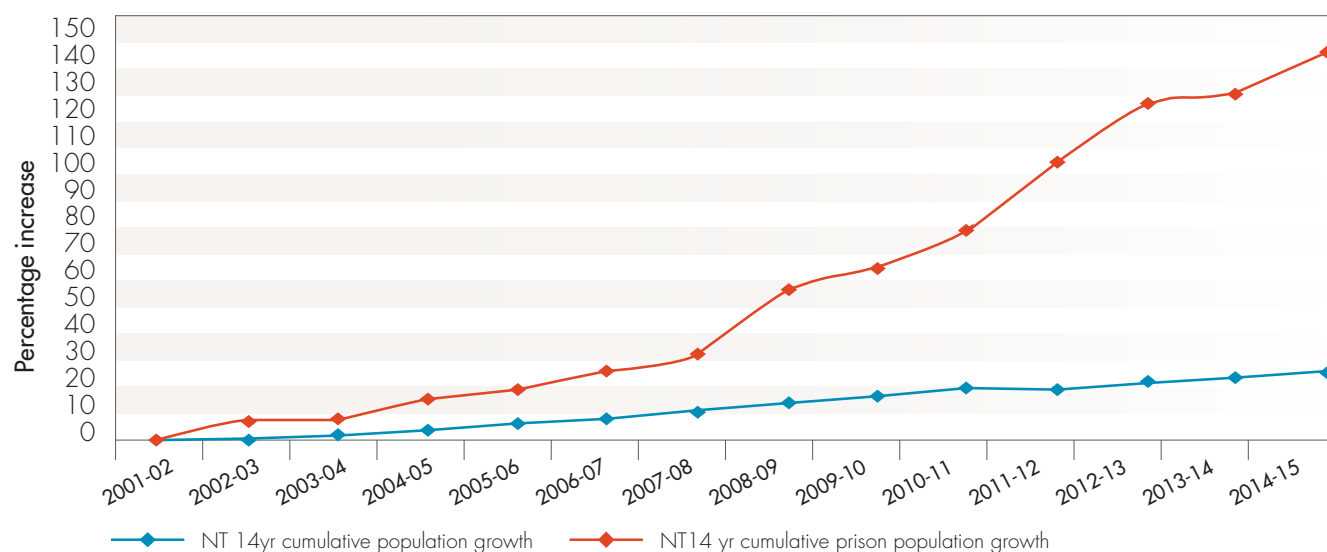
Year	Location	Number of Escapes	Returns
2014-15	Don Dale ¹	12	12

Alice Springs Youth Detention Centre escapes

Year	Location	Number of Escapes	Returns
2014-15	Alice Springs ¹	5	5

1. includes one from Court.

Northern Territory population growth vs. prison population growth 2001-02 to 2014-15



Persons imprisoned

The NT recorded the highest imprisonment rate in Australia, at 903.5 prisoners per 100,000 adult population in the March Quarter 2015. This is 4.7 times the national rate of 193.5 prisoners per 100,000 adult population.

During the March Quarter 2015, the NT's daily average prison population was 3.5% more than in the December Quarter 2014 and 7.0% more than in the March Quarter 2014.

During the March Quarter 2015, the NT Aboriginal and Torres Strait Islander (ATSI) imprisonment rate was 3,019.3 per 100,000 adult ATSI population. This is 34.7% higher than the national ATSI imprisonment rate of 2,241.3 prisoners per 100,000 adult ATSI population. The NT ATSI imprisonment rate was ranked second highest among Australian jurisdictions, behind Western Australia.

In the March Quarter 2015, the rate of ATSI imprisonment in the NT was 1.1% more than the rate in the December Quarter 2014 and 3.6% more than in the March Quarter 2014.

During the March Quarter 2015, the NT's daily average ATSI prison population was 1,409. This was 3.6% more than in the December Quarter 2014 and 6.1% more than in the March Quarter 2014.

ATSI people are imprisoned nationally at 15.7 times the rate of non-Indigenous people* (2,241.2 compared to 143.2) and ATSI people are imprisoned in the NT at 17.1 times the rate of non-Indigenous people*

(3,018.7 compared to 176.1). At 25.6%, the proportion of ATSI adults in the NT's adult population is almost 11 times the national figure of 2.4%.

This disparity drives our high rate of imprisonment relative to the national rate. If the NT had the same demographic profile as the nation as a whole, our overall imprisonment rate would be approximately 26% greater, instead of 367% greater, than the national rate.

Persons in Community Corrections

Of all Australian jurisdictions, the NT recorded the highest rate of persons in community corrections for the March Quarter 2015, at 605.9 per 100,000 adult population. This is 2.0 times the national rate of 305.5.

During the March Quarter 2015, the average number of persons in NT community corrections was 1,105. This was 10.4% less than in the December Quarter 2014 and 16.2% less than in the March Quarter 2014.

In the March Quarter 2015, 76.1% of the NT's persons in community corrections were Aboriginal and Torres Strait Islander. This is almost four times the national proportion of 19.9%. However, 25.6% of the NT's adult population is Aboriginal and Torres Strait Islander, almost 11 times the national level of 2.4%.

If the NT had the same demographic profile as the nation as a whole, our rate of persons in community-based corrections in the March Quarter 2015 would be approximately 233.0, or 23.7% less than the national rate of 305.5.

* The non-Indigenous imprisonment rates in this section are not published by the ABS but are calculated by the Criminal Justice Research and Statistics Unit using the most recently published ABS estimated resident population statistics. The same method is used to calculate the Aboriginal and Torres Strait Islander imprisonment rates, so there may be minor differences to the published ABS the Aboriginal and Torres Strait Islander imprisonment rate for this quarter.

Reference: The Australian Bureau of Statistics publication, Corrective Services, Australia, March Quarter 2015, (ABS catalogue number 451.0).

Cost of managing prisoners/detainees

Table 1: Cost per prisoner per day

	2010-11 (\$)	2011-12 (\$)	2012-13 (\$)	2013-14 (\$)	2014-15 (\$)
Cost per prisoner per day NTDCS	192.75	195.16	194.82	206.08	228.25 ^a
Cost per prisoner per day – ROGS ^b	186.25	217.77	235.73	260.76	n/a ^c

NTDCS definitions of the cost per prisoner per day, is that it is the “net operating expenditure per prisoner” and does not include Capital costs.

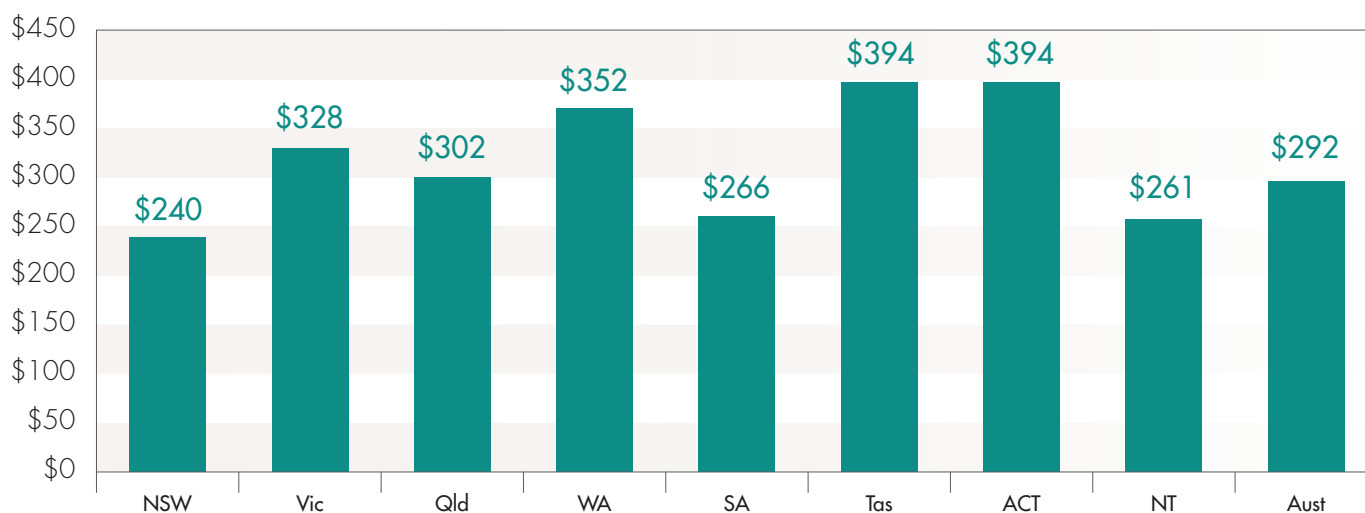
a. Projection based on figures as at 31 March 2015, then extrapolated to the full year figure.

b. Report on Government Services (ROGS).

c. Data for ROGS 2015 (relating to the 2014-15 period) will be published in January 2016. As at 30 June 2015, these are the most current figures at the time of print.

Graph 1: Cost per prisoner per day jurisdictional comparative

Total cost per prisoner per day, 2013-14^a



a. Total cost per prisoner per day is the combined operating expenditure and capital costs per day, net of operating revenues and excluding payroll tax. Capital costs include the user cost of capital (including land) depreciation and debt servicing fees where applicable. Total cost excludes expenditure on transport and escort services where these are reported separately by jurisdictions.

(Source: State and Territory governments (unpublished); table 8A.7).

The cost of keeping a prisoner/detainee by NTDCS is recorded through the Government’s accounting system and associated prisoner reporting tools. NTDCS reports on the cost per prisoner/detainee by using two different calculation methodologies.

The actual prisoner/detainee cost per day is derived by the relationship of total expenditure and the daily average number of prisoners/detainees in custody. The prisoner/detainee cost per day calculated by NTDCS includes payroll tax and excludes costs incurred by other agencies, such as primary health care. It is considered to be more reflective of the actual costs to NTDCS of providing custodial services.

The costs reported in the Productivity Commission’s Report on Government Services (ROGS) provision excludes payroll tax and includes the costs of services provided by other agencies, including prisoner health care provided by the Department of

Health. Primary health care is not included in the calculation of the ROGS cost per detainee per day.

The reporting methodology in ROGS is reflective of the differing arrangements across Australia for the delivery of primary health care and other services to prisoners/detainees, which in some jurisdictions, sits within correctional services. Both methodologies include the direct costs incurred by the correctional centres, detention centres and costs associated with providing Executive Management and corporate services.

The new DCC commenced operations in 2014-15 coinciding with the planned closure of the former Berrimah site. This is likely to have an impact on the estimated cost per prisoner per day from 2014-15 onwards. This impact is largely unquantifiable at this stage and is dependent on a number of factors.

DCC has been designed to include some inbuilt efficiencies which should have the effect of reducing costs in general terms. However, it must also be taken into account that DCC is operated under a Public-Private Partnership agreement. The cost per prisoner per

day calculated by NTDCS from 2014-15 onwards is estimated to increase as the capital costs incorporated in the construction and operation of DCC are required to be included and are expected to outweigh any cost efficiencies gained from the design of the new facility.

Table 2: Cost per detainee per day

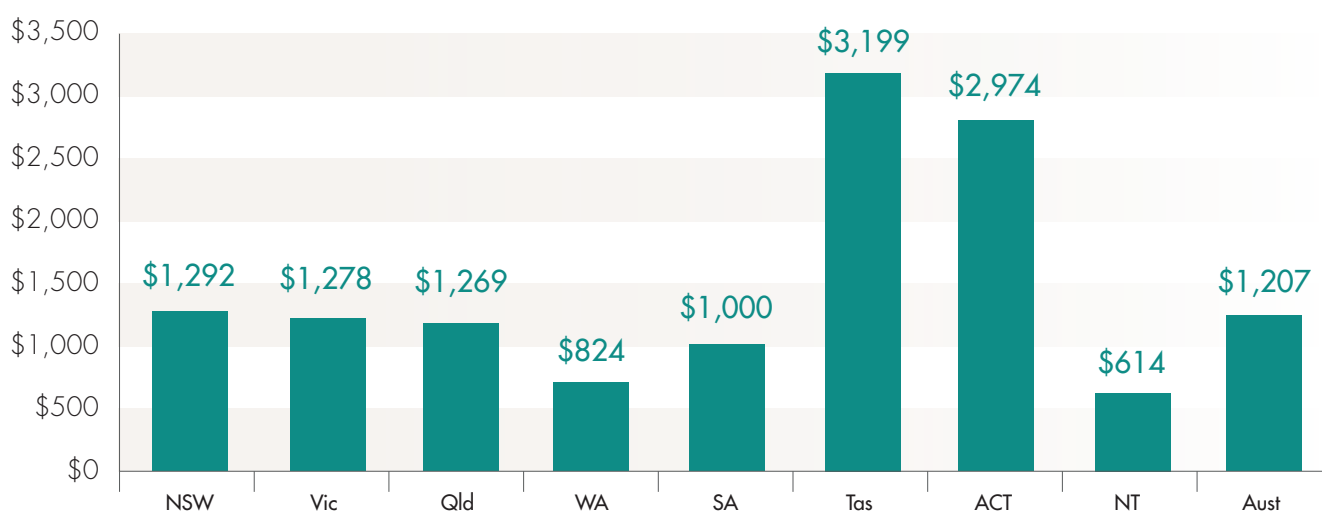
	2011-12 (\$)	2012-13 (\$)	2013-14 (\$)	2014-15 (\$)
Cost per detainee per day NTDCS	672.48	628.39	656.09	962.36 ^a
Cost per detainee per day – ROGS	n/a ^b	698.40	613.94	n/a ^c

- a. Projection based on figures as at 31 March 2015, then extrapolated to the full year figure.
 b. ROGS began reporting the cost per detainee per day in ROGS 2014 for the 2012-14 period.
 c. Data for ROGS (relating to the 2014-15 period) will be published in January 2016.

The anticipated increase of \$306.27 in cost per detainee per day in 2014-15 are predominately the result of the following:

- the occurrence of five significant incidences, which not only required staff overtime for reporting and security purposes, but also significant workers' compensation liabilities;
- the unfunded relocation of Don Dale Youth Detention Centre (twice) in 2014-15 which required significant staff overtime;
- unfunded site specific staffing and associated security requirements of the new facility.

Graph 2: Cost per day, per young person subject to detention based supervision on an average day, 2013-14 (a, b)



- a. Data are not comparable and need to be interpreted with caution.
 b. Unit costs presented in this report are not necessarily comparable to local unit costs reported in jurisdiction specific annual reports due to different methods of calculation.

(Source: State and Territory governments (unpublished); table 16A24).

Official Visitors Program

Official Visitors are appointed by the Minister for Correctional Services in accordance with the provisions of the *Correctional Services Act* and the *Youth Justice Act*.

Official Visitors

Number of official visitors 1 July 2014 – 30 June 2015

	Darwin ¹ Correctional Centre	Alice Springs Correctional Centre	Datjala ² Work Camp	Don Dale Youth Detention Centre	Alice Springs Youth Detention Centre	Barkly ³ Work Camp
Number of Official Visitors appointed	1	2	2	6 ⁴	2 ⁵	2
Number of Official Visitors resigned	1 ⁶	1 ⁷	0	1 ⁸	2 ⁹	2 ¹⁰
Total Number of Official Visitors as at 30 June 2015	4	4	2	5	2	2
Total Number of visits by Official Visitors as at 30 June 2015	3	16	2	9 ¹¹	8 ¹²	4

1. Visits to the Berrimah Correctional Centre were suspended in July 2014 owing to difficulties associated with the transition period between Berrimah Correctional Centre and Darwin Correctional Centre. Visits recommenced at Darwin Correctional Centre in February 2015.
2. Official Visitors were appointed to the Datjala Work Camp in March 2015.
3. Two Official Visitors resigned in September 2014, two Official Visitors were appointed in March 2015.
4. DDYDC has one additional Official Visitor as the same Official Visitor who resigned from DCC will also be requested to resign from DDYDC. The additional appointment was made in February 2015.
5. ASYDC underwent an exhaustive recruitment process in January 2015. Only one Official Visitor accepted the offer. Two withdrew interest due to family reasons, one due to work commitments.
6. An Official Visitor resigned moved interstate.
7. An Official Visitor resigned as she had won a position with ASCC.
8. One Official Visitor resigned from DDYDC as they have moved interstate and are unable to commit to the requirements of the program.
9. Two Official Visitors have resigned from ASYDC. One through lack of contact; the other by formal resignation in September 2014.
10. Two Official Visitors resigned moved to Alice Springs and could no longer undertake their duties at the Barkly Work Camp.
11. Official Visits were temporarily suspended at DDYDC in 2014 following the temporary relocation to Holtze Youth Detention Centre. Visits did not occur in August, September or October 2014.
12. Official Visits were missed at ASYDC as the Official Visitor was uncontactable after advising she would undertake the visit.

OUTPUT GROUPS

For the 2014-15 financial year NTDCS was funded through five output groups: Custodial Services, Correctional Industries, Community Corrections, Youth Justice and Corporate and Governance.

Custodial Services is comprised of Custodial Operations, Employment Programs, and Education and Offender Programs. This output group provides:

- a safe, secure and humane custodial services including rehabilitation and care of adult prisoners;
- targeted and relevant employment opportunities to adult prisoners via correctional centre-based or outside employment;
- targeted and relevant educational and training opportunities to adult prisoners; and
- adult prisoners with access to rehabilitation support, including pre-release support to assist in reducing the rate of recidivism.

Correctional Industries provides targeted and relevant employment opportunities for adult prisoners through the establishment and growth of correctional industries. This output group provides:

- targeted and relevant employment opportunities for adult inmates and promote the generation of revenue through the establishment and growth of correctional industries as a commercial enterprise operating within a correctional environment.

Community Corrections is comprised of Community Corrections and the Parole Board Secretariat. This output group provides:

- assessment, monitoring and supervision services to community based adult and youth offenders in line with orders issued by the courts and the Parole Board; and
- Secretariat support to the Parole Board of the Northern Territory and undertake all associated administrative duties.

Youth Justice is comprised of Youth Justice Grants, Family Responsibility Centres, Youth Boot Camps and Youth Detention. This output group:

- monitors and administers targeted youth diversion and rehabilitation programs through the provision of grants;
- builds stronger parental responsibility and capacity to support families to divert young people from entering the youth justice system;
- funds and monitors youth boot camps that aim to prevent young people entering the justice system, and for those young people who have had involvement in the justice system, to break the cycle of offending behaviour; and
- provides a safe, structured, secure and supportive environment in which young people who offend are given opportunities to address their offending behaviour so as to successfully reintegrate into society.

Corporate and Governance provides specialist technical advice and strategic support in the areas of information services, media and communications, policy, research and statistics, finance services, human resources, staff training and development, professional standards, audit and risk management, general services, executive and secretariat. These services enable the efficient operation and effective performance of NTDCS while ensuring compliance and promotion of fiscal responsibility.

Further information

Detailed information against each Outcome and key deliverables are reported in the section: Performance, Achievements and Outcomes on pages 57 to 180.

OUTPUT GROUP: CUSTODIAL SERVICES

OUTCOME: Provide a safe, secure and humane correctional system

CUSTODIAL OPERATIONS

Description: Provide a safe, secure and humane custodial service including rehabilitation and care of adult prisoners.

Key Deliverables						2014-15		2015-16
	2009-10	2010-11	2011-12	2012-13	2013-14	Budget	Actual	Budget Estimate
Daily average number of prisoners	1,082	1,172	1,337	1,438	1,501	1,794	1,599 ^a	1,794
Expected peak beds required ¹	1,137	1,280	1,373	1,575	1,582	1,882	1,696 ^a	1,882
Staff retention ²	n/a	n/a	n/a	new	94.8%	90%	91.8%	85%
Darwin Correctional Precinct milestones achieved ³	n/a	n/a	n/a	new	90%	n/a	95% ^b	Not continuing

Notes:

- Prisoner numbers fluctuate in response to numerous variables that may include police activity, court activity, length of sentences imposed and sentencing options.
- There have been a few delays in bedding down some of the milestones, a successful 28 day fault free period has not been completed.

- The maximum number of beds required to accommodate fluctuations in the daily average of prisoner numbers.
- Staff employed at beginning of period still employed at end of period.
- Proportion of Darwin Correctional Precinct commissioning team milestones achieved on schedule.

EMPLOYMENT PROGRAMS

Description: Provide targeted and relevant employment opportunities to adult prisoners via correctional centre-based or outside employment.

Key Deliverables						2014-15		2015-16
	2009-10	2010-11	2011-12	2012-13	2013-14	Budget	Actual	Budget Estimate
Participation in employment programs ¹	40%	33%	47%	60%	64%	75%	48% ^a	65%
Prisoners participating in Sentenced to a Job ²	n/a	n/a	n/a	new	52	150	74 ^a	75
Prisoners participating in volunteer employment ²	n/a	n/a	n/a	new	49	75	108 ^b	70

Notes:

- Participation in employment programs: In Darwin, there were major disruptions to employment programs during the transition to the new Darwin Correctional Centre. The slow business economy in Alice Springs resulted in low numbers participation in employment programs.
- Volunteer Employment: Prisoners involved in Community Support Parties were included in this figure for the first time.

- The number of prisoners employed as a percentage of those eligible to work.
- New measure.

EDUCATION AND OFFENDER PROGRAMS

Description: Provide targeted and relevant educational and training opportunities to adult prisoners. Provide adult prisoners with access to rehabilitation support, including pre-release support to assist in reducing the rate of recidivism.

Key Deliverables						2014-15		2015-16
	2009-10	2010-11	2011-12	2012-13	2013-14	Budget	Actual	Budget Estimate
Participation in education ¹	58%	81%	73%	17%	13%	30%	10% ^a	30%
Participation in offender programs ²	n/a	n/a	n/a	new	56%	75%	75% ^a	75%

Notes:

- a. In Darwin, there were major disruptions to education programs during the transition to the new Darwin Correctional Centre and lack of education staff. Additionally the NTDCS Accredited Literacy and Numeracy course ran out of registration so was unable to be delivered also affecting participation.

1. The number of prisoners participating in accredited education and training courses as a percentage of those eligible to participate.
2. The number of prisoners participating in offender rehabilitation and treatment programs as a percentage of those eligible.

OUTPUT GROUP: CORRECTIONAL INDUSTRIES

OUTCOME: Provide targeted and relevant employment opportunities for adult prisoners through the establishment and growth of correctional industries.

CORRECTIONAL INDUSTRIES

Description: Provide targeted and relevant employment opportunities for adult prisoners and promote the generation of revenue through the establishment and growth of correctional industries as a commercial enterprise operating within a correctional environment.

Key Deliverables	2014-15			2015-16 Budget Estimate
	2013-14	Budget	Actual	
Prisoner participation in commercial employment ¹	new	300	354 ^a	500
External revenue generated ²	\$1.4M	\$2.0M	\$3.1M ^a	\$1.9M

Notes:

a. New industry facilities in Darwin and Alice Springs have provided more opportunities for prisoners and more revenue generation.

The former NTDCS Outputs of 'employment' and 'correctional industries' have been merged to create the new Output Group 'Correctional Industries and Employment'

1. New measure, commenced 1 July 2015.

2. New measure. External revenue generated through Correctional Centre commercial enterprise.

OUTPUT GROUP: COMMUNITY CORRECTIONS

OUTCOME: Provide assessment, monitoring and supervision services to community based adult and youth offenders in line with orders issued by the courts and the Parole Board, and secretariat support to the Parole Board.

COMMUNITY CORRECTIONS

Description: Provide assessment, monitoring and supervision services to community based adult and youth offenders in line with orders issued by the courts and the Parole Board.

Key Deliverables					2014-15		2015-16
	2010-11	2011-12	2012-13	2013-14	Budget	Actual	Budget Estimate
Daily average number of offenders under supervision:							
• Adult	1,131 ^a	1,114 ^a	1,232	1,327	1,376	1,154	1,350
• Youth	183 ^a	181	197	207	226	186	220
Order commencements:							
• Adult	1,367 ^a	1,286	1,722	1,482 ^a	1,734	1,519	1,720
• Youth	179 ^a	187	310	265 ^a	320	283	318
Proportion of orders completed successfully ^b	66% ^a	65%	64%	68%	65%	69%	67%
Community work hours completed	10,928 ^{c,d}	14,883 ^{c,d}	30,896 ^c	31,719 ^c	22,000 ^e	35,462 ^c	22,000 ^e

Notes:

- a. Revised to reflect figures derived from quarterly data.
- b. Orders completed and not breached during the year.
- c. Community work hours completed have been revised to more accurately reflect actual hours worked in each financial year.
- d. The community work hours completed in 2010-11 and 2011-12 are lower due to the changeover in administrative systems (IJS to IOMS) and the associated issues in adjusting to a new system.
- e. The 2014-15 budget estimate figure was estimated using available data under the previous data capture system, with the actual figure for 2014-15 more accurately reflecting community work hours undertaken during the reporting period.

OUTPUT GROUP: YOUTH JUSTICE

OUTCOME: The Youth Justice Division contributes to community safety and the repair of harm to victims by supporting young people and their families to develop socially and responsibly.

YOUTH JUSTICE GRANTS

Description: Monitor and administer targeted youth diversion and rehabilitation programs through the provision of grants.

Key Deliverables			2014-15		2015-16 Budget Estimate
	2012-13	2013-14	Budget	Actual	
Value of target youth grants distributed	\$3.6M	\$3.49M	\$3.8M	\$2.85M ^a	\$4.7M

Notes:

a. Unallocated funding was redirected to support the operational requirements within Youth Detention.

Family Responsibility Centres

Description: Build stronger parental responsibility and capacity to support families to divert young people from entering the youth justice system.

Key Deliverables						2014-15		2015-16 Budget Estimate
	2009-10	2010-11	2011-12	2012-13	2013-14	Budget	Actual	
Family Responsibility Agreements	n/a	n/a	60	84	57	70	50	Not continuing
Number of families case managed at any time:								
• Alice Springs ²			16	16	47	20	14	Not continuing
• Darwin	n/a	n/a	87	32	76	40	22	
Number of active individuals ¹ :								
• Alice Springs ²			40	99	120	130	153	Not continuing
• Darwin	n/a	n/a	229	198	178	220	118	

Notes:

- Active cases include total number of individual family members including parents, carers, grandparents and children.
- In Alice Springs there is an increase in active cases due to the large amounts of supportlink referrals.

Youth Boot Camps

Description: Youth Boot Camps aim to prevent young people entering the justice system, and for those young people who have had involvement in the justice system, break the cycle of offending behaviour.

Key Deliverables			2014-15		2015-16 Budget Estimate
	2012-13	2013-14	Budget	Actual	
Number of young people who commenced a camp program	new	18	100	77	100
Number of young people who complete a camp program	new	17	92	55 ^a	90

Notes:

a. Variation in completion time is a result of program delivery timelines where those participating are still to complete the program although they have commenced in this financial year.

Youth Detention

Description: To provide a safe, structured, secure and supportive environment in which young people who offend are given opportunities to address their offending behaviour so as to successfully reintegrate into society.

Key Deliverables			2014-15		2015-16 Budget Estimate
	2012-13	2013-14	Budget	Actual	
Daily average number of detainees	49	48	60	41 ^a	100
Expected peak beds required ¹	73	54	75	54	Not continuing

Notes:

a. The quarterly daily average number of youth detainees is very volatile, ranging between 36 and 58 over the last three years. In March quarter 2015, the daily average number of youth detainees was 44; this is 16% more than the previous quarter, but 11% less than the same quarter the previous year

1. The maximum number of beds required to accommodate fluctuations in the daily average of youth detainees based on a higher peak for the year.

Additional notes:

During 2015 NTDCS reviewed the performance measures for Youth Justice and identified more informative and refined measures that would better represent key deliverables.

Where indicated above as 'not continuing', the performance measures will be replaced from 1 July 2015, with the following:

Programs and Services

- Number of case plans
- Number of behavioural management plans
- Number of sentenced detainees leaving detention with a reintegration plan

Youth Boot Camp Programs

- Early intervention Youth Boot Camps
 - Number of young people who commence a camp program
 - Number of young people who complete a camp program

- Sentenced Youth Boot Camps (as an alternative to detention)
 - Number of young people who commence a camp program
 - Number of young people who complete a camp program

Youth Detention

Alice Springs Youth Detention Centre:

Total daily average number of detainees:

- Total daily average number of detainees on remand
- Total daily average number of detainees sentenced

Don Dale Youth Detention Centre:

Total daily average number of detainees:

- Total daily average number of detainees on remand
- Total daily average number of detainees sentenced

OUTPUT GROUP: CORPORATE AND GOVERNANCE

OUTCOME: Provide specialist technical advice and strategic support in the areas of information services, media and communications, policy, research and statistics, finance services, human resources, staff training and development, professional standards, audit and risk management, general services, executive and secretariat. These services enable the efficient operation and effective performance of the Department of Correctional Services while ensuring compliance and promotion of fiscal responsibility.

Key Deliverables	2013-14	2014-15		2015-16 Budget Estimate
		Budget	Actual	
Client satisfaction with services	new	80%	76% ^a	80%
Number of audits completed	new	60	73	100
Ministerial responses submitted within timeframes	new	85%	90%	85%
Media and marketing activities delivered	new	200	316	Not continuing

Notes:

a. As at March 2015.



PERFORMANCE, ACHIEVEMENTS AND OUTCOMES

58 Strategic Theme: Reduce Reoffending through Employment, Education and Programs

87 Strategic Theme: Supportive People Culture

111 Strategic Theme: Integrated and Accountable Organisation

170 Strategic Theme: Strong Community Partnerships

STRATEGIC THEME: REDUCE REOFFENDING THROUGH EMPLOYMENT, EDUCATION AND PROGRAMS

STRATEGY: Provide safe and well-ordered establishments in which we treat people in our care humanely, decently and lawfully

Success indicators for 2014-15

Health provided in the correctional facilities

The Department of Health (DoH) and NTDCS continue to work collaboratively to ensure that the best outcomes for the prisoners and detainees is realised.

There has been a lot of work undertaken to establish services on site at the correctional facilities to reduce the cost of prisoners being escorted to the hospital for a number of procedures e.g. x-ray.

The following health service developments have been completed or are being progressed:

Alice Springs Correctional Centre

- Regular clinic at Cottages on Sunday and Wednesday for Nurses clinics and Tuesday Doctor's clinic to monitor chronic disease care plans.
- Daily visits to youths by the Registered Nurse and Doctor as required.
- Telehealth facilities to be installed, to allow telehealth consults with the Alice Springs Hospital doctors.
- The HPS visiting pharmacist will introduce home medicines reviews for prisoners on complex medication regimes.
- Further progress on introducing a dialysis service on-site at ASCC with the use of a 'dialysis truck'.
- The dental service has doubled its number of dental days, as required, to catch-up with a backlog of dental needs. This has resulted in no health care complaint/inquiries regarding delays in dental service for over six months. The dental service will also see prisoners immediately for dental emergencies.

Darwin Correctional Centre

- Diabetes Educator is visiting weekly and will be an ongoing fortnightly service. This has proven to be very beneficial for prisoners with diabetes.
- Teleconferences continue with the renal unit and endocrinologist at Royal Darwin Hospital. Initiation of teleconferences and onsite visiting for all specialist services is being actively encouraged.
- Radiology services are visiting fortnightly with Nurses from the Primary Health Care team undertaking radiology training.
- Best practice team are currently revising multiple procedures to improve the efficiency of the service.
- The Primary Health Care team are engaging with acute care service to improve communication and flow through care for prisoners between the health services.
- Two Aboriginal Health Practitioners have been employed to commence at the DCC.
- Primary Health Care are regularly servicing Youth and Womens clinics, and plans are in place to run clinics within the new Complex Behaviour Unit in the near future.
- Visiting Allied health services include: podiatrist, optometrist, dentist, physiotherapist, and audiology.

Mobile Work Camps



Back Row L-R: Stephen Van Herpen (Correctional Officer), Anne Griffiths (Reintegration Officer), Britney Burton (Administration Officer), Kevin Raby (Superintendent Regional Operations). Front Row L-R: Larry Marshall (Correctional Support Officer), Mandy Crow (Chief Correctional Officer), Graeme Firth (Correctional Officer), Jason Frith (A/Senior Correctional Officer). Not in picture: Dean Jones (Correctional Support Officer), Luke Nadels (Trainee Correctional Officer)

Datjala Work Camp

On 2 September 2014, the Datjala Work Camp (DWC) relocated from the temporary site at Gulkula near the Garma site, to a permanent location in Nhulunbuy vacated by the Department of Health.

Initially there was some community opposition to the DWC being relocated to the permanent location. This occurred during a sensitive period when Rio Tinto closed their refinery with a significant loss of jobs, followed by the downsizing or closing down of infrastructure in the town. This issue was overcome by actively engaging with the Nhulunbuy community that included manning a stall from 7-9 July 2014, at the main shopping precinct, and meeting with key stakeholders to respond to any queries that were raised.

A Community Consultative Committee was formed consisting of community members to act as the conduit between NTDCS and the regional and remote communities, local business, service providers and government agencies within East Arnhem Land to encourage successful reintegration of offenders back into their communities through employment opportunities.

An Open Day was held on 15 November 2014, providing an opportunity for the Nhulunbuy community to visit the Datjala Work Camp and tour the facility and speak to the staff and prisoners. The event was very successful and provided the opportunity to educate and address concerns held by some community members.

A permanent staffing model has been implemented with staff relocating to Nhulunbuy from across the Territory, with Chief Correctional Officer Mandy Crow commencing as the permanent Officer in Charge DWC, in May 2015.

DWC accommodates low security male prisoners. The prisoners are transferred from the DCC and ASCC and must meet certain criteria before they can be considered.

Prisoners are encouraged to take responsibility for their own actions and performance with the aim of instilling a degree of self-determination that is possible within a low security correctional environment.

The philosophy of the DWC is to respond effectively to the needs of the offender population and the local community and provides an environment in which offenders have the opportunity to develop work readiness, and life skills, and opportunities to engage in pre and post release employment.

The staff and prisoners of the DWC develop close relationships with the Nhulunbuy and greater East Arnhem Land communities with an emphasis on cultural advice from the local Indigenous community.

The DWC also provides support to the East Arnhem Land community by providing opportunities for offenders to reintegrate back into the community, with real jobs, and provide reparation to the community for their offending behaviour. Furthermore, the Arnhem Land region benefits by worthwhile community works being undertaken by the prisoners.

Local Indigenous agencies and organisations are encouraged to participate in education and training activities. This ensures the Indigenous prisoner's cultural needs in learning are appropriately addressed and consistent with the values and belief of the community members.

There are two Official Visitors making monthly visits to the DWC.

As at 30 June 2015, there were 35 prisoners at DWC with 16 prisoners on Paid Employment, 19 on the Community Support Program (CSP) and three working as storeman, cleaner and in the kitchen at DWC.

Datjala Work Camp Community Consultative Committee

The DWC Community Consultative Committee (CCC) was formed to promote involvement and co-operation between the Nhulunbuy and East Arnhem Land communities, while providing both working and living skills for prisoners through incentive and appropriate community related projects, programs and vocational training. The membership of the DWC CCC consists of community members, local business and employer groups, Indigenous Enterprises, health and education services providers and representatives from NTDCS.

The objectives of the CCC are to:

- consider and where appropriate, provide comment on a range of information provided by NTDCS;
- provide advice about current and emerging issues from a community perspective;
- represent and communicate the needs of the local community;
- assist NTDCS to inform the local community and key stakeholders about what is happening within the DWC and, across the department Territory wide;
- consider community work assistance applications and make recommendations to the Officer-in-Charge DWC on the appropriateness of the projects; and
- provide advice to NTDCS regarding the appropriateness (or otherwise) of particular prisoners being accommodated at DWC.

The inaugural meeting was held on 26 August 2014, and the membership of the Committee was formalised with an agreement to hold meetings each month in Nhulunbuy.

Datjala Work Camp Community Open Day

On Saturday 15 November 2014, the DWC opened their gates and welcomed the community of Nhulunbuy to their inaugural Community Open Day.

The Acting Commissioner Rob Steer and Superintendent Kevin Raby, General Manager Regional Operations were on hand at the event to answer any queries from the public. Members of the DWC Community Consultative Committee were also in attendance.

The Community Open Day was to celebrate the relocation of the camp from its former temporary site at Gulkula to the permanent location in the township of Nhulunbuy. The Open Day provided the Nhulunbuy community with the opportunity to visit the DWC and speak and learn from the prisoners and staff about the philosophy of the facility.

The Open Day included men from the Rirratjingu clan singing and dancing for their ancestral spirit Wuyal followed by a smoking ceremony for the prisoners which offers spiritual cleansing and the warding off of bad spirits.

The media coverage of the event was positive with Gove FM holding an Outside Broadcast at the DWC and the Arafura Times touring the facility and covering the event.

Activities at the Community Open Day included a BBQ, education displays and tour of the facility amongst others. The event provided a forum for the prisoners, staff and community to meet and move forward with a positive focus to improving the reintegration opportunities for prisoners and stop the reoffending.

Barkly Work Camp Prisoners compete in the Tennant Creek Regatta

Two rafts were constructed by the prisoners and staff at the BWC workshop to compete in the Australia Day raft race to be held at the Mary Ann Dam Tennant Creek. Both Correctional Officers and prisoners competed in the race in the two constructed rafts.

Prisoners and Correctional Officers also attended the Battery Hill Mining Centre to assist with set up, clean up and events preparation at the Mary Ann Dam prior to the raft race.

The Correctional Officers finished the race third however the prisoners finished towards the back of the field after an unfortunate collision with another raft. The Correctional Officers also competed in the triathlon and finished third in very hot conditions.

The Australia Day event provided the opportunity for prisoners to partake and engage positively in a community event. The Tennant Creek community have welcomed the BWC and actively support the aims of the camp.

Tennant Creek Show

Low Security prisoners from the BWC assisted in the preparation and clean-up of the Tennant Creek Show. The work parties provided assistance to the Tennant Creek Show Society under a joint agreement which provided work for nine prisoners at the show site. The low security prisoners were supervised by an Officer. The prisoners completed a range of jobs including rubbish removal, grounds maintenance, and setting up and dismantling stalls. The community of Tennant Creek continue to support the Sentence to a Job program through the provision of work in the township.

Opening of the Indigenous Centre

On 20 May 2015 as part of the Elders Visiting Program 10th Anniversary commemorations, Ken Middlebrook, Commissioner officially opened the Indigenous Centre at the Darwin Correctional Centre. Elders from a number of regional communities, Rob Steer, Executive Director Correctional Operations and Bill Carroll, General Manager Darwin Correctional Centre also participated in the official opening.

The prevailing issue confronting the correctional system in the NT is the continued over-representation of Indigenous people in the criminal justice system, particularly in secure custodial facilities. Indigenous people represent approximately 35% of the NT population but comprise 85% of the adult prisoner population. The Indigenous Centre is one of the strategies for a greater emphasis on support mechanisms for Indigenous people so that the experience within the correctional system becomes a catalyst for change.

The Indigenous Centre is intended to provide opportunities for all Indigenous prisoners to engage constructively with the Elders to address their offending behaviours and reintegrate positively back into their communities.

Although the Indigenous Centre is located within a correctional centre, it was important to design a space that embodied the importance of cultural ties and practices. The design of the Centre is not only sympathetic to facilitating a workable space for Indigenous prisoners and Elders inside but also outside with a garden which was designed in collaboration with the prisoners and Horticulture Industry Officers.



Pirrawayingi Puruntatmeri and Dhanggal Gurruwiwi facilitating the Opening of the Indigenous Centre.

Upgraded facilities and improved infrastructure

Alice Springs Centrepoint Building Relocation

A number of divisions within NTDCS Alice Springs have been relocated to the Centrepoint Building:

- Alice Springs Community Corrections
- Alice Springs Family Responsibility Program
- Cross Border Project.

Alice Springs Community Corrections and Family Responsibility Program moved into the new premises in August 2014. Situated on the first floor of the Alice Springs Centrepoint Building, the tenancy is a vast improvement over the previous facility. The new fit out includes two large reception areas, a number of meeting rooms with video conference facilities, large open plan design and adequate storage space for filing. The new tenancy accommodates up to 50 staff members which meets current and future operational requirements.

The Cross Border Project moved into new premises in April 2015. Situated on the ground floor of the Alice Springs Centrepoint Building, the tenancy is an improvement over the previous accommodation. The new tenancy accommodates up to eight staff members which meets current and future operational requirements.



Minister Elferink cuts the ribbon to the new offices with Louise Blacker, Regional Manager Community Corrections, Alice Springs

Alice Springs Correctional Centre

FIRE SYSTEMS UPGRADE

Stage 2 of the ASCC fire detection system upgrade commenced in July 2014, which included replacement of Fire Control and Indicating equipment to ensure compliance with national standards, AS 7240 and AS 4428. This work was completed in January 2015, at a cost of \$260,000.

During the provision of work in Stage 2 further anomalies and maintenance issues have been identified by Fire Systems auditors/specialists when inspecting the facility. These additional repairs are required to maintain compliant asset protection and fire suppression system across the centres. These rectifications identified as Stage 3 will commence during the 2015-16 financial year at an estimated cost of \$460,000.

Safe Cell

Work at ASCC was completed in June 2015, for the provision of a "Safe Cell" within the Maximum Security block at a cost of \$166,000. The addition of this cell provides improved options for housing and managing offenders who may be considered "At Risk" or displaying behaviours of concern. To date ASCC has not had a cell of this type. The cell has a specific fit out to minimise the ability of offenders accidentally or purposefully injuring themselves



Safe Cell at Alice Springs Correctional Centre

Female Industries Shed

The Female Industries Shed was completed in February 2015. The design and construction was done by ASCC staff and prisoners. Included in the design has been a classroom for vocational training aligned Industries activities and office space for two staff members. One side of the shed has been fitted out to meet food handling and preparation standards which allows ASCC to increase Industries activities. Consideration is being undertaken to set up a food packaging industry in conjunction with the new ASCC Bakery.



Female Industries Shed, Alice Springs Correctional Centre

Medical Centre Floor

The ASCC Medical Centre was expanded in 2014, and additional work was required to bring the existing flooring to meet health standards. The existing floor was painted concrete which no longer met health requirements for a Clinic. A new vinyl floor was laid including covering around all the walls to bring the area up to standard. Work was completed in February 2015, at a cost of \$99,500.

Alice Springs Youth Detention Centre

Fence upgrade

The fence at the ASYDC was upgraded earlier in 2015, to meet operational requirements. The project was completed in two stages, with the installation of Anti-Climb mesh being the first stage. The northern and eastern fence lines were completely removed and replaced with Anti-Climb mesh to a height of approximately four meters with the works being completed mid-January 2015, at a cost of \$156,000. The second stage of this work was the installation of the Gallagher Electric Fence System which was installed on and over the top of the Anti-Climb mesh. This work was completed in April 2015, at a cost of \$103,000.

Loves Creek Station

In 2013 as part of the Government's election commitment to address youth offending youth boot camps were introduced. The Early Intervention Youth Boot Camp Program commenced in 2013, and continued into 2014, with the camp component of the program being delivered by Operation Flinders Incorporated at Yankanninna Station in South Australia. During this time, NTDCS embarked on a search to find a suitable permanent site in the NT. Property specifications were provided by Operation Flinders and a panel was established consisting of representatives from various relevant agencies resulting in nine potentially suitable sites being identified across the NT. The panel concluded that Loves Creek Station was the property that best met the specifications.

Subsequently, lengthy negotiations and consultations with the Central Land Council and Traditional Owners of Loves Creek Station took place. An agreement was finally reached in April 2015, with the signing of a lease/licence with the Traditional Owners.

Following the signing of the lease, full scale production commenced to establish the site and provide the camp component of the program utilising local contractors and pre used accommodation units from the former DCC. The site will be officially opened by Minister Elferink in July 2015.

Datjala Work Camp

A number of upgrades to the infrastructure for the new DWC were necessary to bring the facilities up to standard prior to the transfer of staff and prisoners.

Sewer pump upgrade project

It was discovered during routine maintenance that the existing poly sewer pump station had collapsed and cracked, making it unsuitable for further use. This was replaced with a concrete sewer pump station to reduce the likelihood of reoccurrence. Work was completed in December 2014, at a cost of \$43,000.

Kitchen upgrade

The Nhulunbuy special care centre was originally built for a 16 bed facility and NTDCS acquired this facility at Lot 1671 Bottlebrush Avenue, Nhulunbuy in September 2014.

The kitchen and pantry store was a domestic design with wooden cupboard and shelving, the layout was restrictive requiring preparation work to be completed on additional tables outside the kitchen work area and access to the pantry through separate doors. The kitchen did not meet the commercial kitchen standard required for a 50 bed correctional work camp. The kitchen now allows direct access to the pantry and is closed off. The cooks can now prepare meals in the confines of the kitchen area. Work was completed in May 2015, at a cost of \$69,000.



Before



After

Grease trap

With the change of use of the facility to house 50 prisoners and the upgrade to a more commercial layout in the kitchen, a grease trap was required that would also ensure safe and appropriate operation with the upgraded sewer pump. The new grease trap will be able to cater current and future requirements. Work was completed in June 2015 at a cost of \$24,000.

New Don Dale Youth Detention Centre

A number of infrastructure modifications were made to the old Berrimah Correctional Centre to ensure the centre was practical for a youth detention centre at a cost of \$1.2 million. The transition to the new DDYDC occurred late December 2014.



Before renovations



After renovations



Old Berrimah Correctional Centre - Self Help

Major upgrades and new works were completed in June 2015, to J Block and the Amenities building at the old Berrimah Correctional Centre through the self-help program utilising prison labour, at a cost of \$340,000. The former Amenities Building will be used by the Judo Club.

Also through the self-help program, new works have commenced in DDYDC, the works and upgrade will ensure that the facility has a designated area available for high security unit use. These works are expected to be completed in July 2015.



During and on completion of upgrade



Old Berrimah Correctional Centre - Self Help Amenities building during and on completion for use by the Judo Club

STRATEGY: Ensure that the youth justice system delivers improved outcomes on the rehabilitation and safeguards of young people who offend and who are at risk of offending.

Success indicators for 2014-15

Youth Justice Framework

The Youth Justice Framework 2015-20 aims to establish a coordinated and comprehensive response to youth justice issues in the Territory in order to assist NTDCS achieve its key objectives to reduce offending and re-offending.

In February 2015, the Department circulated the draft framework to key stakeholders for final consultation.

The framework is a key action of Youth Turn under the NT law and order policy, Pillars of Justice and will assist the government in achieving the goals of the Framing the Future blueprint.

The framework, which adopts the principles of the *Youth Justice Act*, encompasses a comprehensive and coordinated response across government agencies and non-government organisations to young people to address their offending and re-offending behaviour, and encourages parents to fulfil their responsibility for the care and supervision of their children.

The framework, which was developed in collaboration with government, non-government and community stakeholders from over 40 organisations, contains the following seven inter-related themes:

- Family responsibility and community engagement
- Early intervention and prevention
- Community-based orders and youth detention
- Reintegration
- Legislation, legal practice and court reforms
- Workforce development and integrated information
- Monitoring and evaluation.

The framework has been endorsed by the NTG and is awaiting formal release.

Diversion Programs

Youth diversion programs are central to youth justice in the Northern Territory youth justice model. The programs are formally registered with the NT Police and are funded through the NTDCS.

New funding agreements have led to a number of new providers now receiving grants up to 2017.

A competitive application process in April 2014 ensured that the majority of urban and remote communities now receive case management services for young people on diversion.

The program funds services for young people at risk, those subject to pre-court processes and re-integration diversion.

Seek Education or Employment not Detention Program

The Seek Education or Employment not Detention (SEED) Program is the former Work Not Play initiative for young people. The objective of the program is to mirror the success of the Sentenced to a Job program. The initiative will provide young people in the youth justice system with work experience, traineeship or apprenticeship opportunities in order to develop employability, work readiness and practical skills. This will support their reintegration into the community and increase employment prospects upon release. Skills development will be delivered in conjunction with education to ensure detainees are able to work and have the level of education required for them to be successful in their chosen occupation.

Over the past year, piloting of programs linked to the initiative has commenced. The program has had a number of participants involved to varying degrees to date. The program has provided a number of subprograms within the broad SEED program throughout 2014-15 that have included:

- Work Readiness Programs
- Resume Building – Provided by Group Training NT
- Certificate 1 in Business Administration – Provided by Group Training NT
- Work Experience
 - Placement based work experience
 - Onsite Work Programs

A number of projects have been completed at the DDYDC and ASYDC including clearing rubbish, painting cells, basic carpentry and plastering. The program of maintenance related work was identified for both centres and completed over this year. Some of the work projects which have not yet been completed remain as projects for the coming year.

The program has had some success in utilising the Guiding Circles program throughout the year. This along with the Changing Habits and Reaching Targets (CHART) program will be used to inform individual case management plans to focus on the interests and individual strengths of the young people in the program. Education remains pivotal to the success of the program and so staff from the Department of Education, based at the centres, have been involved. They seek to ensure each young person attends literacy and numeracy sessions to further enhance their prospects within the program.

Youth Justice – Step Up – Youth Family Violence program

WHAT IS THE PROGRAM?

The program has a psycho-educational focus and therefore deals with general principles related to offending. It gives participants opportunities to examine situations, thoughts and behaviours that have led to violent behaviour, and to develop and practice strategies to deal with these issues in a pro-social manner.

The program is delivered in the community and also in youth detention in Darwin and Alice Springs.

To date the Step Up program has been facilitated in Darwin and delivered to five girls and nine boys in November and December 2014.

HOW IS A YOUNG PERSON REFERRED TO STEP-UP FAMILY VIOLENCE PROGRAM?

A referral can be made by a youth, their family or other stakeholders (e.g., courts, case workers, family, lawyers, probation and parole officers, police or teachers) and may be made in one of the following ways:

- Directly to the Family Responsibility Programs in Alice Springs and Darwin;
- Directly through the Principal Psychologist at DDYDC.

Youth Boot Camps

Early Intervention Youth Boot Camps

PROGRAM OVERVIEW

The NT is faced with a range of unique challenges in the prevention and management of youth crime. Specifically, the over-representation of Indigenous young people within the youth justice system requires culturally specific and innovative crime prevention strategies.

The Government is seeking to improve Territory wide crime prevention outcomes by targeting young people (male and females aged between 12 and 17) who present with a range of family, forensic and social risk factors that place them at high risk of becoming engrained within the youth and adult correctional systems. Following an initial trial, a full-scale implementation of the Early Intervention Youth Boot Camp (EIYBC) program was implemented in 2014.

The EIYBC program has bold but clearly articulated medium to long-term outcomes that include: reduced offending, substance use and at-risk behaviour; increased educational and vocational engagement; improved cultural connectedness and identity; and enhanced health and wellbeing.

Unlike traditional boot camps, which are founded upon processes of compliance, authority and submission, each EIYBC service provider has been funded to deliver their program within a therapeutic framework based upon the processes of validation, curiosity and coaching.

A feature of the EIYBC program is that young people are taken to a wilderness environment where avoidant behavioural patterns are challenged. That is, young people are exposed to a range of rules, routines and difficult challenges where aggressive, withdrawn and avoidance coping responses are elicited.

Young people are also exposed to a range of pro-social cultural mentors and authority figures (e.g., police, ambulance officers, cultural Elders) that require them to place trust in adults and re-evaluate their attitudes towards authority figures.

Following the completion of the intensive wilderness program, young people are supported by adults who mentor, coach and support them within a case management framework for up to three months.

In short, the EIYBC program is a targeted intervention designed for young people who are at risk of future long-term offending. By offering an intensive wilderness experience that builds insight and skill capacity, young people also develop the mindset that they can be an agent of growth or change in their life. The follow-up and embedded case management program is designed to consolidate this growth and mindset, and coach young people to articulate and action their own pro-social goals with the support of others in a manner that is integrated in the system supporting the young person.

Youth detention

Smoking Ceremony Don Dale Youth Detention Centre

A 'smoking ceremony' is a traditional practice of Indigenous Australians to cleanse, heal and bless places, people, buildings and objects. Smoking ceremonies are also held when someone passes away to cleanse objects either owned or used and places frequented by, the deceased person.

Smoking ceremonies occur for several reasons, including but not limited to: after a tumultuous event, to mark a significant event, closures or changes to the usage of a place or thing, to dedicate memorial poles and sacred objects and, to banish 'bad spirits'. It is believed that bad spirits harass and cause problems for the living, leading some people to act out of character and become ill.

Smoking ceremonies are also held when someone passes away to cleanse places they frequented, like their home and objects they used, such as the family vehicle. Encouraging them to leave the living world and find peace and purpose in the next.

In this instance, the smoking ceremony was conducted on Tuesday 28 April 2015, to cleanse the facility at Berrimah of its past, mark the closure of Berrimah Correctional Centre as a gaol, and re-open it in its new capacity as the DDYDC.

Specific plants and leaves are burnt to produce the smoke, which is believed to have cleansing properties and the ability to ward off Bad Spirits and at the same time send poor souls to their rightful "Dreaming Place". The smoking ceremony was led by the Kenbi dancers from the Belyuen Community on Cox Peninsula.

Although the Kenbi people have cultural authority, they were supported by residents of the 15 Mile Camp (Palmerston), Gove, Groote Eylandt, Beswick, Tiwi Islands, selected open-rated prisoners from the Arnhem region and members of the NTDCS Elders Visiting Program.

Invited NTDCS Staff, external service providers and stakeholders were encouraged to participate, following close behind the 'masters of ceremony'. Once the 'serious business' was concluded guests, staff and detained youths were treated to refreshments and 'bunggul' (Corroboree) a range of dances acceptable for public view and enjoyment.

The event was both enjoyable and educational, exposing non-Indigenous participants to a very poignant cultural practice and aspect of Indigenous traditional life.



Smoking Ceremony at Don Dale Youth Detention Centre

Review of the Northern Territory Youth Detention System Report

On 18 February 2015, Minister Elferink released the Review of the Northern Territory Youth Detention System Report (the Vita Report).

The Vita Report was commissioned following a series of incidents at the former Don Dale and Holtze youth detention centres in late 2014.

The Vita Report made 16 recommendation for improving the NT youth detention system. The NTG accepted all 16 recommendations and committed to implementing them in full. The NTDCS subsequently established the Youth Detention Review Advisory Group to monitor the progress of, and provide expert advice in relation to the implementation of the recommendations.

As of June 2015, of the 16 recommendations, 13 recommendations have been completed, with:

- Four of the completed recommendations (4, 10, 14, and 15) requiring no further action.
- nine of the completed recommendations (1, 2, 3, 5, 6, 8, 12, 13 and 16) requiring ongoing action and monitoring.

Recommendations 7, 9 and 11 are close to finalisation and when implemented will require ongoing action and monitoring.

The recommendations:

1. All new initial and refresher training, including staff development should include components of:
 - case management
 - mediation and negotiation
 - use of force
 - adolescent behaviour
 - symptoms of foetal alcohol
 - ADHD and general mental health

- pro-social modelling
 - emergency management
 - cultural awareness.
2. The introduction, training in, and consistent use of an appropriate assessment tool such as the Youth Level Service of Inventory (YLSI) that would be earmarked to drive the case management process and form the beginning of the goals necessary for the detainee to work on as part of his/her reintegration back into the community.
 3. Remodel the case management process so that youth workers have a direct role via being key workers and thus not be relegated to a pure custodial role. This may require review of the youth worker Position Description.
 4. To develop in accordance with the Youth Justice Framework a clear philosophy that will drive the mission and vision of youth detention into the future.
 5. Begin instituting an immediate review of a central operational procedures manual for both detention centres in Darwin and Alice Springs.
 6. Continue to develop and implement Standard Operating Procedures at the Berrimah YDC.
 7. Introduce an effective and objective classification system that involves decision-making in a multi-disciplinary team approach.
 8. Introduce a consistent and structured methodology in relation to behavioural management including the preparation and implementation of Behaviour Management Plans.
 9. Introduce a formal incentive scheme that is structured and applied fairly and links in with the case management and classification processes.
 10. Make available to all detention centre staff appropriate equipment for their personal protection in reacting to immediate emergency situations requiring use of force.
 11. Introduce a staffing model that reverses the current ratios of casual and temporary staff to permanent status.
 12. Introduce at least two evidence-based and meaningful offence focused programs.
 13. Introduce a culture of a multi-disciplinary team approach in all decision-making processes.
 14. That youths currently housed in the interim Holtze facility be transferred to Berrimah YDC as soon as practical.
 15. Aranda House in Alice Springs should not be reopened after the operational transition to the Berrimah site has been completed.
 16. The Seek Education or Employment not Detention (SEED) Program is actively continued and expanded in youth detention.

Community-Based Youth Supervision Project

A significant commitment has been made by NTDCS to enhance our services in youth justice.

The Community Corrections, Community-Based Youth Supervision Model (CBYSM) project commenced in November 2015 and sits under Part 3 of the Youth Justice Framework (2015-2020), Community Based Orders and Youth Detention. The primary purpose is to develop a stand-alone policy, practice and procedures framework for young people on community-based orders.

Changes already identified include the development of two weeks training for Probation and Parole Officers on relevant legislation and services, strengths-approach and trauma-informed practice, introducing the Youth Level Service / Case Management Inventory TM risk/needs assessment tool and the Changing Habits And Reaching Targets (CHART) program.

Also to be developed will be a 'Youth Language Resource'. In consultation with key stakeholders, Community Corrections will develop tools to assist young people better understand their rights and responsibilities regarding community-based orders. The tools will be presented in a medium that connects easily with young people. Selected audio Indigenous language versions will also be developed to support our work with those from community.

Improved Pre-Sentence Reports have been a key feature of immediate changes already implemented, delivering on:

- enhanced collaboration with statutory agencies and non-government services, is evidenced by professional 'case conferences' and information sharing;
- strengths-based and future focused shared case plans;
- annexed (program and service) reports, particularly 'Institutional Reports' when a young person is in detention.
- This practice change delivers with the strategic objectives committed to in 2014-15 for the Youth Court.

When establishing the CBYSM, Community Corrections and Youth Justice will ensure there is a key focus on education and training. The work will be led by NTDCS, and involve our inter-agency and non-government colleagues.

Once completed, the CBYSM youth specific policy, practice and procedures will form the standalone manual for the administration of accountable Community Corrections Youth Justice Services, similar to the Offender Management Framework.

CASE STUDY: FAMILY RESPONSIBILITY CENTRE

Family Responsibility Program – a snapshot of work with one Territory family

The mother had minimal history with NTDCS but did have two previous court appearances, one for possession of a dangerous drug and one for hinder/resist police; her son had charges before the Youth Justice Court and her daughter was on an alternative detention order.

The Department of Children and Families (DCF) advised there was a child protection report that was being investigated. The son was not able to sleep at home due to overcrowding of young people at the home. The investigation was substantiated as neglect-inadequate supervision. There were also numerous previous reports, nine did not proceed to investigation, three were investigated with the outcome “no abuse or neglect found” and one investigation substantiated emotional harm.

The DHsg reported nine complaints of anti-social behaviour and six incidents that required the attendance of Public Housing Safety Officer’s. A debt had been accrued and damage to property related to anti-social behaviour of young people at the home. The tenancy became at risk due to anti-social behaviour including disputes, offensive loud language and large groups of young people at the house causing disturbances.

There was a history of family violence. The mother was also a victim of family violence.

Extensive work was undertaken by the FRP to break down barriers and build trust through persistent and regular visits and phone calls. Contact with the family involved addressing:

- cognitive dissonance
- therapeutic conversations around behavioural modification
- increasing parental capacity
- utilising mindfulness techniques to increase emotional regulation
- problem solving techniques to assist with making wise decisions in regard to her children’s safety and future.

A PARENT (MOTHER) WAS REFERRED TO THE FAMILY RESPONSIBILITY PROGRAM BY THE DEPARTMENT OF HOUSING MID 2014 IN RELATION TO ANTI-SOCIAL BEHAVIOUR OCCURRING AT THE HOME.

OUTCOME

The mother signed a Family Responsibility Agreement (FRA) for six months. The case plan consisted of:

- obtaining a housing transfer
- reducing anti-social behaviour
- improving parental capacity
- re-engaging the children with education
- building a relationship with NT Police
- supporting the son through court and the daughter through her order.

Currently the family is not involved in the justice system, the children are at school, and their housing is safe with a new lease signed. The mother has a much better relationship with police and advises them of issues in her neighbourhood. The case with DCF child protection has now been closed.

The mother voluntarily requested that FRP monitor her for the duration of her agreement until expiry.

STRATEGY: Introduce an enhanced sentence management approach which promotes an integrated model of offender throughcare

Success indicators for 2014-15

Offender Services and Programs

The NTDCS Offender Services and Programs area deliver a wide range of psycho-educational and treatment programs to address offending behaviour.

Programs currently on offer include:

- Sex Offender Treatment Program (SOTP)
- Violent Offender Treatment Program (VOTP)
- Violent Offender Treatment Program – Moderate (VOTP – MOD)
- Responsibility Safety Victims Planning Program (RSVPP)
- Intensive Alcohol and Drugs Program (IADP)
- Safe Sober Strong Program (SSS)
- Family Violence Program
- Individual Intervention
- Step Up (Youth Family Violence Program).

Non-government organisations (NGO's) and external agencies also deliver a range of group and individual interventions for issues such as alcohol and substance abuse, domestic violence, legal clinics, depression, anxiety, drink driver education, relationships, life skills and general counselling.

Prior to a participant commencing a program they must go through an assessment process to determine whether they are eligible for a group or individual program. Programs are only available to sentenced prisoners with the exception of the Safe Sober Strong program, which run programs for sentenced, and remand prisoners. Individual intervention can be offered to offenders who are not suitable for a group program, dependent upon the assessment outcomes.

The Step Up pilot program has recently been introduced in youth detention as a Youth Family Violence Program. This pilot program commenced in December 2014, with one female and one male group. One pilot program is currently running in the community.

The Responsibility Safety Victims and Plans Program is a low intensity program designed to meet the intervention needs of low and moderate-low risk sexual offenders. The program first commenced in DCC in March 2015, and will be evaluated on an ongoing basis.

Electronic Monitoring

NTDCS is the lead agency for the implementation of electronic monitoring in the NT. It is another important component of the Government's Pillars of Justice framework. The introduction of electronic monitoring provides NTDCS with an additional tool to enhance the monitoring, surveillance and management of offenders in the community. Community offenders subject to electronic monitoring are those on Parole and Court imposed Orders. In addition, prisoners released on Administrative Home Detention are also being fitted with electronically monitored devices. The intention is also to use electronic monitoring devices on some prisoners who are on general leave permits in the community.

NTDCS has now successfully implemented electronic monitoring across the main centres of the Northern Territory with offenders in Darwin, Katherine, Wadeye and Alice Springs being fitted with devices. This initial phase, has seen over 130 community based offenders connected and monitored, since September 2014. The next phase will see more usage of electronic monitoring in smaller remote communities, where successful testing has already occurred.

Further to this, NTDCS has successfully established an electronic monitoring program at Venndale, a residential rehabilitation centre near Katherine. This provides another mechanism for the Department to ensure both prisoners and community based offenders comply with treatment conditions.

Since 5 September 2014, all prisoners at the BWC in Tennant Creek are fitted with ankle bracelets as a management tool. Since the implementation of electronic monitoring there has been only one walk out from the Camp.

NTDCS commenced trialling SCRAM (Secure, Continuous Remote Alcohol Monitoring) in the latter half of 2014-15.

The use of SCRAM will allow for a more targeted approach to offenders with significant alcohol related offending histories who are vulnerable to relapsing. It is anticipated the program will be rolled out during 2015-16.

Electronic Monitoring has also been utilised to assist in the management of young people living in the community, subject to certain conditions. Electronic monitoring of young people, coupled with wrap around support services will strengthen reintegration back into the community.

STRATEGY: Provide enhanced repatriation options to improve offender reintegration to community

Success indicators for 2014-15

Venndale

Katherine Community Corrections and DoH have established a partnership program whereby Community Corrections assist building projects at Territory Housing properties for repairs and maintenance to complete refurbishments.

Three prisoners participating in the Venndale Rehabilitation program in Katherine were the first participants on this project. Under the supervision of Community Correction's supervisor and qualified builder, Greg Adams, they did a fantastic job of re-furbishing a deteriorated fence at a Territory Housing property. The old timber panels were updated to a more modern look using durable colorbond panelling and the prisoners have since moved on to a painting project.

Offenders on Community Work Orders have also commenced working on this project which benefits the community by assisting to increase the availability and quality of public housing in Katherine. It also provides a valuable opportunity for offender's to learn and/or improve skills in the building and construction trade under the guidance of a qualified builder.



Before



After

Partnerships with Alcohol and Other Drug facilities

Drug and Alcohol Services Australia (DASA), Venndale and Central Australian Aboriginal Alcohol Programs Unit (CAAAPU) provide Alcohol and Other Drug (AOD) programs for prisoners. These programs provide prisoners with a healthier foundation to address their reoffending behaviour.

AOD programs provide participants with the tools and skills to mitigate against relapse, thereby reducing the likelihood of re-offending.

Venndale is a rehabilitation facility located near Katherine which provides a Total Relapse Prevention Program which is held over six weeks. The course is a rolling program and prisoners are able to commence participating at any time. Prisoners are transferred to Venndale from the BWC, ASCC and DCP to participate in the Program.

CAAAPU and DASA deliver an Alcohol Awareness Program in Alice Springs to assist Aboriginal people with alcohol and drug rehabilitation, and to provide ongoing treatment and education. The CAAAPU program is run over four weeks and consists of one session per week for two hours (four sessions in total).

Alcohol and substance abuse is one of the major underlying factors related to offences committed by prisoners in the NT. Providing prisoners with the opportunity to address their alcohol and substance abuse issues enables them to participate in the Sentence to a Job Program. This then provides the offender with a solid work history and upskilling.

Updates from Community Based Programs (Supported Accommodation/AOD beds)

Pre and post release supported accommodation

The pre and post release supported accommodation program is designed to support Correctional Services clients: to successfully transition from custody to community; to reduce rate of re-imprisonment; to reduce the risk of reoffending and to improve public safety. Stronger emphasis has been placed on rehabilitation, reintegration, repatriation, employment, education and training.

In 2014-15, NTDCS provided grant funding to Anglicare NT to deliver supported accommodation for men in Alice Springs and funded a new service for women in Darwin. The programs are to provide transitional housing, case management and reintegration support services to eligible prisoners and post-release offenders leaving correctional facilities or, as a community based alternative to incarceration, who may experience issues with housing and homelessness.

There is a significant emphasis on reintegration, not only in developing life skills, but also assisting prisoners in establishing broader community support networks and restoring family/community relationships that will support independent living. Supporting individuals to engage in and/or find meaningful and sustainable employment, and/or obtain various vocational skills through structured training is also a key focus of this initiative.

Alcohol and Other Drugs beds

NTDCS has provided funding to two NGOs to increase their capacity to deliver residential alcohol and other drug treatment services to Correctional Services clients. For the purposes of this program a correctional services client has been defined as a prisoner who is serving a sentence and has been assessed as suitable to be granted a general leave permit from prison to attend the rehabilitation program. Previously, NTDCS had provided the funding to build six residential treatment beds at CAAAPU and 15 beds at Venndale via Katherine for this purpose.

This program aims to develop skills that address the prisoners' alcohol and drug misuse by focusing on healthy and safe lifestyle options and intensive individual case management. This will assist them to identify and address any personal issues which impact on their ability to cope and their offending behaviour and to assist them to find meaningful and sustainable employment and training.

GOOD NEWS STORY

Joe was not expecting to be incarcerated and had made no provision for this eventuality. Whilst in jail, Joe lost his accommodation, incurred a large debt to Territory Housing and consequently did not have an address to go to on his release.

The OutCARE worker went and interviewed Joe at the ASCC and assessed him as suitable for the Program. Joe came across as an articulate and intelligent man who was teaching Numeracy and Literacy to other inmates while in gaol.

Immediately upon his release Joe set about organising the return of his possessions, which had gratefully been stored by the Anglican chaplain, Geoff Crabtree and members of the Prisoners Fellowship.

Thanks to these people Joe was one of the lucky ones' who could locate his belongings. Most prisoners find that all of their valuables have disappeared or been sold, adding to their despair and frustration upon release.

Joe also took it upon himself to completely clean the OutCARE House, adding items of his own in order to give the house a more homely feel. Joe then encouraged the other tenants to assist him to re-design the gardens surrounding the house.

Such was Joe's prowess with the mop and broom that the OutCARE worker and Manager of Transitional Housing asked Joe if he and another client would like to clean some empty flats on a professional basis for Anglicare. They went on to set-up their own cleaning business with assistance and support of the OutCARE worker. This proved a very successful as the quality of their work was impeccable.

By April 2015 Joe was arranging to bring his partner and child back to Alice Springs. Joe's business was going so well he had cancelled plans to transfer to Adelaide.

Joe had been internally referred to Anglicare's Transitional Housing Program and had been accepted for a two bedroom flat. Joe set-up his Anglicare flat so well that it became the showroom unit for other tenants to see what is possible with a bit of imagination.

With the support of the OutCARE worker, Joe had also spent many months negotiating with Territory Housing to waive his debt, which was incurred through his unexpected incarceration. He then became eligible for the Housing waitlist and within five months Joe was happily moving into a Territory Housing flat.

Joe recently applied for a position with a local NGO and has been successful.

JOE WAS REFERRED TO THE OUTCARE PROGRAM LATE SEPT 2014. JOE HAD JUST COMPLETED TWELVE MONTHS OF A THREE YEAR SENTENCE. THE REMAINING TWO YEARS WERE SUSPENDED, MEANING JOE WOULD BE ON SUPERVISED RELEASE FOR THIS PERIOD OF TIME.

STRATEGY: Improve client employment opportunities, education and skills development which support employability

Success indicators for 2014-15

Family Violence Program

The NTDCS Family Violence Program (FVP) is an adult community based psychological-educational program. The Program is delivered over a period of five days by two FVP facilitators in consultation with local individuals, groups and agencies. The Program reinforces that family violence is a crime and is not acceptable. It challenges attitudes and behaviours that allow violence and abuse to occur, develops capacity to accept responsibility for violence committed, and allows offenders to remain in community while learning and practising skills and strategies to reduce the likelihood of violent behaviour.

The Program is a referral based program accepting mandated referrals through Courts, Magistrates, Probation and Parole Officers and Police. The FVP has also accepted referrals made through community and other government agencies and organisations, self-referrals, and community referrals from families and friends.

The FVP delivers on the following topics:

- Topic 1 Introduction/What is Family Violence?
- Topic 2 Life Story/ Positive and Negative Experiences and Attitudes
- Topic 3 How Violence Affects Self, Family and Community
- Topic 4 Immediate Factors Preceding Violence
- Topic 5 Managing Anger and Jealousy
- Topic 6 Communication Skills
- Topic 7 Violence and Substance Abuse
- Topic 8 Revision and Action Plan

In 2014, the FVP delivered 35 community based programs including six female programs. These Programs include communities, Correctional Centres and partnering with community agencies such as drug and alcohol rehabilitation centres. In total, there were 335 referrals made to the Program with 272 participants completing – an 81% completion rate.

Locations of Family Violence programs delivered

Top End	Arnhem	Katherine	Central	NTDCS Correctional Centres
Bachelor*	Angurugu	Beswick	Alice Springs	Alice Springs Correctional Centre
Darwin*	Gunbalanya	Katherine*	Hermannsburg	Darwin Correctional Centre
Palmerston	Maningrida*		Tennant Creek*	Barkly Work Camp
Wadeye	Ngukurr		Yuendumu	
Wurrumiyanga	Numbulwar			

*Female based program delivered in 2014.

BARKLY WORK CAMP FAMILY VIOLENCE PROGRAM – 'STOP THE VIOLENCE' SONG

The Family Violence Program provides different approaches to working with participants to get the most effective outcome. An option is for the group to work together and develop a song throughout the week to perform at the end of the week at the graduation. In April 2015, the Barkly Work Camp Family Violence Program participants developed and recorded a song called 'Stop the Violence'. The men worked together to develop this song as a journey of healing and supporting their partners, families and communities. The song was used in an ABC NT radio segment.

Referrals to the Family Violence Program can be made through email FamilyViolenceProgram.NTDCS@nt.gov.au.

FAMILY VIOLENCE PROGRAM SONG

STOP THE VIOLENCE

(1st verse)

I find myself in the cell again
Sad and lonely
Sad and lonely
Surrounded by prison walls
Gotta find a way to stop going round in circles

(1st chorus)

We got to stop the violence
Think about your family
You got to stop the violence
Think about your future
Think about your future

(2nd verse)

Outside we gotta change our ways, to be a better man...
A family man
And to keep our culture alive & strong
For our children

(2nd chorus)

We got to stop the violence
Think about your family
You got to stop the violence
Think about your future
Think about your future



IN
2014-15
THERE WERE

496

COMMENCEMENTS
IN EDUCATION
COURSES
provided at DCC and ASCC
and Barkly Work Camp.



288

VOCATIONAL
EDUCATION
AND TRAINING (VET)
CERTIFICATES WERE
COMPLETED

131

STATEMENTS OF
ATTAINMENT
WERE ISSUED

QuickSmart

QuickSmart is a literacy and numeracy intervention program that supports the development of basic literacy and numeracy facts. The University of New England (UNE)/SIMERR was engaged by NTDCS in 2012, as part of a three year pilot program to deliver the QuickSmart program at both DCC and ASCC to engage prisoners with low levels of literacy and numeracy.

The QuickSmart program is focused on a peer tutor delivery model and NTDCS has been supported by UNE to train suitable prisoners to deliver tutoring sessions to other prisoners that not only builds concepts around learning of literacy and numeracy, but has also provided positive educational experiences and development of associated skills, such as confidence and self-esteem in participants as tutors and students.

At ASCC as at 31 March 2015, 99 prisoners and nine prisoner tutors (seven of them Indigenous), participated in the QuickSmart program with 1,057 numeracy sessions and 483 literacy sessions being delivered. At ASCC, during this period, QuickSmart classes have been delivered in the Women's block, Industries, Textiles, the Cottages, the kitchen and the Education block.

At DCC as at 30 June 2015, 37 prisoners have participated in QuickSmart lessons with a total of 188 sessions being delivered in numeracy only. Four prisoner instructors have been trained by UNE to assist with the delivery. The program has been delivered in Sector 2 and was more recently implemented in Sector 5.

Education

NTDCS delivers and brokers the delivery of both non-accredited and nationally accredited vocational training and education to adult prisoners to support their reintegration into the community and improve their prospects of employment on release.

The barriers that exist for prisoners in successfully completing educational courses include:

- limited education and employment experiences;
- language impediment;
- low levels of literacy and numeracy; and
- serving short sentences of six months or less.

These factors can limit a prisoners ability to undertake certificate level courses or enrol in units of those courses. However alternative pathways exist through training in practical skill sets or other unaccredited training to obtain and develop the beginning skills in reading, writing, oral communication, numeracy and other generic skills for further training and education. Literacy and numeracy components are integrated into training materials and activities in line with NTDCS's commitment to improve literacy and numeracy skills right across all its training programs.

It is important that prisoners are given appropriate opportunities to have hands on practical experience where possible. NTDCS is able to closely align vocational education and training to correctional industry operations, so prisoners, by means of a 'live work' based learning environment, can develop work readiness skills and experiences alongside literacy and numeracy development.

The Education team contribute to Individual Offender Management Plans through the provision of assessments and case reports to identify possible pathways to education, training and employment.

Berrimah Construction Services

Berrimah Construction Services (BCS) is a unique operation in the Northern Territory. While it is an integral part of Batchelor Institute, it is located in the DCP.

The primary goal is to provide on-the-job training to prisoners by a team of qualified and certified VET trainers. Qualifications delivered include Certificates I and II in Construction along with a White Card (Work Safely in the Construction Industry) and a variety of machinery tickets relevant to the construction industry. The desired outcome of the training is employment in the construction industry on completion of the program with the ultimate goal of reducing recidivism rates.

Training in BCS centres focus around the construction of accommodation, demountable dwellings and ablution blocks, offices, sheds, steel building frames and numerous smaller steel products (cubby houses, trolleys, and bush kitchens). While these products result from the activities of on-the-job training at BCS the primary focus is a pathway to employment through the training embedded in these construction activities.

Training programs are, where practical, tailored to release dates of participants and delivered by four highly skilled and industry experienced trainers. In the case of very short sentences, participants can be trained to measure, cut and weld steel, read plans, gain a White Card, fork lift and working at heights licences. In the longer term the primary goal is for prisoners to obtain a Certificate II, or at least a Certificate I qualification in construction. The BCS training concept and its outcomes have been nominated for a number of training awards.

BCS' competitive edges are its highly skilled staff and book of contacts which make up a healthy referral network. Its competitive cost on projects and ability to operate an active construction training site with highly sought after employability skills addressing trade skill shortages are substantial advantages.

BSC was a finalist in the Northern Territory Training Awards under the category Industry Collaboration.

Berrimah Construction Services Graduations

To recognise the efforts of prisoners obtaining vocational qualifications through BCS several graduation ceremonies have been hosted during the course of the year attended by Minister Elferink and the Commissioner. The graduation ceremonies provided an opportunity for prisoners to experience the confidence that accompanies success and the growth in enthusiasm for learning as a result of the contribution towards their own personal development.

BCS hosted the following graduations across 2014-15:

- March 2014 – 27 Graduates

- August 2014 - 36 Graduates
- December 2014 – 23 Graduates

Additionally five female prisoners were awarded a Certificate II in Indigenous Environmental Health at a graduation in June 2014, attended by friends and family.

Community Support Program 2014-15

Datjala Work Camp Community Support Program (CSP) provided clean-up services to the Nhulunbuy community after Cyclone Lam. Prisoners also went out to Ramingining to assist with the clean-up of the community.

During the dry season up to 24 prisoners from DCC assisted the Coomalie Council each Tuesday with maintenance and beautification of memorials and historical sites in and around the Adelaide River and Batchelor townships.

A beautification program undertaken by the ASCC CSP commenced working in the Todd River, removing rubbish and noxious weeds. They also assisted with general support and infrastructure set-up/pull-down for five major community events; Lions Camel Cup, Henley on Todd, Old Timers Fete, National League Soccer match and Harts Range Races/Family Sports Weekend.

ASCC CSP assisted Riding for the Disabled with the manufacture and installation of wheelchair access ramps and shade structures for disabled participants. General work and assistance was undertaken in September 2014, in support of the Alice Springs Masters Games.

During June 2015, the BWC CSP travelled to Brunette Downs to assist with preparations for the 2015 A.B.C. Thoroughbred Race Meeting conducted from 18 to 21 June 2015.

Community Support Program contribution to the community

Location	Estimated Hours	Estimated cost savings
Darwin Correctional Centre	80,304	\$1,354,728
Alice Springs Correctional Centre	37,828	\$638,158
Barkly Work Camp	41,328	\$697,203
Datjala Work Camp	14,015	\$236,433
Totals	\$173,475	\$2,926,522

Community groups and events that have received assistance from NTDCS:

Darwin	Alice Springs	Barkly
Botanical Gardens	Alice Springs Show Society	CatholicCare
Cyclone Evacuation Preparation (Cyclones Lam and Nathan)	Alice Springs Town Council	Churches (various)
Beer Can Regatta	Alice Springs Turf Club	Pensioners
Darwin City Council	Camel Cup	Pulka Pulkka Kari Nursing Home
Drug and Alcohol Services	Finke Desert Race	TC Senior Citizens
Fred's Pass Show	Ghan Preservation Society	TC Show Society and Show Ground
Greening Australia	Henley on Todd Regatta	TC CDU Campus
Palmerston City Council	Masters Games	TC Arts Centre
Pre-cyclone clean ups of Darwin beaches	National Road Transport Hall of Fame	TC Telegraph Station
Riding for the Disabled	Older Timers Alcohol Services	NT Womens Country Association
Royal Darwin Show Society	Alice Springs Archery Club	NTG Tennant Creek Hospital
Salvation Army	Scouts and Guides	NTG Department of Infrastructure
Scouts and Guides	NTAFL – Traeger Park	NTG Department of Land Resource and Management
Pet Expo	Clay Shooters Association	NTPFES Tennant Creek Fire Station
NTAFL - Marrara Stadium	Off-Road Motor Club	NTG Department of Education and Training
Darwin Drags Association	Illegal Rubbish Pickups	NT Emergency Services
Hidden Valley V8's	Cattlemen's Association	Barkly Regional Council
Jununga/Jade Garden/Tracy Lodge Aged Care	Alice Springs Canine Society	Saint Vincent DePaul
Village Green Humpty Doo	Salvation Army	Kraut Downs
Glenti Festival	BMX Club (Len Kittle Drive)	Ninkka Nyunyu Aboriginal Cultural Centre
RSPCA	RSPCA (Len Kittle Drive)	Battery Hill Tourist centre
Adelaide River Show / Rodeo	Bass in the Dust	TC RSL Club
Mindil Markets	Gap Youth Centre	TC Golf Club
Keep Australia Beautiful Programs	Alice Springs Velodrome	TC Turf Club
Berrimah Site	NT Emergency Services	TC Go Kart Club
Kids Christmas Party NT	NT Bush Fire Service	TC Gun Club
Red Cross	Alice Springs Inland Dragway	TC Boxing Club
Bowls Clubs (various)	Arunga Park Speedway	TC Bowling Club
Palmerston MotorX	Go-karts Association (Arunga Park)	TC Saddle Club
Legacy House	Olive Pink Botanical Gardens	TC Lions Club
Police Memorials	Senior Citizens	TC Rotary Club
Netball NT	Alice Springs Kennel Club	TC Speedway Club
Churches (various)	NAIDOC	TC BAFL Association
Childcare Centres (various)	Hamilton Downs	TC Rodeo Club
AFL NT	DASA/Desert Mob	TC High School
Hidden Valley Raceway	Turf Club (by request)	TC Primary School

Darwin	Alice Springs	Barkly
Adelaide River Rail Heritage	Women's Hall of Fame (Old Gaol)	TC Child care Centre
Coomalie Council	YMCA	Mungkarta Primary School
	Larapinta Primary (Albrecht Drive)	Bonney Well Historic Site
	Aero Club (Undoolya Road)	Attack Creek and Renner Springs Historic Sites
	Shooting Complex (Ilparpa Road)	NAIDOC Celebrations
	Youth Centre (Wills Terrace)	Desert Harmony Festival
	Acacia Special School	Golden hearts Awards
	Senior Citizens (U3) (Wills Terrace)	Australia Day celebrations
	Sadadeen Primary School	Waitangi Day Celebrations
		ANZAC Day Ceremony
		Borella Ride Inaugural Re-enactment

Dajjala Work Camp	
Aboriginal Elder	PAWA
BMX Club	RIO TINTO Refinery
Boat Club	Rotary
CATS Club	Sacred Heart Catholic Parish
Charles Darwin University	School Sport NT - East Arnhem
Child Care Yirrkala	Ski Beach Basketball
Community Corrections	Squash Courts
Community Garden	Surf Life Saving Club
Community Services	Training Centre
Dhimurru	Yothu Yindi Foundation
Department of Infrastructure	
Golf Club	
Gove Boat Ramp	
Gumatj Corporation	
Lirrwi Tourism	
Miwatj	
Northern Land Council	
Nhulunbuy Child Care Centre	
Nhulunbuy Christian School	
Nhulunbuy Corporation	
Nhulunbuy Primary School	
Nhulunbuy RSL	
Nhulunbuy Speedway	

DriveSafe NT Remote Driver Education Program, Alice Springs and Darwin

Prisoners at the ASCC and DCC have the opportunity to acquire their driver's licences, through NTDCS partnering with DriveSafe NT Remote Driver Education Program.

The DriveSafe program provides prisoners with access to culturally appropriate driver safety, licencing and Motor Vehicle Registration (MVR) services, to effect a change in road safety. The aim of the program is to:

- Reduce road related trauma and fatality statistics;
- Reduce recidivism for driving related offences including driving, unlicensed, un-registered and uninsured; and
- Increase the number of people in remote communities with driver's licences, opening the door to employment opportunities.

In January 2015, four prisoners commenced the DriveSafe program at ASCC and were awarded their learners licences on 5 February 2015, at the program's first presentation.



Successful participants in the driver education program being awarded their Learners licences. Mr Paul Rajan Executive Director Transport Services, Superintendent William Yan General Manager Alice Springs Correctional Centre and Tim Cross Director Industries and Employment.

NT Fleet has gifted a manual Toyota Hilux for the ASCC program, under their vehicle gifting program. Correctional staff and prisoners at the ASCC mechanical garage fitted the car with dual controls in readiness for prisoners to begin their on-road driver training. Prisoners gained meaningful work skills through the practical application of working in a real life work environment.

Six Correctional Centre staff applied to become supervising driving instructors. Three of the staff have D endorsement from the Motor Vehicle Registry (MVR) and have received training to train-the-driver. Three additional staff members are currently completing their training.

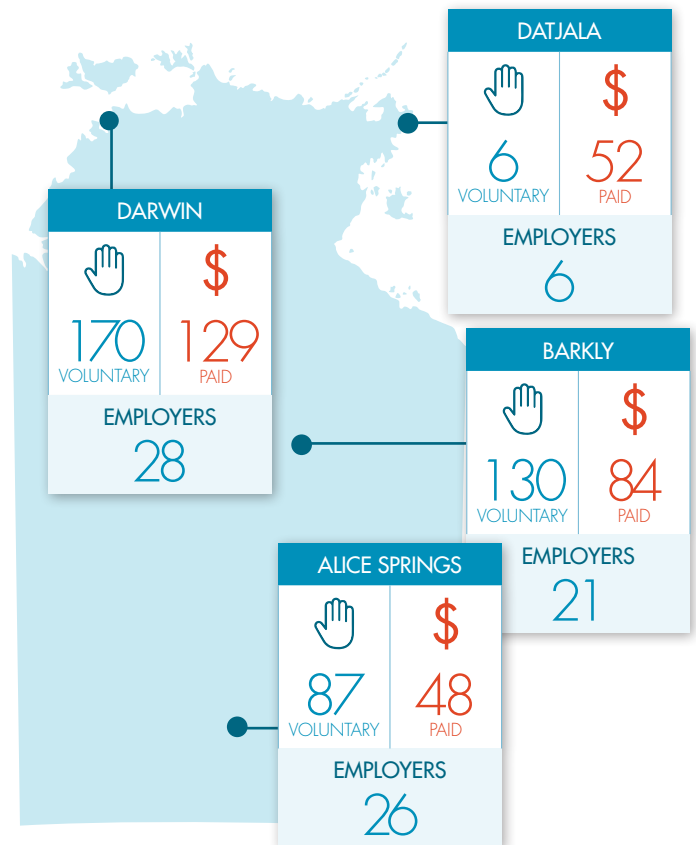
A further 24 ASCC prisoners are waiting on approval from MVR to acquire their learner's permit and work toward attaining their driver's licences.

The Darwin DriveSafe program at DCC has been gifted a manual Ford Ranger by NT Fleet. One DCC staff member holds a D endorsement and has completed training in train-the-driver with further interest being procured. 139 expressions of interest have been received from Open rated prisoners at DCC to participate in the Program and are awaiting approval from the MVR to acquire their learners permit.

Back on Track

All drivers who have a drink driving offence or driving drug offence against their name in the NT must successfully complete drink driver education. The Drink Driver Education (DDE) course is designed to educate and change attitudes and behaviours of the participants. DCC staff will be trained in the delivery of the course, which will be delivered in-house to prisoners.

Prisoners in Sentenced to a Job program as at 30 June 2015



Hand icon	393	Total Voluntary Prisoners
	61,733	Total Voluntary hours worked
Dollar sign icon	313	Total Paid Prisoners
	118,366	Total Paid hours worked
	81	Total Number Employers

Prisoner disbursement from Sentenced to a Job earnings

Period	Board	Victims of Crime	Fines Recovered
1 Jul 2014 – 30 Jun 2015	\$368,265.79	\$106,648.00	\$78,430.88

Fines Recovery

One of the factors which inhibits prisoners from gaining Driver's Licences is owing to outstanding fines which have resulted in suspensions. Following discussions with NTDCS Executive Management they approved that prisoners who were in paid employment, as part of the Sentence to a Job Program, would start paying their outstanding fines thereby lifting the suspension. With the suspension lifted the prisoners were able to commence their Learner's Permit and Driver's Licences.

Prisoners with outstanding fines willingly paid them from their wages which on sentence completion gave them a clean slate with no defaults. This initiative has been very successful and provides prisoners with additional opportunities without outstanding fines hindering their progress to obtain their Licence.

Drink Drivers Education Course

It is mandatory in the NT for drivers caught with or without a license whilst driving under the influence of alcohol or drugs to successfully complete Drink Driver Education (DDE) course.

The inaugural DDE course was held at the DWC on 26 and 27 September 2014, with 10 prisoners completing the course. A second course was held on 18 to 19 June 2015, with eight prisoners completing DDE Units 1 and 2.

The June 2015 training resulted in:

- Two x prisoners being eligible to get their Drivers Licences reinstated
- Three x prisoners eligible to get Learners permits
- Two x prisoner's licences will be reinstated at the end of their suspension period in September and November 2015
- One x prisoner participated, but ineligible for a licence for five years.

Alcohol is a significant related factor when Indigenous prisoners commit an offence resulting in imprisonment. The average prisoner numbers of prisoners at the DWC is 25 with almost half of this number participating in the DDE Course. A determined effort is being made to provide prisoners with a set of skills that will influence lasting change for them once they have completed their sentence and return to community.

CLEAN UP AT RAMINGINING

On 20 February 2015, Severe Tropical Cyclone Lam tracked across the eastern parts of the Top End coast causing extensive damage to the communities of Milingimbi, Ramingining, Galiwinku and Gapuwiyak amongst others.

One prisoner from the Datjala Work Camp worked with a local business who donated time and equipment for the cyclone clean up at Ramingining. The prisoner stayed for five days and four nights assisting with the extensive clean-up which was gratefully received by the residents.

The prisoner cleared the way for residents to move back into their homes by removing fallen trees and other obstructions. Through tangible reparation work prisoners are able to experience the rewards that come with helping others in times of need and seeing how thankful the residents are for assistance during a traumatic time.



Ramingining post cyclone clean-up work.

Batchelor Institute of Indigenous Tertiary Education Partnership

Over the past four years NTDCS has been working with the Batchelor Institute delivering Vocational Education Training (VET) and other education programs to prisoners at the DCP and the ASCC.

NTDCS and Bachelor Institute are committed to the ongoing education and training of prisoners and offenders to provide a underlying foundation that may lead to meaningful employment opportunities. Bachelor Institute also deliver an in-reach education service to Indigenous communities that will allow a through care approach for prisoners both pre and post release.

Since November 2014, Bachelor Institute have been providing education and training in basic literacy and numeracy, business studies, agrifood, Indigenous environmental health, visual arts and kitchen operations. In addition to the training in a number of constructions areas, they also provide licencing and training in machinery tickets and welding. Future training will include engineering, furniture making, health support, horticulture and baking with further courses being introduced as required.

The partnership agreement with Bachelor Institute also aligns with the Sentenced to a Job Program, providing a pathway to employment for prisoners and Northern Territory Correctional Industries (NTCI), where prisoners are paid to work providing supplies and services to local businesses throughout the NT.

NTDCS' Strategic Intent 2013-16 is underpinned by its commitment to reduce re-offending through programs, education and employment. This partnership agreement with Bachelor Institute is an important move towards fulfilling that goal and providing the best VET outcomes for prisoners, preparing them for their release into the community and to assist in reducing recidivism through positive outcomes.

This agreement is supported by a strong focus on Foundation literacy and numeracy skills and employability skills through the 'JumpStart' concept where students will be enrolled in a Certificate I Foundation Skills accredited training program. The program is designed for prisoners who need skills for a vocational pathway however may not be at level to attain a full vocational qualification. It positions students to subsequently complete a full VET industry specific qualification through the use of credit transfer towards vocational qualifications at the Certificate I and II levels.

NTDCS has established a strong focus on employment to help break the cycle of re-offending, recognising that there is a direct correlation between higher levels of training and employment and lower levels of crime. With continued training in skills aligned to the Australian Core Skills Framework, prisoners improve their learning, writing, oral communication skills and numeracy levels to enhance the attainment of vocational skills.

A significant increased number of opportunities for accredited training and training related projects will exist under the partnership between Bachelor Institute and NTDCS.

NTDCS and the Australian Agricultural Company

The Australian Agricultural Company (AACo) has been in a business partnership with NTDCS for over two years, exploring synergies and opportunities to train and employ prisoners. AAcO have been a proactive partner in these discussions and have shown themselves to be a very good corporate citizen that is interested in the development of their current and potential workforce.

AACo awarded the contract for the manufacture and installation of the Holding and AQIS Yards at the new AAcO abattoir at Livingstone Valley to NTCI. This contract was successfully competed for by NTCI against a Chinese manufacturer. Winning the contract by NTCI ensured that all materials and services were procured through Territory businesses thereby contributing substantially to the NT Economy. The training outcomes from this project were substantial with over 40 prisoners trained in all aspects of metal fabrication and another 15 in construction and site work.

AACo and NTDCS have continued to engage on many projects since the abattoir was completed and have 10 prisoners employed on the floor and in the yards at the Abattoir through the Sentenced to Job program, with plans for expansion. One of the projects partnered between AAcO and NTDCS is having prisoners assisting with the preparations and the clean-up of iconic Brunette Downs races.

The partnership between AAcO and NTDCS aims to produce the best outcomes for AAcO, NTDCS and the prisoners.

STRATEGY: Enhance prison industry and deliver correctional services transformation through the new Darwin Correctional Precinct

Success indicators for 2014-15

Northern Territory Correctional Industries in Alice Springs and Darwin

Northern Territory Correctional Industries (NTCI) has undertaken a range of development initiatives over the last twelve months, including purchases of both plant and equipment through the Work Not Play program.

This expansion has enabled the correctional centres to increase the prisoner workforce to nearly 800, providing skills, training and building a robust work ethic. This training and work experience provides pathways to employment for prisoners, and is central to the Department's Strategic Intent to "Reduce re-offending through employment, education and programs".

The focus of NTCI has been to partner with local businesses, growing capacity at a local level without competing against local businesses.

The following are some examples of the partnerships NTCI is continuing to evolve, but are not limited to:

A **roof truss manufacturing** operation that supplies wooden roof trusses to a local supplier. The timber for these trusses is bought locally and expensive freight costs to transport the goods from South Australia is considerably reduced. This in turn assists with reducing the cost of building local housing.



Roof truss manufacturing

Concrete headstones are now being manufactured by NTCI, in partnership with a local landscape supply company that has struggled to find dependable staff. NTCI is assisting this business maintain the supply to local and remote councils.



Concrete headstones



Industry shed with wooden furniture made by prisoners



Heavy duty stock yards made by prisoners at DCC

HEAVY DUTY STOCK YARDS MADE IN THE DCC METAL FABRICATION

Metal fabrication at DCC was tasked to manufacture special heavy duty stock yard panels to hold wild buffalo. The vendor who purchased the panels was pleased with the results when 3,000 buffalo were mustered off the Adelaide River flood plains into the portable yard in September 2014.

The buffalo were mustered in mobs of three to four hundred at a time and then moved to another area. The design of the yards enabled the panels to be disassembled, moved and reconstructed in one day. The prisoners involved in the manufacture of the panels learnt welding skills, pride in their work, work satisfaction, tangible evidence that the completed product met the vendors requirements.

ASCC Bakery

ASCC commenced baking bread in their new bakery in June 2015. As part of Industries expansion and 'Work not Play' funding work commenced on the ASCC Bakery in the early part of 2015.

The modifications and rectification works were required to bring an existing building at the Cottage complex up to standard to meet health requirements for food preparation, and there were further electrical works conducted to support the additional machinery required.

On completion of the building works the bakery equipment, including freezers, were installed. The bakery is providing training and practical skills that will have the potential to realise real jobs for prisoners, on release back to the community. With this in mind synergies have been found between the Department and Remote Food solutions, a company which, through federal funding is opening bakeries in remote centres, providing employment opportunities for Aboriginal people.

The ASCC bakery is not only a good training ground but is also estimated to deliver savings to the Department of around \$200,000 per annum.



ASCC Bakery

NTDCS has invested significantly in up-to-date technology such as a Plasma cutter, laser etcher and sublimation printers that are up-skilling prisoners in the use of up to date technology. This equipment is allowing NTCL access to a market for products that is overwhelmingly dominated by imported products.



Corporate logos



Example of the Laser etching logo work

Metal Fabrication continues to deliver results in terms of training and output. NTCL is developing a range of products for the cattle industry and has been working closely with exporters, growers and interstate manufacturers.



Metal fabrication for the cattle industry

Woodwork is in its infancy. The outdoor furniture market is dominated by imported products which provides NTCI scope to grow. Coffins are currently at the prototype stage and a range of novelty products are also being manufactured. The products are often sold at the local shows and other local events.



Garden seat



BBQ bench seating



Picnic tables



Wooden artwork

Prisoners grow Bok Choy at Alice Springs Correctional Centre

Bok Choy is being grown by the prisoners at the ASCC. 30,000 bunches of Bok Choy are being produced per year for local consumption. 15 prisoners are involved in the production. They plant three week old seedlings which they harvest every three weeks, yielding on average 600 bunches per week. The prisoners are learning useful horticulture skills, which can be translated back into the community on release.

The prisoners are committed to producing a successful crop and have become practiced at picking healthy plants that will produce a good yield.

The Bok Choy is sold to a wholesaler which then distributes it to restaurants and supermarkets in Central Australia.

Growing contract horticultural crops is currently being undertaken by the Horticulture section at ASCC. A partnership between a local fruit and vegetable grower is adding capacity to this local business. Crops grown through this partnership are supplied to major retailers across the NT.



Contract horticultural crops in Alice Springs

Correctional Industries Advisory Council

The Correctional Industries Advisory Council (CIAC) is an integral part of the NTCI. The Council comprises peak employer bodies, Unions NT, training organisations, NT departments, the Chamber of Commerce and community representatives. The Council has the responsibility to monitor the development and operation of Correctional Industry programs to ensure that they function prudently and sensitively in parallel with private sector business.

CIAC operates through two groups, one based in Darwin and the other based in Alice Springs.

The Councils meet every two months and one joint meeting via video link-up is held each year. Site visits of the DCC and ASCC are also undertaken by the Councils.

During 2014-15, CIAC:

- supported a number of business development opportunities that have the potential of providing employment to prisoners in both Darwin and Alice Springs
- encouraged NTCI to maintain its focus on developing and establishing industries that are relevant to the community in those fields where there are known skill shortages
- monitored basic education, vocational education and training opportunities for prisoners
- participated in various employer symposiums supporting NTCI and the Sentenced to a Job Initiative
- continued a focus on the provision of prisoner employment through self-sufficiency projects, including the production of food, laundry, textiles and the maintenance of correctional centres.

Motor Trades Association (NT) Project

In October 2014, NTDCS entered into an agreement with Motor Trades Association Northern Territory (MTA) to deliver training and employment outcomes in the automotive sector for Indigenous prisoners from the DCC and ASCC.

The specific occupation focus is on tyre fitting and accessory fitting, but also includes other skill sets from the automotive and related sectors.

The Alice Springs program commenced in late 2014, with ten participants and the Darwin program commenced in March 2015, with eight participants. The project aims for the participants include:

- the provision of training in Certificates I and II Automotive Vocational Preparation
- sourcing of work experience
- paid employment.

As well as utilising Registered Training Organisations to provide the training (Centre for Appropriate Technology in Alice Springs and Charles Darwin University in Darwin), additional resources have been engaged to assist prisoners with Language, Literacy and Numeracy skills. Participants have also obtained their White Card and First Aid Certificates and the MTA has employed a mentor to assist prisoners through the program.

These additional measures have been introduced to ensure prisoners are given the best possible opportunity for employment.

The project has been nominated for the NT Training Awards Category: Industry Collaboration.

STRATEGIC THEME: SUPPORTIVE PEOPLE CULTURE

STRATEGY: Build a sustainable and diverse workforce to deliver current and future business objectives

STRATEGY: Encourage a collaborative workplace culture that is supportive, productive, respectful and accountable.

Success indicators for 2014-15

Our People

Overview

This section provides an overview of our people and their achievements during the reporting period. It also reports against key NTDCS policies and programs outlined in the *NTDCS People Plan 2013-2014*. NTDCS recognises that without the consistent hard work and continuing goodwill of our workforce we would not have achieved so much over the previous year and, as a department, we continue to be dedicated to ensure our staff develop the right capabilities and are supported to achieve the best results.

Since the *People Plan* was implemented in late 2013, it has been the driver to implement many key workforce initiatives. Below is an overview of the key focus areas of the *People Plan*:



Staff profile

The following table provides a snapshot of our workforce demographics. All figures in this section are based on the Full Time Equivalent (FTE) or paid headcount of the final pay period in 2014-15 (pay 26).

Total paid headcount¹	1,043
Full-time equivalent staff ²	1,004.09
Average age of employees	43
% female employees ¹	40%
Average length of service	6 Years
% parttime employees ¹	6%
Employees of Aboriginal or Torres Strait Islander background ^{1,3}	78
Employees with a disability ^{1,3}	8
Employees from Non-English speaking background ^{1,3}	57

1. Total paid headcount refers to the number of employees who were being paid during the fortnightly pay period (pay 26) and has been used to calculate these figures.
2. The FTE (full-time equivalent) calculation is based on the salary actually paid for the fortnight (FTE gross salary). One FTE is based on an employee working full time hours (36.75). An employee working part time, casual hours or on leave with half pay will be represented as a fraction of this. An employee on leave without pay will not be included in this calculation.
3. Numbers of employees of Aboriginal or Torres Strait Islander background, from a Non-English speaking background and employees with disabilities include only self-identified individuals.

Full Time Equivalent by classification

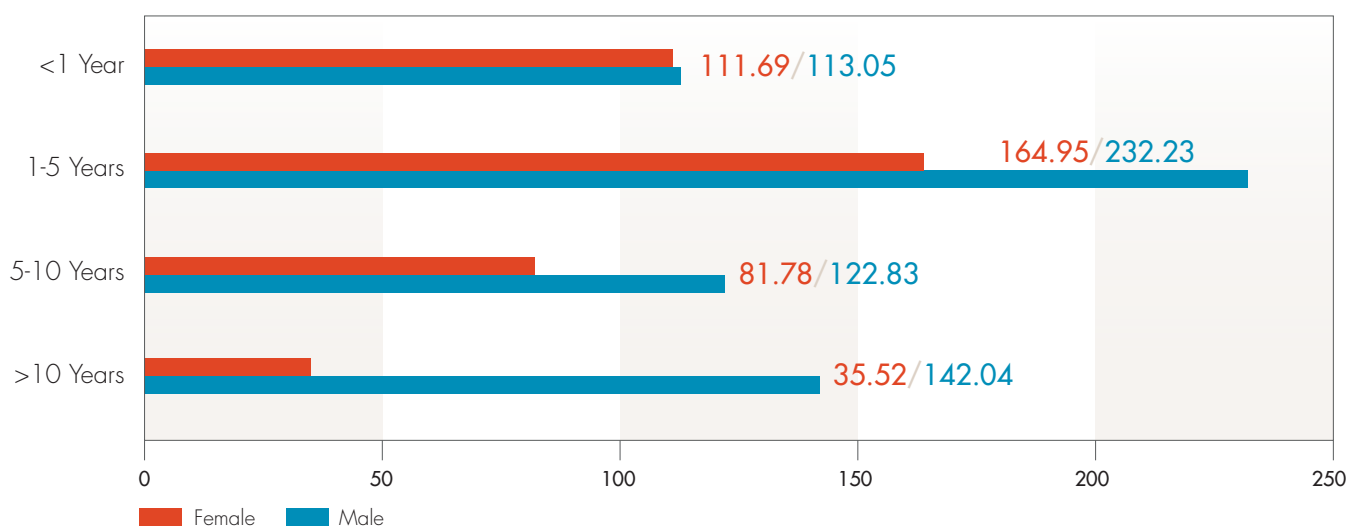
The table below provides a snapshot of FTE by classifications on 30 June 2014, compared to 30 June 2015.

Classification	30 June 2014	30 June 2015
Administrative Officer 2	11.59	13.82
Administrative Officer 2 rostered shift	2.00	5.61
Administrative Officer 3	45.34	60.75
Administrative Officer 3 rostered shift	42.75	59.20
Administrative Officer 4	64.81	88.91
Administrative Officer 4 rostered shift	9.00	12.88
Administrative Officer 5	66.38	61.28
Administrative Officer 5 rostered shift	4.00	1.99
Administrative Officer 6	47.05	49.94
Administrative Officer 7	35.73	36.85
Senior Administrative Officer 1	22.76	21.44
Senior Administrative Officer 2	10.00	9.00
Chief Correctional Officer	38.39	36.48
Chief Industries Officer	21.00	22.59
Chief Superintendent	1.00	0.00
Correctional Officer	211.53	197.29
Correctional Officer First Class	71.34	92.54
Deputy Superintendent	9.00	9.00

Principal Industries Officer	2.00	3.00
Senior Correctional Officer	65.33	64.66
Senior Industries Officer	49.89	53.45
Trainee Correctional Officer	49.93	49.87
Executive Officer 1 Contract	10.00	8.00
Executive Officer 2 Contract	6.00	4.00
Executive Officer 5 Contract	1.00	1.00
Executive Officer 2	1.00	0.00
Home Detention Officer	12.45	2.93
Head Lecturer Prison Education 3	1.00	0.00
Lecturer Prison Education	7.38	3.64
Nurse 6	0.00	1.00
Physical 4	0.00	2.00
Professional 1	0.00	1.00
Professional 2	9.82	9.82
Professional 3	7.00	3.50
Senior Professional 1	6.73	7.05
Senior Professional 2	1.00	1.00
Technical 1	0.00	0.87
Technical 4	6.17	3.03
Technical 5	0.00	1.80
Technical 6	2.00	2.90
Total	952.37	1,004.90

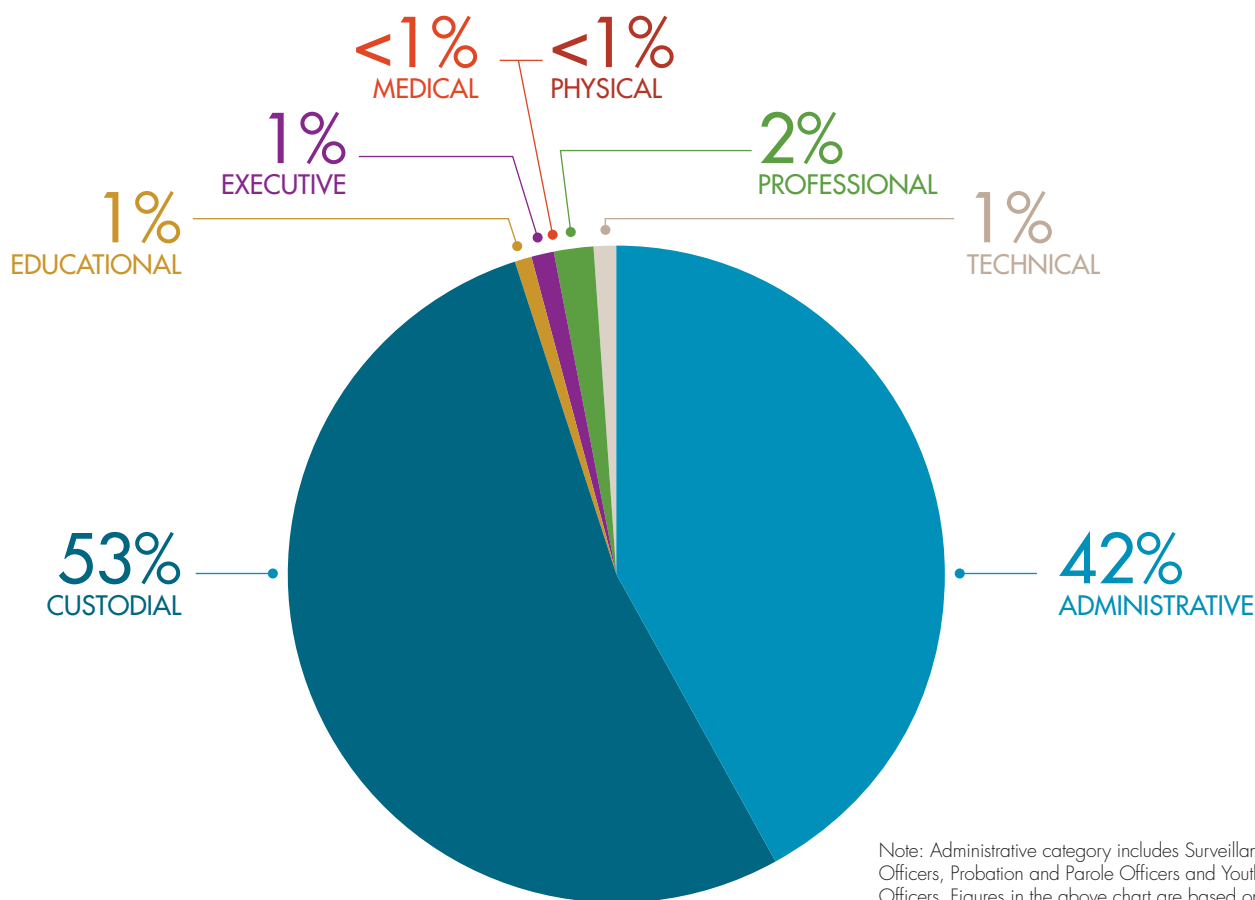
Note: Figures in the above chart are based on FTE of the final pay period 2014-15 (pay 26). Classifications are based on employees' actual/paid classification as this is a more accurate reflection of current establishment. Differences in FTE numbers for Correctional Officers and Correctional Officers First Class can be attributed to Correctional Officers being promoted to Correctional Officers First Class as part of the Senior Correctional Officer Promotional course.

Full Time Equivalent numbers by NTDCS length of service and sex



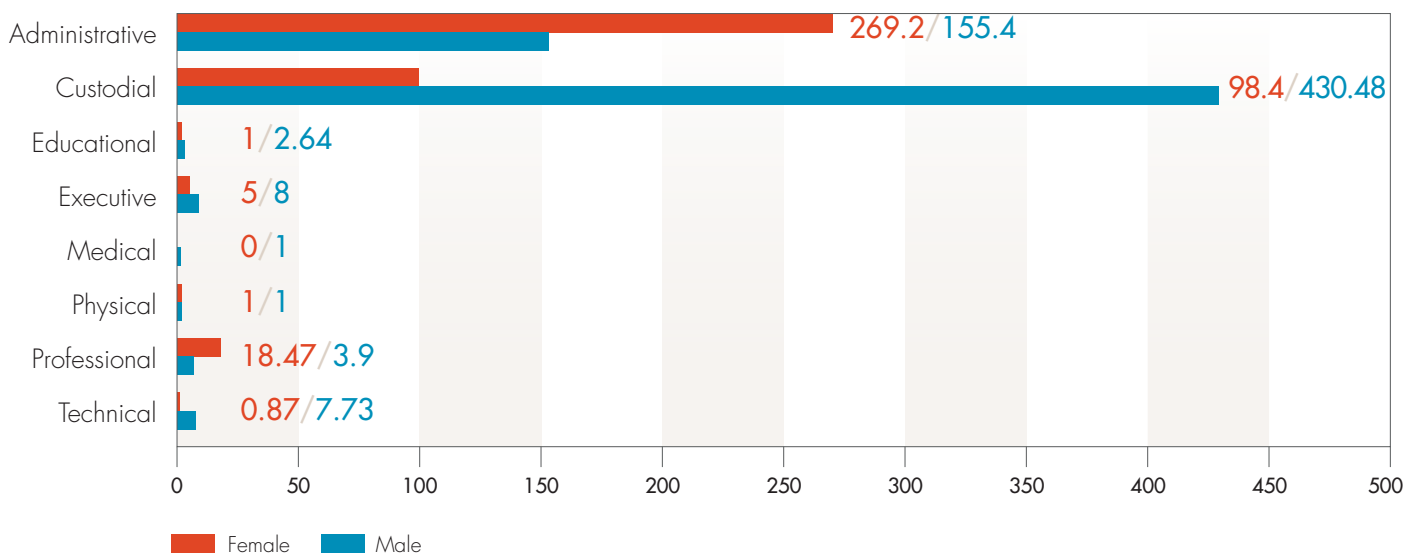
Note: Figures in the above chart are based on FTE of the final pay period 2013-14 (pay 26). As the department became a standalone agency in September 2012, length of service was determined by adding employees' years of service at the former DoJ and at NTDCS (for those who have transferred across).

Full Time Equivalent by classification groups



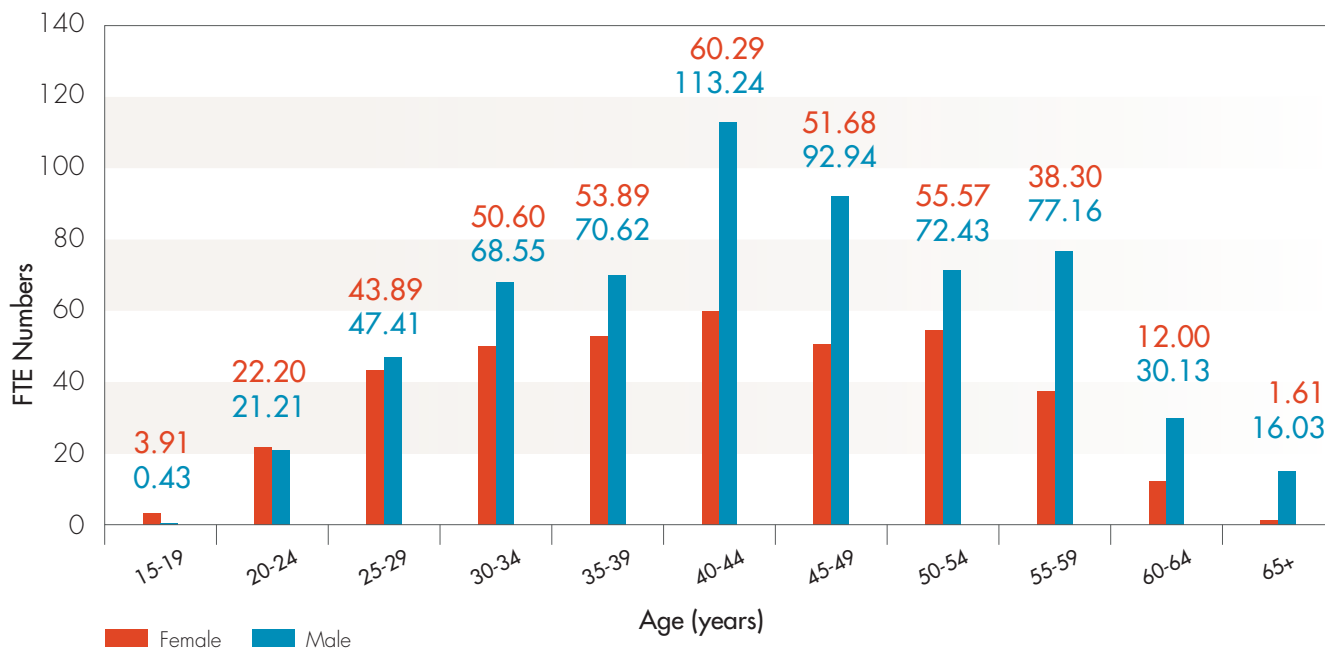
Note: Administrative category includes Surveillance Officers, Probation and Parole Officers and Youth Justice Officers. Figures in the above chart are based on FTE of the final pay period 2014-15 (pay 26)

Full Time Equivalent numbers by sex and classification groups



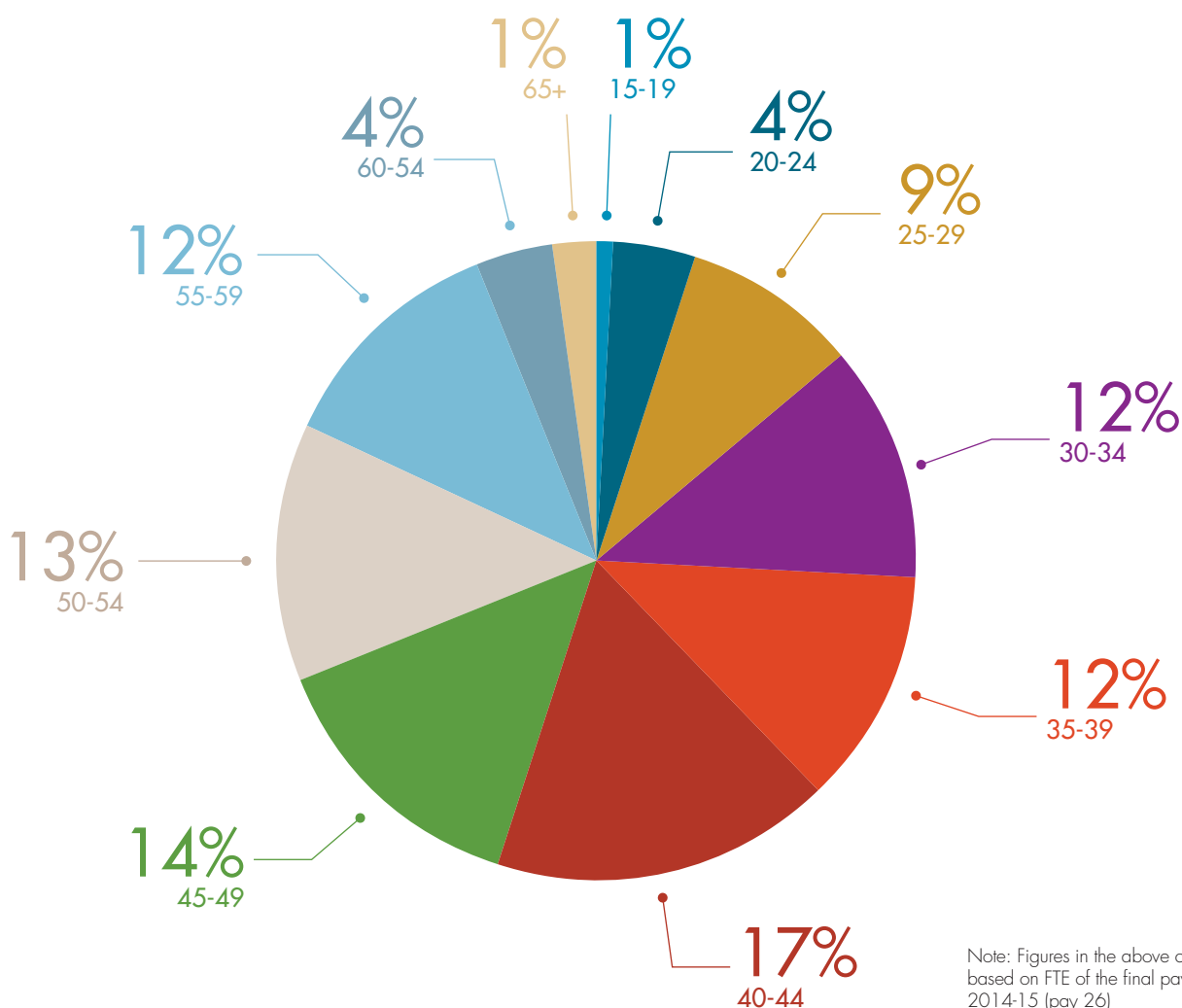
Note: Administrative category includes Surveillance Officers, Probation and Parole Officers and Youth Justice Officers. Figures in the above chart are based on FTE of the final pay period 2014-15 (pay 26)

Full Time Equivalent numbers by age and sex



Note: Figures in the above chart are based on FTE of the final pay period 2014-15 (pay 26)

Full Time Equivalent staffing by age



Note: Figures in the above chart are based on FTE of the final pay period 2014-15 (pay 26)

Employee and Agency achievements

Below are some examples of employee and agency achievements during the reporting period.

2014

AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
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AUGUST

The Department successfully promoted its career opportunities to more than 5,700 visitors at the Skills, Employment and Careers Expos in Katherine, Darwin, Tennant Creek, Alice Springs, and Nhulunbuy.



Simone Donohue and Raima Baker at the Careers Expo in Katherine



Careers Expo in Alice Springs: Douglas Draeger, Karina Beck, Rodney Randall and Geoff Blundell

SEPTEMBER

The Staff and Family Open Day was held at the new Darwin Correctional Precinct on Sunday 7 September 2014. This was a one-time opportunity for staff to take their immediate family on a self-paced walking tour of selected areas of the new centre. Events such as these do not happen very often in one's career and they do not just happen – they require meticulous planning and in order for the day to be successful, the support of NTDCS staff. There were three shifts of volunteers over the day, with briefings sessions held by the DCP Project Team before the event on logistics, handouts and security. Over 430 staff and family attended on the day, with the Darwin Prison Officers' Club cooking up a storm at the sausage sizzle.

In addition, staff also volunteered to assist at the Official Opening Day on 8 September 2014, taking on crucial roles such as traffic management and parking marshals, information attendants and tour ushers. This more formal event included over 200 invited guests including the media, who had walking tour chaperones, bus tour guides and information attendants in each section of the facility.

CHIEF MINISTERS MEDAL FOR EXCELLENCE

Sharon was nominated and won the Chief Ministers Medal for 'excellence in the public sector' for her high level commitment, cultural brokerage and professionalism in working with the Family Responsibility Program and with Aboriginal youth and their families. Sharon was nominated by 3 co-workers. Sharon's nomination also made mention of her achievement in gaining her Certificate IV in Community Services Work and her Certificate in II in Indigenous Leadership and the level of depth she brings to our program.



The Chief Minister, Adam Giles presents Sharon Hayes with the Chief Ministers Medal for Excellence with the Commissioner for Public Employment, Craig Allen

2015

JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
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APRIL

The NTDCS 2013-14 Annual Report won two awards at our year's NT Government Agencies Annual Report Awards. The judging panel included the Institute of Public Administration NT, Deloitte, CPX Australia, Charles Darwin University and the Auditor General. The judges awarded NTDCS the Best Performance Reporting for providing a clear presentation of our set objectives and goals, and progress made in the achievement of these. We were also awarded the Overall Best Report by providing a positive human face to a difficult business and demonstrating a commitment to our people and achieving successful outcomes for government. Congratulations to Janette Galton, Manager and Bronwyn Albanesi Acting Governance and Risk Advisor from the Organisational Performance Unit.



A special mention and thanks to the divisional action officers for their significant contribution, including coordinating actions, writing stories and sourcing photos.

MAY

The Biggest Morning Tea was held at NTDCS head office and raised almost \$200. The annual event was hosted this year by Maree Hasewski, Executive Assistant Community Corrections (Darwin) and Barbora Ramlah, Parole Board Administrator (Darwin).



JUNE

Recruitment under Special Measures was launched to promote equal employment opportunity for Indigenous people.



WHITE RIBBON REGIONAL FORUM, DARWIN

The Commissioner, with senior managers and men who are, or in the process of becoming, White Ribbon Ambassadors, attended the White Ribbon Regional Forum held in Darwin on 27 May 2015, with guest speakers, Dr Michael Kaufman, White Ribbon Co-Founder (pictured left) and Dr Michael Flood.

From L to R: Dr Michael Kaufman with NTDCS representatives: Cameron Tyrrell, Director Human Resources and Staff Learning and Development; Victor Williams, Acting General Manager Youth Detention; Desmond Campbell, Manager Family Violence Program, Superintendent Kevin Raby, General Manager Regional Operations and Alan Buckingham, Chief Financial Officer

NTDCS Service Medals/ National Medals

The Department honours a number of staff who reach milestones in their employment with Correctional Services. The number of staff who have qualified for the NTDCS Service Medal or Pin during the reporting period are as follows:

10 Year NTDCS Service	33
20 Year NTDCS Service	7
30 Year NTDCS Service	3

In 2014-15, two employees were awarded a National Medal, which recognises long and diligent service by members of recognised government and voluntary organisations who risk their lives or safety to protect or assist the community in enforcement of the law or in time of emergency or natural disaster.

Two employees receiving a National Medal (15 years' service)

- Andrew Fidler, Correctional Officer First Class (Darwin)
- Jodie Williams, Audit and Investigations Officer (Darwin)

Trainee Correctional Officer (TCO) Awards

The Student of Merit Award acknowledges a consistent high level of academic achievement. The student who receives this award achieved the highest total number of points available in the exams which were set over the length of the TCO course.

The Best Team Member Award recognises qualities such as a positive attitude, and supporting and motivating fellow students through their physical and academic challenges. At the end of every recruit course the class is asked to nominate the student who they believe has best displayed the qualities of an ideal team member. In 2014-15 both awards went to:

- DCC TCO Course 76/2014 – Stephen Maxwell

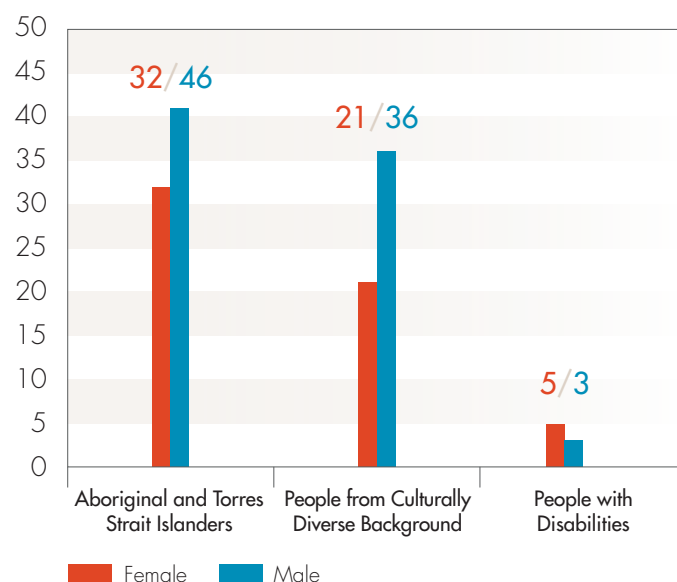
Diversity and inclusion

We are committed to represent the community we serve and promote a workplace culture that is inclusive and values difference. Therefore, a component of the People Plan is dedicated to Diversity and Inclusion, including relevant initiatives and programs. One initiative was to undertake an Equal Employment Opportunity (EEO) Census once a year which encourages staff to update their EEO details through the online Human Resources system. This census was carried out in May 2015. Below are the current EEO figures after the census was completed.

Currently, 40% of the Department's employees are female, 7.5% declare they are Indigenous, 5.5% declare they are from non-English speaking backgrounds and 0.8% declare they have a disability (all numbers are based on paid headcount).

Government-wide targets for Indigenous Employment

The Indigenous Employment and Career Development Strategy 2015-20 was launched by OCPE in February 2015 and included a global target of 16% NTPS Indigenous employment by 2020, set by the Chief Minister. In addition, 10% of senior and executive level roles are to be filled by Indigenous employees by 2020. These global targets have been distributed across all agencies. NTDCS has achieved its set target for the 2014-15 reporting period.



Note: Figures in the above chart include only self-identified individuals in the categories shown and are based on paid headcount of the final pay period 2014-15 (pay 26).

85%
OF EMPLOYEES
agree that NTDCS is committed to
creating a diverse workforce
(e.g. age, cultural background, gender)



Rob Steer, Simone Donohue, Meg Friel, Loretta Geisner, Jacqueline Rawles and Georgina Wilson at the Indigenous Employee Program graduation, 2014

Indigenous Employment Program

As part of the People Plan (Talent and Resources) we are committed to work across the agency and with the Department of Corporate and Information Services (DCIS) to better utilise early careers employment programs. From July to December 2014, one candidate participated in the administrative Indigenous Employment Program (IEP) and was offered permanent employment in the Indigenous Services and Community Engagement team upon graduation in December 2014. A customised version of the IEP for entry into the Trainee Correctional Officer course was conducted in previous reporting periods. The Department is committed to continue this program in the future and establish ways to expand into other divisions and roles.



Chief Minister Adam Giles presents Loretta Geisner her graduation certificate

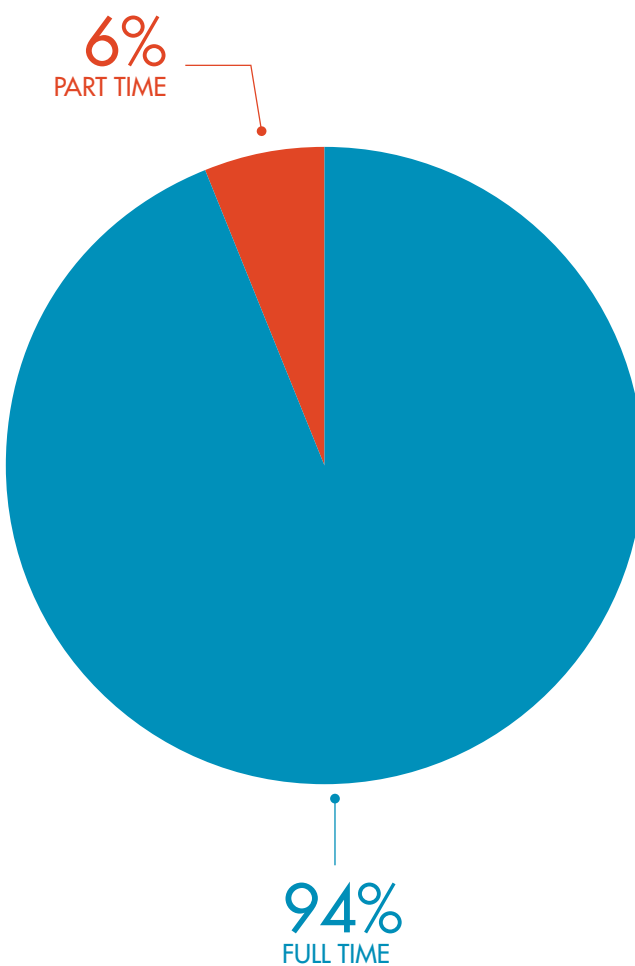
Special Measures Plan

In June 2015 NTDCS launched recruitment under a Special Measures plan which enables preference to be given to Indigenous applicants for specified vacancies. This is one of the Department's initiatives to increase diversity in its workforce in order to be more representative of the broader community.

Special Measures means that Indigenous applicants will be considered for employment in nominated positions before other applicants. Applicants must continue to meet all the essential selection criteria and be able to perform the duties at the level required for the position. All positions advertised under a Special Measures plan will be clearly identified as such in the advertisement and in the job description.

Flexible Working Arrangements

The Department offers flexible working arrangements to create an appropriate work-life balance for its staff. These arrangements have been used for a number of reasons, including: to provide assistance to employees returning from maternity leave, those with carer responsibilities and those who wanted to take a career break for spending more time with their families. In this reporting period, the Department approved 28 flexible working arrangement applications and as of pay 26 has 58 staff members working part time hours.



Note: Figures in the above chart are based on paid headcount of the final pay period 2014-15 (pay 26)

NAIDOC Week Celebrations 2014

National Aboriginals and Islanders Day Observance Committee (NAIDOC) week celebrations are held throughout Australia annually. NAIDOC events are held to mark the celebration of the culture, history and achievements of Indigenous Australians. The 2014 theme for NAIDOC week was "Serving Our Country: Centenary and Beyond". The celebrations recognised the role they have played in shaping the Indigenous identity and gave everyone the chance to pause and reflect on their sacrifice.

NTDCS celebrated NAIDOC week by hosting various events related to this theme throughout its offices and facilities, including a joint NAIDOC department launch with Elders and departmental representatives, morning tea, workshops, museum visits, commemorative service at the cenotaph, presentations by Elders, concerts, painting activities and Aboriginal focussed DVDs.

ASCC organised a NAIDOC Day event with services providers and visitors attending. A number of sporting activities were arranged including basketball, volleyball, handballing and softball. Entertainment was provided by the Deadly Band.

DCC scheduled a number of events during NAIDOC Week which included a concert at the Living Skills Unit, bush tucker cook up, screening of Indigenous movies and visits by the Elders from the Elders Visiting Program.

The BWC held a public Open Day as part of NAIDOC Week which was well attended. Friends and family of the prisoners enjoyed a concert and BBQ which included kangaroo tails.

NTDCS Head Office had a specific program of events for staff to be involved in during NAIDOC Week. Activities included a visit to the Darwin Museum to see the String Theory exhibition which was works from 30 Aboriginal artists and artist groups from all over Australia, NTDCS Cross Cultural Awareness Workshop and Elder Talk, Darwin Cultural History and Heritage Talk by Donna Jackson and Clapstick Painting and Playing Workshops.

NAIDOC Week provided a number of events organised over the working week which provided the opportunity for all NTDCS staff members to actively participate and get into the spirit of NAIDOC Week.

NAIDOC celebrations at Don Dale Youth Detention Centre

This NAIDOC event was attended by Larrakia elder June Mills who conducted a welcome to country, shared family stories, art work and songs. Elders from the Elders Visitors Program (EVP) with representatives from Lajamanu, Ngukurr and Beswick were accompanied around the facility.

The Elders addressed the detainees with inspirational messages in relation to their potential and the need to stay out of trouble. The detainees in turn showed the Elders a range of murals around the centre which had been painted as part of NAIDOC week and the holiday program. The Elders also expressed a desire to return to DDYDC.

One detainee, without any prompting when the floor was opened for anyone who wanted to say something, thanked the Elders for coming in front of all staff and detainees.

NAIDOC BBQ at Alice Springs Youth Detention Centre

Every year ASYDC hosts an open BBQ for the detainees, their families, and local services. Invites are extended out to Barkly Youth Services, Red Dust, St Johns Ambulance, Bush Mob, Mission Australia, Visiting Elders and Central Australian Aboriginal Legal Aid Service.

Waitangi Day

Waitangi Day is held on 6 February every year to commemorate the signing of New Zealand's founding document, the *Treaty of Waitangi*, in 1840 between the Crown and Mori Chiefs. NTDCS celebrated the event as a staff family day with traditional food, music and activities for the children at the Berrimah Social Club.

A Taste of Harmony

'A Taste of Harmony' is an annual event which celebrates cultural diversity by inviting all Australians to share their food and culture at work. In March 2015, NTDCS Head Office hosted a lunch where employees shared food, recipes and stories about their culture and background.

Employee Relations

Industrial Relations

NTDCS works in a relatively stable industrial environment and is committed to working closely with organisers and representatives from:

- Northern Territory Prison Officers Association (NTPOA)
- Northern Territory Senior Prison Officers Association (NTSPOA)
- Community and Public Sector Union (CPSU)
- United Voice (UV)
- Australian Education Union – NT branch (AUE-NT).

Recent changes to the industrial relations framework within the correctional centres in both Darwin and Alice Springs have seen improvements in the interaction with the associations at both local and regional levels.

The Correctional Officer 2014-2017 Enterprise Agreement was negotiated and implemented during the reporting period with minimal industrial dispute. Negotiations were positive and productive, and resulted in employees covered by the agreement receiving, amongst other benefits, a 3% annual pay increase over a four year period.

Performance, Inability and Disciplinary Actions

Divisions/managers liaise with the HR team for advice on resolving any discipline related staffing issues. The Department has reviewed the Discipline Policy to ensure an appropriate framework is provided and an internal Investigation Review Committee (IRC) has been established.

The Professional Standards Unit (PSU) ensures the integrity of the Department by investigating complaints and breaches of discipline in conjunction with the IRC.

NTPS and NTDCS Codes of Conduct and appropriate workplace behaviour are discussed during orientation (by HR and PSU).

Below is an overview of disciplinary cases commenced and completed over the past three reporting periods.

	2012-13	2013-14	2014-15
Cases brought forward from previous year	3	8	4
New cases commenced	15	20	42
Cases completed	10	24	41
Cases carried over to following year	8	4	5

Improvements to recruitment

Introduction of Bulk Recruitment for entry level positions

In February 2015, NTDCS made a significant strategic change to its recruitment process for entry level positions within our Correctional Operations, Community Corrections and Youth Justice divisions. On the back of a review into recruitment in these divisions, a new bulk process was implemented aimed at improving quality and efficiency of the process. The tender for these services was awarded to Chandler Macleod Group who assumed responsibility for the attraction strategy and initial screening of applicants. The process has been designed to model best practice selection techniques and incorporates assessment centres which offer the Department greater ability to predict future job performance and assess merit through the recruitment process, as well as fitness, cognitive abilities and work preferences testing.



Left Photo: Alice Springs Youth Justice Officer fitness testing: Frank Tunney and Justin Wesley
Right Photo: Barrie Clee, Gary Cotton and Carissa Crack

Two campaigns have been completed so far under the new approach delivering a total applicant pool of 416 applicants, from which 23 Trainee Correctional Officers and 14 Probation and Parole Officers were selected and have commenced with NTDCS. The first campaign for Youth Justice Officers was in progress at the conclusion of the reporting period.

The change of approach in bulk recruitment has allowed the Department to move to a structured training program on commencement of new recruits, ensuring new employees have the knowledge, skills and departmental context to be successful in their new positions.

Simplified recruitment

On 1 June 2015 a new whole of government approach to recruitment was launched by the Commissioner for Public Employment. Whilst the Department was already utilising many of the recommendations, this offered an opportunity to review the Department's recruitment and selection policies and procedures to ensure compliance with the new whole of government approach.

75%
OF EMPLOYEES

who responded to the People Matter Survey reported being aware that the Department had a policy requiring recruitment on the basis of merit.

Workforce planning

Over the reporting period NTDCS has continued to undertake operational workforce planning to identify the future workforce requirements for Correctional Officers, Youth Justice Officers and Probation and Parole Officers to inform recruitment and training requirements.

This included a major workforce planning project to determine the required staffing model and workforce requirements for the new DCC which greatly assisted in the successful transition to the new facility. Similar work is well underway to support workforce planning for Youth Justice including staffing and skills requirements. A new staffing model is set to be completed for the new DDYDC early 2015-16.

NTPS People Matter Survey



In November 2014 the Office of the Commissioner for Public Employment commissioned a whole-of-sector opinion survey, *People Matter*, that measured employees' experience in their profession, work area, agency and NTPS as a whole.

The results of the *People Matter* survey were provided to the unions and associations in an information session and then disseminated by email to all staff followed by 13 information sessions delivered by the Commissioner to NTDCS staff in Darwin, Nhulunbuy, Katherine, Alice Springs and Tennant Creek.

At the end of the reporting period NTDCS was in the process of collating initiatives from employees and unions. Workshops are scheduled to be held early in the new financial year with the leadership group to draft an action plan on how to tackle the key result areas. The action plan will be circulated to all staff for final comment before being included in the *People Plan*, with implementation being monitored and reported against.



Ken Middlebrook, Commissioner talking to staff about the results of the People Matters survey.

The key findings of the survey revealed:

Awareness of policies and processes

Overall NTDCS employees reported a high awareness of the NTPS Code of Conduct and NTPS Values. Three quarters of the workforce reported being aware of the NTPS Employee Assistance Program policy.

Workplace wellbeing

Employees reported a high level of workplace wellbeing which includes keeping busy, making a contribution to the agency's objectives and being encouraged to report health and safety incidents and injuries.

Employer of choice

Three quarters of the workforce rated the Department as an employer of choice.

NTDCS has identified the following as key opportunities for improvement as a result of the survey:

Performance management

NTDCS is committed to developing a high performance culture which will focus on providing both formal and informal feedback to develop and encourage employees to work to their full potential.

Change management and consultation

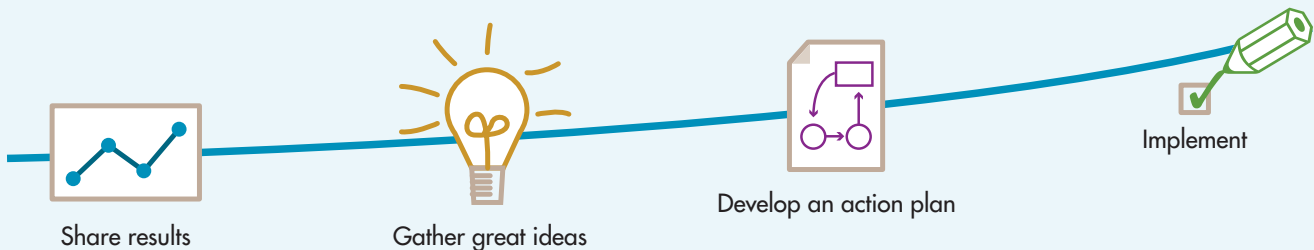
Through structured consultation with employees and their representatives NTDCS is committed to continue to improve the way it communicates change and allows for different views to be heard and considered.

Merit selection principle

NTDCS will implement the sector wide improvements to merit selection and support panels to ensure NTDCS selects, promotes and provides development opportunities to people with the right attitude, knowledge, skills and abilities.

Prevention of bullying in the workplace

NTDCS is committed to maintaining a safe and healthy workplace free from inappropriate workplace behaviour.



Supporting our people

The Human Resources team provides support and advice to executives, managers and staff in all workplace matters, such as recruitment, conditions of service, performance management, and workforce planning. The following is a snapshot of HR achievements in 2014-15:

- Developed and launched an entry survey for new employees who were appointed through a bulk recruitment campaign
- Undertaken bulk recruitment campaigns for Trainee Correctional Officer (TCO) and Probation and Parole Officer (PPO) positions resulting in the following commencements:
 - two TCO courses in Darwin with a total of 50 new starters
 - one PPO course in Darwin, Katherine and Alice Springs with 14 new starters
- Launched simplified recruitment and selection policy in line with NTG wide release of policy
- Launched and implemented Special Measures plan to better reflect the community we serve
- Developed and launched a social media policy
- Reviewed and restructured the Departmental orientation program
- Conducted a road show to inform staff of the NTPS *People Matter* Survey results, including information sessions and workshops
- Reviewed and refreshed study assistance policy and guidelines to enhance job satisfaction and careers opportunities for staff members.



Trainee Correctional Officer graduates at Kakadu as part of their training

Future priorities

NTDCS recognises that its greatest asset is its dedicated staff and as such many of the future priorities relate to attracting and retaining our top talent.

These future priorities include:

Implement new initiatives as a result of the *People Matter* Survey

Following the release of the results from the biennial *People Matter* Survey NTDCS is consulting with staff and management to develop new initiatives to address key areas for improvement.

Review and implement new People Plan

The People Plan is the key strategic document outlining key initiatives to facilitate the Supportive People Culture element under the NTDCS Strategic Intent. This plan will be reviewed and updated to reflect current and future priorities.

Implement a permanent and more skilled workforce in Youth Justice

Following from the review of the Northern Territory Youth Detention System report, NTDCS is focusing on strengthening skills development through introducing the Certificate III Correctional Practice (Youth) through a combination of classroom and on the job training. It is also seeking to stabilise its workforce through increasing its percentage of permanent Youth Justice Officers.

Reward and recognition framework

NTDCS acknowledges the importance of recognising the key success and achievements of employees. This will be formalised into a reward and recognition framework and linked with performance management in the Department.

Increase representation of Indigenous employees

NTDCS is forming an Indigenous employment reference group seeking to actively increase employment opportunities for Indigenous people within the Department, the broader public service and with non-government employers.

NTDCS Strategic Workforce Plan

A key activity featured in the People Plan is to develop a Department wide strategic workforce plan identifying and developing future workforce requirements while mitigating identified workforce risks. A pilot workforce planning project will be undertaken within one division initially before rolling out across the Department.

Centralised rostering project

Following an audit process and external review from independent consultants on the department's rostering capability there will be a focus on developing a centralised rostering model. This proposed initiative, which was a major recommendation from the audit and review, is intended to improve the way the Department administers and manages rosters in its facilities.

Cross Cultural Training

The Department will expand its cross cultural training in the future by developing community specific content as well as reverse cross cultural training in addition to the existing training content. Reverse cross cultural training will be held for Indigenous staff members, particularly those with English as a second language, to assist in understanding the essential characteristics of mainstream Australian culture and ease their adjustment to the workplace. The new comprehensive version of cross cultural training will enable a culturally competent workforce that understands and values multiculturalism and the benefits of diversity in the workplace.

IN MEMORIAM

The NTDCS would like to acknowledge the following past and serving staff who passed away during the year:

Colin Austin Correctional Officer, 2 October 2014

Phillip Forbes Correctional Officer, Darwin Correctional Precinct, 8 April 2015

CHIEF MINISTER'S AWARD FOR EXCELLENCE IN THE PUBLIC SECTOR 2014

The 2014 Chief Minister's Award, held on 14 November 2014, provided a forum to showcase forward thinking initiatives delivered to prisoners by NTDCS.

Three important programs delivered at the Correctional Centres were finalist in their category:

The Chief Minister's Award for Enriching our Society:

- Berrimah Construction Services Initiative
- Elders Visiting Program

The Chief Minister's Award for Excellence in Partnering:

- Media Production Program (iTalk)

The Berrimah Construction Services initiative and iTalk were not successful in their categories, however each initiative has achieved excellence within their areas of expertise and enabled prisoners to become proactive in making positive choices regarding the future direction of their lives.

The Elders Visiting Program was runner up in their category and was recognised for being committed to addressing the negative impact the high rates of Indigenous imprisonment has on community values and culture. Indigenous prisoners represent approximately 85% of the Northern Territory prison population and many of them have not spoken to an Elder in years because of their lifestyle and substance abuse problems. The Elder encourages and assists these prisoners to take on a new direction in their lives and to develop post-release plans. The Elders Visiting Program recognises that cultural contact with Indigenous Elders can improve the reintegration prospects of Indigenous offenders by maintaining links to community and culture while in prison.

Updates on Community Engagement and Staff Achievements

Garma Festival

The Commissioner invited staff to submit an application to attend the Garma Festival and become part of a cultural immersion experience. The participating staff assisted on the NTDCS stall at the Festival and took part in a number of activities and cultural experiences over the four day celebration. Staff attended the bunggul (dance) each day, attended the Key Forum, basket weaving and jewellery making, spearing making amongst others.

Staff who attended the 2014 Garma Festival have recommended that NTDCS staff take advantage of attending this important cultural event where all people come together to exchange ideas and experiences.

Masters Game Basketball Competition

In September 2014, ASCC was contacted by the organisers of the Masters Games basketball competition as they required more team entries for the 2014 Games.

ASCC entered a team of Indigenous prisoners in the 30+ social group, the team was called the Desert Eagles. At the start of competition 10 players were identified to play with seven players being present at the medal ceremony.



Indigenous prisoners competing at the Masters Games, Alice Springs, 2014

The team was coached and managed by ASCC Sport and Recreation Officers Kimberly Rowlings and Iain McDowell Jones.

There were nine teams entered for all age groups and due to the low team entries all teams played each other throughout the week.

The Desert Eagles were scheduled to play eight games and won two during the competition. As they were the only team entered in their age group the team received gold medals at the presentation ceremony held.

Whilst the team did not win a lot of games they certainly won the hearts and respect of the spectators and other competitors. When called up to receive their medals they received a standing ovation from the crowd and the cheers were louder than for any other team. Both Sport and Recreation Officers were also specifically recognised for their achievements and were awarded gold medals by Games organisers.

The Masters Games Patron, Mr Darrell Somers of 'Hey Hey It's Saturday' fame took the time to personally meet with the players and offer his congratulations to the team after they received their medals.

Discussions with the Alice Springs Basketball Association members have revealed significant support for the team, and the possibility of some players being offered places on local teams when released.

Discussions will also take place to develop further coaching clinics and possible team entry into the local basketball competition.

International conferences

Australasian Parole Authorities Conference

15 – 17 OCTOBER 2014

The Australasian Parole Authorities Conference (APAC) is held annually and is hosted by different states and territories each year, with attendees from across Australia and New Zealand. The conference is intended to allow attendees to exchange ideas and information concerning current issues regarding parole.

The Parole Board of the Northern Territory hosted the conference for 2014 held with the overarching theme 'Throughcare & Community'.

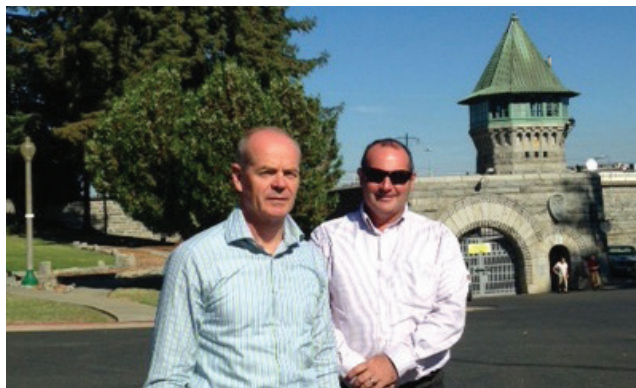
Over 100 delegates attended the Conference to hear speakers such as Justice Jenny Blokland of the NT Supreme Court, Justice Michael Bourke of the Youth Parole Board of Victoria, Professor Patrick Keyzer of La Trobe University, and we also heard from Debbie Boar, Harlem Community Justice Centre (New York) on the Parole re-entry courts.

The delegates also visited the new DCC and attended a number of social events.

The feedback from the Conference was very positive, especially from interstate delegates, it was clear that they enjoyed their visit to Darwin.

34th Asian and Pacific Conference of Correctional Administrators

Rob Steer, Executive Director, Correctional Operations and Superintendent William Yan, General Manager, ASCC attended the 34th Asian and Pacific Conference of Correctional Administrators held at Victoria, Vancouver Island, Canada from 7 to 12 September 2014. The Annual Conference was hosted by Commissioner Don Head, Correctional Service of Canada.



Rob Steer, Executive Director, Correctional Operations and Superintendent William Yan, General Manager, ASCC at the conference in Canada, 2014

The Conference theme was 'Enhancing Public Safety Through the Correctional Continuum' which considers challenges each member country in the Asia-Pacific region faces when trying to balance the delivery of correctional programs and interventions with public safety. The theme of the Annual Conference also signified how the appropriate interventions can positively impact public safety.

The main five agenda items were as follows:

1. National Reports on Contemporary Issues in Corrections
2. Looking to the Future: How Can Correctional Services Departments Achieve Efficiencies and Public Safety Outcomes by 2020?
3. Training, Motivating and Developing Staff for their Changing Roles
4. Taking Account of Age: Meeting the Challenges posed by:
 - (i) Young Offenders; or
 - (ii) Offenders who are Aged or Infirm; and
5. Manage the Release of Prisoners and Engaging the Community: Options such as Pre-release Centres, Open Prisons, Home Detention and Aftercare.

The NT was one of three Australian jurisdictions to attend the Conference and Rob Steer and William Yan both presented on the Sentenced to a Job initiative, VET methods for prisoners with low levels of numeracy and literacy

and pre and post release approaches taken with Indigenous prisoners. It was encouraging to note that the NT is well advanced in terms of work release programs for prisoners in comparison to other countries.

The National Reports on Contemporary Issues in Corrections highlighted a number of common themes running through the reports. The Report highlighted that prisoner numbers are increasing in many countries particularly female prisoner numbers. The flow on effect has been that many countries are revisiting rehabilitation and reintegration services to improve the opportunities for prisoners' pre and post release and better program delivery.

Although there were many countries representing a diverse range of culture, traditions, language and way of living, the challenges in correctional services were surprisingly common.

The exchange of ideas between the member countries was rewarding and beneficial which can be measured up against the initiatives being undertaken by Correctional Services in the Northern Territory.

International Corrections and Prisons Association 16th Annual Conference, Windhoek, Namibia



Bill Carroll, General Manager DCP and Louise Blacker, Regional Manager Community Corrections Alice Springs

Superintendent Bill Carroll, General Manager Darwin Correctional Centre, and Regional Manager Alice Springs Community Corrections, Louise Blacker attended the International Corrections and Prisons Association 16th Annual Conference held in Windhoek, Namibia from 26 to 31 October 2014. The Annual Conference was hosted by the Namibian Correctional Service.

The theme of the conference was *'From Incarceration to Reintegration: Change with a Purpose'*. The theme of the Annual Conference was chosen specifically to highlight the considerable efforts that have been made in the last decade in reforming and transforming corrections in Africa.

There were a number of sessions which included a variety of workshops that the Annual Conference delegates could attend. They included:

- Leading change in contemporary correctional systems - managing the attendant risks
- Evidence-informed practices in assessment, risk management, case management and re-entry programs and initiatives

- Managing special needs offenders in prisons and the community (women, young offenders, Indigenous people, offenders with mental health problems and disabilities)
- Findings of research projects related to risk assessment and management in prisons
- Use of contemporary electronic technology in corrections management and inmate program and service delivery, intelligence gathering and security practices
- Post sentence supervision schemes including parole systems
- Assessment classification and placement of prisoners – including clinical assessment and treatment
- Managing high risk inmates in risk adverse jurisdictions
- Efforts in preventing 'radicalisation' in prisons
- Management of self-harming and at risk behaviours
- Facility concepts and designs supportive of reducing risk and improving the performance of inmates and staff
- Alternative and innovative approaches for understanding risk and promoting desistance.

Bill Carroll and Louise Blacker were able to have a better understanding of the differing circumstances and complex issues other countries face whilst at the same time being able to gauge the progress and success of NTDCS initiatives on the world stage. This opportunity also provided insight into some of the challenges other jurisdictions and countries faced when implementing new initiatives that NTDCS are looking to undertake. The Conference provided valuable networking opportunities and ongoing associations.

World Youth Conference, Geneva



Salli Cohen, Executive Director, Youth Justice and Amanda Nobbs-Caruro, Director Programs and Services, Youth Justice, attended the World Congress on Juvenile Justice, Geneva Switzerland from 26 to 30 January 2015. The Congress was hosted and organised by the Government of Switzerland and the children's aid foundation Terre des hommes. The Conference organisers stated: *'There are countless national laws and international conventions on juvenile justice. The challenge for law-makers and civil society is how to apply them – while respecting the interests of victims, young offenders and the communities they live in.'*

For the first time, over 900 representatives of governments and civil society met in Geneva. For five days, participants

had the opportunity to listen to 100 expert speakers in 32 workshops; providing a unique opportunity to share experiences and knowledge. The Congress provided an opportunity to debate universal youth justice questions and challenges including: avoiding recidivism and successful reintegration; application of child rights throughout the system; effective diversion and alternatives to detention; prevention of institutional violence; participation relevant to children's ages; strengthening restorative justice approaches, improving case management and increasing the collation of data; effective discussions with the community relating to young people and the law and where does youth justice sit in judicial reform.

Salli Cohen made two presentations at the Congress on the Northern Territory's Early Intervention Youth Boot Camp Program and the Australasian Juvenile Justice Administrators.

Corrective Services Administrators Council, Darwin

The meeting of the Corrective Services Administrators Council (CSAC) for 2015 was held in Darwin from 15 to 17 April 2015. All Australian states and territories were represented at the meeting which also included representatives from the Commonwealth and New Zealand.

The meeting provided attendees with the opportunity to exchange ideas about contemporary practices and challenges currently facing Correctional Services. The main items discussed included the management of people on remand, jurisdictional reports, the development of Australian-wide family and domestic violence strategies, and the impact of the drug 'ICE' on Corrective Services. Presentations were given on Building a Future – a partnership between NTDCS and the Department of Housing and Building the Capacity of Information Technology across NTDCS.

STRATEGY: PROMOTE RESPONSIBLE AND VISIBLE LEADERSHIP THAT DRIVES STRATEGIC AND OPERATIONAL OUTCOMES

Success indicators for 2014-15

Staff learning and development

NTDCS is a Registered Training Organisation (RTO) through the Australian Skills Quality Authority (ASQA) to provide accredited training to both staff and offenders in custody, resulting in Australian Qualification Framework (AQF) qualifications and statements of attainment in the Vocational Education and Training (VET) sector. All staff are fully supported in training and professional development opportunities where appropriate.

The Staff Learning and Development Unit

The Staff Learning and Development Unit (SLDU) provides a centralised service to the Department which ensures a strategic and co-ordinated approach to all learning and development activities.

The SLDU works with divisional management to identify appropriate training strategies for their teams as well as offering advice and guidance to employees on professional development opportunities.

The primary training facility for the NT is the new purpose built Staff Learning and Development training centre at the DCP. The centre houses both training and administrative staff who co-ordinate and facilitate training to all departmental staff. A training centre is also located at the ASCC for Central Australian based staff.

The SLDU continually conducts research into training and professional development opportunities for staff across all divisions in response to departmental needs. The reporting and recording of all professional development activities for staff, as well as accredited training and assessment carried out for staff and offenders, is managed through the SLDU.

Internal Training

As an RTO the Department has a suite of Correctional Services qualifications under its scope of registration and has representation on the National Correctional Services Industry Advisory Committee which develops and maintains these qualifications.

During the 2014-15 period, the title of Prison Officer was amended to Correctional Officer, in accordance with the new legislation. The Prison Officer in Training Program then became known as the Trainee Correctional Officer (TCO) Program.

The TCO Program offers the Certificate III in Correctional Practice and permanent employment as a Correctional Officer is subject to the successful completion of the twelve

month training program. During the 2014-15 year, 52 (34 from Alice Springs and 18 from Darwin) TCO successfully completed their Certificate III in Correctional Practice and were offered permanent employment as Correctional Officers.

In accordance with the *Prison Officer (NTPS) 2011-2014 Enterprise Agreement* and subsequently the *Correctional Officer 2014-2017 Enterprise Agreement*, Correctional Officers who meet the required criteria are eligible to apply for entry to the Senior Correctional Officer Promotional course. The process requires Officers to commence with a group of five units from the Certificate IV in Correctional Practice. Successful completion of these units results in a place on the Senior Correctional Officer's Promotional course which covers the next group of five units. On completion of the one week course, Officers are awarded the rank of Correctional Officer First Class and can then act in senior positions, enabling them to complete the remaining eight units of competence in the workplace. Entry to this program is offered to eligible officers twice a year and 48 Correctional Officers enrolled in the Certificate IV during 2014-15.

Essential core skills for Correctional Officers are maintained through a structured approach to on-going training. Core training is conducted each week and 5 Correctional Officers from both correctional centres are taken off the roster to participate in core training refreshers in areas such as Defensive Tactics, First Aid, Chemical Agents, and various other disciplines as required.

With the opening of the new DCC scheduled for 1 July 2014, there was a huge focus on the scheduling and completion of training to ensure staff were fully equipped and prepared for the new processes, procedures and functions of this state of the art facility. The training was structured into three training calendars. Training Calendar 1 comprised refresher training to all custodial staff and non-custodial staff within BCC on core topics such as Code of Conduct, Appropriate Workplace Behaviours and WHS, and was completed in the previous reporting period. Training Calendar 2 focused on the new Darwin Correctional Centre and covered topics such as Operational Procedures, Fire Induction, Emergency Procedures and IOMS. Training Calendar 3 focussed on testing of all on-site facilities during a 28 day period. Both Training Calendars 2 and 3 were completed during the reporting period 2014-15.

Community Corrections conducts its own induction courses for new staff. These induction courses comprise the necessary foundation skills and knowledge required to work in their respective areas. In addition, the Community Corrections Training Plan which provides a structured quarterly approach to core training for Community Corrections Officers continues to prove very successful. The Community Corrections Training Plan links with the Business Plan and prioritises key areas for core and refresher training for staff. Core training includes the following modules: CC102 Introduction to Offender

Management, CC103 Courts, CC104 Parole Board and CC105 Offender Management. Motivational Interviewing is also a core requirement.

PPOs are required to complete the Certificate IV in Correctional Practice during their initial twelve month contract. 23 PPOs completed their Certificate IV during this period.

Youth Justice Training

Youth Justice Officers (YJO) also undertake an induction course which is co-ordinated through SLDU. This includes Predict, Assess and Respond Training (PART) which provides staff with the skills and knowledge to assist them to remain safe in the workplace as well as keep clients and others safe. A total of 30 YJOs completed an induction course during 2014-15. Other training that has been provided throughout the year includes:

- Critical Response training – 47 Officers across Darwin and Alice Springs.
- Communication and Gatehouse training – five Officers in Darwin.
- Refresher training which includes topics such as legislation, report writing, positive workplace relations, offender behaviour management, YJO roles and responsibilities, IOMs, Team building, Youth Mental Health First Aid and At risk – 57 Officers across both Darwin and Alice Springs.
- First Aid – 25 Officers in Darwin with ongoing training in Alice on a needs basis.

Youth Justice has also developed and implemented a Certificate III in Correctional Practice and Certificate IV in Youth Justice. All existing staff have been spoken to and evidence gathered to be mapped to the Certificate III with the Certificate IV being implemented later in the year and will be geared toward the Shift and Senior Youth Justice Officers.

The Certificate III will become part of the new bulk recruitment and training process with all staff being required to complete the Certificate III in the first 12 months of their employment.

NTDCS Corporate Orientation Program

In 2014, the Department launched a new three day corporate orientation program which is mandatory for all new staff. The program includes presentations from the Commissioner, Executive Directors and divisional speakers. It is designed as a 'Welcome to the Department' and incorporates key NTPS and corporate topics of Code of Conduct, Appropriate Workplace Behaviours, Finance, Human Resources, IT, Work Health and Safety, Cross

Cultural Awareness and now White Ribbon workplace accreditation awareness. Participants also have the opportunity to visit other offices within the department as well as a tour of the Correctional Centre and Youth Justice Detention Centre. During the 2014-15 period, a total of 71 new staff attended the Program.

Externally Provided Courses and qualifications

The Department actively encourages and fully supports its staff to undertake courses and qualifications in order to strengthen their leadership capabilities and professional development. During the 2014-15 period, the Department nominated a number of staff to participate in the following OCPE Leadership Programs which resulted in:

- one participant for the Lookrukin Indigenous Women's Leadership Program;
- one participant for the Future Leaders' Network; and
- five participants for the Public Sector Management Program.

The SLDU unit have a strong relationship with Brush Farm Correctional Services Academy in New South Wales and promotes to NTDCS staff the Brush Farm Executive Leadership Course which results in an Advanced Diploma of Correctional Administration. During 2014-15, one participant travelled to Brush Farm Correctional Services Academy to complete the one week in-house course.

SLDU have also liaised extensively with Queensland Corrective Services Academy to facilitate the provision of the Diploma of Correctional Administration. This qualification is provided to eligible Chief Correctional Officers, in accordance with the NTPS 2014-2017 Enterprise Bargaining Agreement and Determination 1011 of 2015.

Cross Cultural Training

A large number of NTDCS clients are Indigenous – 84% of the correctional centre population, 92% of the youth detention centre population and 78% of community corrections' clients. Therefore the Department provides cross cultural awareness training that is tailored for staff working at the correctional centres, youth detention centres and in Community Corrections as part of their core training so they are aware of cultural issues that they may encounter when interacting with prisoners, detainees, clients, visitors and Elders. Cross cultural awareness training is also provided as a one day course incorporated in the department's three day orientation program. In 2014-15, a total of 65 staff attended cross cultural awareness training through the orientation program.

Certificate IV in Correctional Practice

For the 2014-15 financial year there were 48 Custodial staff enrolled in the training and 12 successfully completed the qualification.

In addition, Community Corrections staff have responded well to receiving their Certificates during the TCO Graduation as a mark of achievement and advancement of career progression and development. This has had a twofold effect as not only does it acknowledge the individual achievement but it increases the profile of Community Corrections to new TCOs and their families.

Community Corrections Training

Review of the Certificate IV in Correctional Practice

In October 2014, a working party was established as part of the annual review of the requirements for the Certificate IV in Correctional Practice. The units of competency were reviewed in detail, with consideration to changes to the national qualification, and updated to ensure all components remain relevant. The working party considered it paramount that the Certificate IV was reflective of the change in environment and clients that Community Corrections has seen over recent times and, as such, has seen improvements in areas such as the inclusion of a specific youth related unit of competency. The review of the Certificate IV also provided Community Corrections management with the opportunity to ensure that staff are up-skilled for future progression and relevant circumstances.

The changes to the Certificate IV in Correctional Practice are now more robust if subject to auditing and that the units of competency are relevant to the role of Probation and Parole Officer.

12 Week Block Training framework for new Probation and Parole Officers

Historically, training for new PPOs consisted of a shorter program that was delivered over an eight week period, at which time new PPOs were required to supervise a case load of offenders. The caseloads for new PPOs varied depending on location, and included the requirement to complete reports for sentencing authorities as directed.

During a consultation period, it was identified that the transference of learning from the classroom to the frontline could be strengthened if staff had the opportunity to focus exclusively on learning rather than managing a caseload at the same time.

In light of feedback received throughout the consultation period, Community Corrections reviewed the training provided in the Territory, consulting and reviewing materials from other jurisdictions to assist a multi-lensed approach.

This review saw the development of a new 12 week Block Training Framework that was implemented in May 2015. The new Framework incorporated the reviewed Certificate IV in Correctional Practice, amended training material, in-class and workplace assessment tasks, and a formal 3, 6, and 10 month assessment process for new PPOs.

The new 12 week Block Training Framework will be reviewed in May 2016.

Updates from the Projects team

Community Probation and Parole Officer Workshop and report

The full CPPO network of staff who are based in communities from across the NT, came together on 23-24 September 2014, to attend along with Regional Managers and the General Manager with the Executive Director and Commissioner addressing the group. Over two days the group networked and discussed strengths and areas for development, presentations were delivered from HR, EVP, Youth Justice, the FVP, NAAJA and Community Corrections programs and projects.

Following the workshop a report was produced summarising the workshop and key discussions; 13 recommendations were made for the CPPO network and they are currently being advanced by the Regional Manager holding the CPPO portfolio. The workshop was a great success and CPPO's commented that it was fantastic to have the opportunity to come together and hear directly from the Commissioner in regard to their roles and his vision for the network. The group agreed that the workshop should become an annual event.

COMMISSIONER COMMENDATION

In early December 2014, Community Corrections Team Leader, Margo Allen and Community Probation and Parole Officer, Joel Omeenyo (since resigned) received a commendation from the Commissioner as a result of their involvement in quelling rising tensions in the community of Umbakuma at a public meeting on 24 November 2014. Margo Allen and Joel Omeenyo attended a community gathering under the tamarind tree in Umbukumba where Margo was instrumental in addressing community concerns and dispelling myths regarding the NT parole process. This action was instrumental in ensuring there was no further conflict within the remote community.

Staff praise and achievements



KATIE MURPHY

A Probation and Parole Officer in Alice Springs, Katie is currently undertaking a Master's Degree in Social Work through Deakin University. She has been approved to undertake a work based field placement credited towards her degree with Community Corrections, in the role of the Youth Officer. Tracy Luke has kindly agreed to provide formal supervision required throughout her placement. Katie will complete the degree in November 2016. She currently has a Bachelor of Arts (Contemporary Studies) and Bachelor of Education (Middle Years).



KELLY MADDICK

A Probation and Parole Officer in Alice Springs, has been highly praised for her work within the Yuendumu Community by stakeholders and also received the following comments from the youth program BushMob.

I'd like to mention the good work done by one of your team, Kelly Maddick.

While two of her Yuendumu clients were placed with us (between July and December 2014) Kelly was in touch with them regularly. She was usually in our premises every Friday morning at 8.30am, or on the phone to them at that time if she couldn't be here.

Kelly's meetings with the two young men were always positive, supportive and interactive. The two looked forward to her visit each week, asking questions about their home and friends, and discussing life after BushMob.

She reinforced the routine and purpose in their daily activities we were trying to instil, and was often willing to talk with them via phone if there was an issue for either of them, or make a special visit.

She was proactive, and always kept us and other stakeholders informed about anything pertaining to these two.

I would love to see other visiting professionals show the dedication to their clients as Kelly did, and look forward to seeing her work with our Young People again soon.

ANTHONY JONES

On 5 June 2015, Jabiru Probation and Parole Case Manager, Anthony Jones organised for a group of new Darwin Correctional Officers to attend the remote community of Gunbalanya. These new officers had received Cultural Awareness training in the classroom and this visit exposed them to the realities of that training within a remote community. This is the second trip organised by Anthony in partnership with the local community and Darwin Correctional Centre. Anthony has a passion for the remote work and the best interests of local Indigenous offenders, has an excellent rapport with all community stakeholders and understands the importance that all NTDCS staff have an awareness and acceptance of culture within our work environments. In a letter from Neil Quinn, (Training Chief Correctional Officer) the following comments were made in regard to Anthony's contributions:

It was both a pleasure and a privilege to be invited into your community; I can't thank you enough for sharing your culture, stories and hospitality...

The Trainee Correctional Officers that attended this trip and the previous trip, have quoted that your Cultural Awareness session was extremely beneficial both in their private and working life and that they really enjoyed the knowledge that was shared.

Thank you to Mr Anthony Jones whose professionalism and rapport that he has with the Gunbalanya community made this invitation to attend possible for our Trainee Correctional Officers.

STRATEGIC THEME: INTEGRATED AND ACCOUNTABLE ORGANISATION

STRATEGY: Embed a strong governance, policy, planning evaluation and reporting mechanisms to achieve the highest level of performance

Success indicators for 2014-15

2014-15 Audit Committee Report

Purpose and function

The NTDCS Audit Committee is established in accordance with the *Financial Management Act* (Sections 13 and 15) and the Treasurer's Directions (Part 3, Sections 2 and 3). The primary objective of the Audit Committee is to provide an oversight role to assist the Commissioner and the Executive Directors' Group in fulfilling their corporate governance responsibilities, particularly in relation to accountability arrangements, internal control, risk management and the internal and external audit functions.

The functions and responsibilities of the Audit Committee are to:

- monitor the adequacy of the internal control environment and related policies, practices and procedures;
- monitor corporate risk assessment and the adequacy of the internal controls established to manage identified risks;

- oversee the internal audit function, liaise with external auditors, and monitor the implementation of internal and external audit recommendations;
- review financial statements and other public accountability documents such as annual reports prior to approval by the Commissioner; and
- within the context of the Audit Committee's primary objective, undertake any other functions and activities as determined from time to time by the Commissioner.

Membership

In December 2014, the Audit Committee membership was reviewed and changes made that resulted in the cessation of rotating members in favour of permanent membership. The Commissioner appoints members, including the Chair, the Executive Directors and the Audit Committee Secretariat, and an external member. Representatives of the NT Auditor-General and/or the Director, NTDCS Professional Standards Unit may be invited to attend meetings to report and provide advice to the Audit Committee.

The current membership of the NTDCS Audit Committee comprises of:

Chair	Vanessa Bates, Executive Officer, Office of the Commissioner
Permanent member	Rob Steer, Executive Director Correctional Operations
Permanent member	Ros Lague, Executive Director People, Business and Strategic Services
Permanent member	Tracy Luke, Executive Director, Community Corrections
Permanent member	Salli Cohen, Executive Director, Youth Justice
External member	Tim McManus, Director Budget Development, Financial Management Group, Department of Treasury and Finance
Secretariat	Organisational Performance Unit
Observer	Director, Professional Standards Unit

Conflicts of Interest

Members are required to sign a conflict of interest declaration upon appointment to the Audit Committee, and at the commencement of each meeting the Chair asks members if further conflicts of interest have arisen. No conflicts of interest have been identified during the reporting period.

Internal Audits

Internal audit compliance functions are undertaken by the Professional Standards Unit (PSU) with findings and recommendations reported to the Executive Director of the business unit. All NTDCS Internal Auditors have completed Lead Audit Training. Addressing findings arising from an internal audit is given a level of priority for NTDCS business units affected. Internal audits highlight shortcomings within given areas and are therefore taken seriously and addressed to the satisfaction of the Audit Committee. Findings identified through the internal audit process must be addressed by the relevant business unit and the Executive Director.

NTDCS has a key performance indicator requiring responses to all internal audit recommendations within 21 days. The formal documentation of management responses to audit recommendations is managed by Secretariat who ensures these are tabled at the next Audit Committee meeting. Responses to treatments to audit findings are documented and maintained by Secretariat. A tracking system was established with timeliness against the key performance indicator of 21 days commencing from 1 July 2014, which is reported at each meeting.

Achievements for 2014-15

The Audit Committee convened four times between 1 July 2014 and 30 June 2015, as is required under the Audit Committee Charter.

A planning day for the Audit Committee was convened on 19 February 2015, to provide new members with an overview of the Audit Committee objectives and functions, and reviewed the Corporate Governance Framework, Risk Management Framework and Toolkit, and the Fraud Control Plan. The current audit program was reviewed with rationale for inclusion based on a risk assessment and prioritised for each division.

The Audit Committee has reviewed and endorsed the following documentation:

- Audit Committee Charter and membership
- Corporate Governance Framework
- Risk Management Framework and Toolkit
- Fraud Control Plan

- 2014-15 Audit Schedule developed
- Draft 2015-16 Audit Schedule developed and assessed by the Audit Committee through a risk analysis and risk ratings applied.

During 2014-15, the Audit Committee reviewed 62 internal audit reports and endorsed the proposed actions/treatments designed to address the findings and recommendations made by PSU. In some instances the Audit Committee directed that the PSU follow up again within a three month period to ensure that actions/treatments endorsed by the Audit Committee are in place or rejected and referred back to the appropriate business unit for follow up action. A report on significant issues is prepared by Secretariat for the Commissioner following each Audit Committee meeting.

External Audits

The Auditor-General for the NT 2014-15 Agency Compliance Audit was conducted by Deloitte. The audit examined selected aspects of the systems in use within NTDCS as required, in particular by Treasurer's Direction Part 3, Section 1 and Procurement Directions, with the objective of obtaining reasonable assurance that those selected requirements were being achieved. The audit found non-compliance instances with the Treasurer's Directions and the Department's Accounting and Property Manual. The following issues were identified:

- The effectiveness of the Audit Committee and Internal Audit function could be improved.
- Instances of non-compliance with the Treasurer's Directions and the Agency's Accounting and Property Manual were noted with respect to official travel and hospitality/entertainment expenses.
- Instances of non-compliance with the Treasurer's Directions and the Agency's Accounting and Property Manual were noted with respect to accounts payable and procurement.

NTDCS has taken steps to address these recommendations and is continuing to review control measures implemented.

2015-16 Priorities

During the upcoming year the Audit Committee's priorities are:

- Focusing on identifying and monitoring corporate risks against the Strategic Intent 2013-16;
- Introduction of self audits with Terms of Reference for identified low risk activities and compliance checks;
- Change the Audit Exit Interview Feedback process; and
- Office of the Commissioner to review Coronial recommendations/actions as a compliance check.

2014-15 Internal Audits and Reviews

PSU conducted a total of 73 audits during the year, the same number as for the previous year. The number of audits conducted each year will vary and all audits listed on the yearly Audit Schedule are not always completed as investigations take priority over the audit functions performed.

Complaints

During 2014-15 the total number of complaints against the Department was 228, of these 216 were referred from the Ombudsman of the Northern Territory. This is an increase of 136 complaints when compared to the 2013-14 total of 92 complaints, and is associated with the change in routines with the move to the new DCC.

Number	Complaints		
	ASCC	DCC	Other NTDCS
Complaints	28	193	7
Proven	Nil	2	Nil
Unresolved	1	3	Nil

Of these 224 have been completed and four are not yet completed. One complaint resulted in discipline action, one resulted in procedural change and 222 were resolved with no further action required.

Origin	Totals
Ombudsman	216
Children's Commissioner	5
Legal representative	7

The majority of these complaints were received by the Office of the Ombudsman via the Prisoner Telephone System. Most of the complaints were dealt with informally by PSU responding directly to the Ombudsman Inquiry Officer.

Five of the complaints investigated came from the Children's Commissioner, five from NAAJA and two from CAALAS.

Other Investigations

PSU has conducted 43 formal disciplinary investigations over the past year. This is an increase from the 24 conducted the year before, and more than double the 15 conducted in year 2012-13. In addition, PSU has conducted a number of preliminary investigations into a variety of staff issues as well as a number of reviews into escapes, incidents and security issues. There were no inability investigations conducted this year.

WORK, HEALTH AND SAFETY

NTDCS is committed to achieving and maintaining a healthy and safe working environment in accordance with the requirements of the *Work Health and Safety (National Uniform Legislation) Act and regulations*.

The Work, Health and Safety (WHS) Management System comprising the WHS Policy, WHS Guidelines, WHS Accountability and Responsibility Framework and Governance structure was reviewed in 2015 and a suite of guides developed to inform and assist staff meet their obligations to WHS.

All employees are encouraged to actively play a role in maintaining a healthy and safe workplace, considering statutory requirements as a minimum standard and keeping WHS standards in all workplaces under constant review.

A dedicated WHS Intranet site, accessible to all staff has been developed, with the WHS documentation, updated guidelines, checklists and procedures and PowerPoint presentations with links to the Online Incident Reporting system, NT WorkSafe and Safe Work Australia and the legislation.

WHS is a key element of all Induction and Orientation programs for all new staff, delivered through the staff training centres and in the workplace.

All Correctional Officers, and Probation and Parole Officers have First Aid training and are required to maintain the currency of their skills. Training is also provided to nominated First Aid Officers, Fire and Floor Wardens in all NTDCS facilities.

The WHS Management System meets the requirements of the current Employment Instruction 11: Occupational Health and Safety standard programs in that:

- all employees and their representatives are encouraged to participate in the WHS decision making process;
- training is provided to all new employees, health and safety representatives, first aid officers, fire and floor wardens;
- WHS policy, roles and responsibilities framework and guidelines are available on the department's intranet site, as are Commissioner's Directives for WHS in detention and correctional centres, work camps, and offices across the Territory and accessible to all employees;
- Executive Directors have responsibility for WHS issues within their divisions with roles and responsibilities of key positions clearly articulated; and
- elected Health and Safety Representatives (HSR) are supported in their roles, are active in consultations, and in reporting WHS issues for consideration by WHS Committees in place.

Health and Safety Representatives

While the WHS Management System specifies the governance arrangements across the Department there are different models, in specific divisions and locations based on staff preferences. Our correctional and detention centres have HSR in place whereas employees in other workplaces prefer to raise WHS issues themselves through their supervisor or as a standing agenda item at team management meetings, through the WHS Committee in shared sites or report to emergency management personnel, such as the Chief Warden, First Aid Officers or Fire and Floor Wardens.

NTDCS has a WHS Management System in place. At the inaugural WHS Forum held on 4 March 2015, the WHS Policy, WHS Guidelines, Governance, WHS Roles and Responsibilities were presented for annual review and WHS Action Plans developed. A monthly agenda item at Executive Directors' Group reviews WHS data on reported incidents across the Department with progress reports on WHS from Executive Directors. 30 elected Health and Safety Representatives are in place with Correctional Operations and Youth Justice including our correctional and detainee centres, with WHS a standard agenda item for management meetings in other workplaces. The Commissioner's Directives and Standard Operating Procedures have been reviewed and updated to meet operational requirements. WHS is part of Induction and Orientation for all new staff and ongoing WHS training is provided to staff. NTDCS has Emergency Management Plans in place at all locations including specific cyclone, fire and flood plans.

The following staff were the elected Health and Safety Representatives in NTDCS for 2014-15:

Location	Health and Safety Representatives
Alice Springs Correctional Centre	Ian McDowell-Jones Steven Russell Kane Tisler Michael Adeyemo Darren Willis Wayne Jacobsen Wayne Kirk Anja Jones Matt Iles
Alice Springs Youth Detention Centre	John Shuttleworth
Barkly Work Camp	Lachlan Lake
Darwin Correctional Centre	Asheesh Shawel Sharon Robertson Peter Douglas Mohibur Rahman Dean Doyle Merrick Wade Keith Butterworth Alana Gill Andrew Scandrett Jason Deane Michael Novinetz Janet Green
Datjala Work Camp	Graeme Firth
Don Dale Youth Detention Centre	Deborah Moore Riley Kirwin Mark George
Family Responsibility Centre Alice Springs	Rery Damayanti
Family Responsibility Centre Darwin	Mary Culhane-Brown Steven Rolph

Peer Support for critical incidents

For employees involved in critical incidents a Peer Support team is established to ensure employees and their families experiencing an adverse reaction to a critical incident or other traumatic situation have access to support and counselling. Access to external counselling services are provided through the government contracted counselling agencies at no cost.

Incident debriefing is a structured debriefing session facilitated by the Deputy Superintendent or Officer in charge with any single staff member or group of staff involved in an incident.

Drugs Strategy

The NTDCS Drugs Strategy aims to prevent and deter the supply and demand within correctional and detention centres, and that offenders have access to adequate treatment and programs whilst under our care and supervision. The focus is on deterrence/detection, medical management and non-medical intervention.

NTDCS provides ongoing training for staff to be able to detect and deter drug use.

Rehabilitation and return to work

NTDCS manages the effective rehabilitation of employees who have been injured in the course of their employment in consultation with the Case Manager.

Temporarily light duty placements are available for Correctional Services Officers faced with physical injury or medical illness. It provides employees the opportunity to return to work after a work related physical injury or medical illness, where a limited period of modified duty is required for medical reasons. Light duty placements may also benefit officers with non-work related physical injury or medical illness when available, designated areas are identified within Correctional Centres and are subject to operational requirements.

Sun Protection

Sun Protection is provided for prisoners and staff working outdoors at all facilities. Outdoor workers are encouraged to wear broad brimmed hats, long sleeved shirts and long pants or equivalent. A minimum requirement is the wearing of a broad brimmed hat. Sunscreen is also provided and used in accordance to the manufacturer's directions with a minimum sun protector factor of 15+ with a broad spectrum cover.

Health and Wellbeing

As part of our ongoing commitment to the health and wellbeing of our employees we have developed and implemented a number of initiatives and programs. The following are examples of such initiatives.

Employee Assistance Programs

There are four Employee Assistance Program providers that our employees and their families can access for confidential counselling services and professional advice. Information about these providers is available on the intranet and their services are also promoted to staff as part of the orientation program.

74%
OF EMPLOYEES

who responded to the *People Matter* Survey reported being aware of the Employee Assistance Program.

Vaccinations/immunisations

As part of our wellbeing strategy, we offer free annual influenza vaccinations to staff. In April and May 2015, 207 staff took part in the program across seven NTDCS sites. In addition, all new Correctional Officers undergo testing for Tuberculosis. We also provide Hepatitis B immunisations as part of their Trainee Correctional Officer course and to other frontline staff as required.

No Smoking Policy

NTDCS implemented a Smoke Free Policy on 1 July 2013. The policy provides the framework for smoke free NTDCS facilities and applies to all people in NTDCS custody, visiting or working within NTDCS facilities.

Alcohol and Other Drugs Policy & implementation of random testing

NTDCS is committed to providing a safe working environment that is free from influences of alcohol and other drugs. To that end, within the reporting period NTDCS introduced an Alcohol and Other Drugs Policy which outlines the Department's expectations for its staff and directs that staff perform their duties without impairment from alcohol or other drugs. Work has commenced to introduce random testing of staff from 1 July 2015 to ensure compliance with the Policy. This seeks to reinforce the Department's strong stance on alcohol and other drugs and reinforces the importance of being unaffected by substances when at work, particularly in front line positions where the safety and security of staff and clients is paramount and role modelling plays an important part of working with offenders.

Work Health and Safety Forum

In a first for NTDCS, a Work Health and Safety Forum was convened at the Staff Training Centre, DCP Holtze on 4 March 2015.

Since formation as a standalone agency, NTDCS has delivered a substantial number of projects across the NT, including commissioning of the new DCP, establishing the DWC and relocation of the DDYDC to Berrimah and some Community Corrections offices. Health and Safety Representatives and WHS Committees are now established in correctional and detention centres with emergency management teams in other workplaces, consisting of chief wardens, fire wardens and first aid officers. All sites have Emergency Management Plans, Cyclone Preparation Plans, and Fire or Flood Plans in place, with identified key agency personnel roles and responsibilities defined, and a Cyclone Preparation Team established at Head Office.

The inaugural WHS Forum, arranged by Organisational Performance Unit and facilitated by Ros Lague, Executive Director PBSS was an opportunity to provide a brief refresher on the legislation, the Department's WHS Management System as well as clarifying the expected roles and responsibilities of HSR.

Ken Middlebrook, Commissioner opened the Forum with all Executive Directors, General Managers and senior management from all divisions with HSR, Emergency Management members and representatives from worksites across the Territory.

Presentations by NT WorkSafe, workplace representatives and Organisational Performance provided participants with information about WHS issues across all worksites, data on mechanisms of injury, workers' compensation costs, trends and gaps.

Key recommendations from the WHS Forum were:

- a commitment to hold annual WHS Forums;
- improve internal communication;
- all employees to report near misses, hazards and injuries through the online incident reporting system;
- monthly EDG reports and WHS presentations; and
- development of NTDCS WHS guides and procedures to further assist all employees.

Participation by all our Executive Directors enabled the Executive Directors' Group to clarify their expectations of WHS in the department, as well as provide some observations and analysis of the past 12 months.

Timing of future WHS Forums will coincide with the business planning cycle in preparation for the upcoming financial year and will inform the NTDCS Audit Schedule of WHS risks and priorities for the next 12 months.

Work Health and Safety initiatives during 2014-15

- Inaugural Work Health and Safety Forum, held on 4 March 2015;
- Developed a new Alcohol and Other Drugs Policy for testing staff;
- All correctional facilities remain smoke-free. Smoking is not allowed anywhere within the grounds, car parks or buildings across the NT;
- Sun protection provided for prisoners and staff working outdoors at all facilities;
- Elections for new HSRs at Youth Detention centres;
- Ongoing training in First Aid, Fire Warden training and emergency management;
- A dedicated intranet site for WHS information accessible to all employees;
- New WHS resources, guides and procedures developed;
- Ongoing WHS Committee meetings in Darwin and Alice Springs; and
- 2014-15 Influenza vaccination program offered to all NTDCS employees.

Incidents reporting

NTDCS employees report WHS incidents through the whole of NTG Online Incident Reporting System. The online system being a centralised repository for information relating to WHS workplace incidents such as description of incident and the extent of injury and/or outcome of the incident. Definitions of the mechanism and nature used in the online system can be found in the Australian Government's Australian Safety and Compensation Council Type of Occurrence Classification System 3rd Edition.

Executive Directors, in consultation with the Commissioner, are authorised to report Notifiable Incidents to NT WorkSafe as required under the *Work Health and Safety (National Uniform Legislation) Act 2011*, if certain incidents such as death or serious injury occur at the workplace.

By using the online system employees receive confirmation by email within 15 minutes of the incident being reported and the relevant supervisor/manager, as well as the WHS Delegate receives automatic notification of the incident. Supervisors must investigate the incident and report actions taken to prevent recurrence. New employees, at Orientation, are instructed on the use of the online system for reporting WHS incidents and a guide to reporting WHS incidents through the Online Incident Reporting System has been developed to assist staff.

The Online Incident Reporting System enables whole of agency and divisional reporting for monitoring purposes. It provides NTDCS with trend data and a tool to determine if there are recurring incidents of the same type in location, which then informs risk assessments and control measures to mitigate risks.

During 2014-15 a total of 152 Incidents were reported through the Online Incident Reporting System. The top four common types of incidents occurred in the following categories:

1. Being hit by objects (51)
2. Body stressing (39)
3. Slips, trips and falls (21)
4. Hitting objects (14)

With the highest staff ratio, as expected, there were a higher number of incidences recorded by Correctional Operations (107), with a total of 44 incidents recorded for Community Corrections (10), People Business and Strategic Services (2) and Youth Justice (32) combined. In comparison with 2013-14, Youth Justice has had the highest increase of incidents reports attributed to recent events in detention centres and improved reporting through the Online Incident Reporting System.

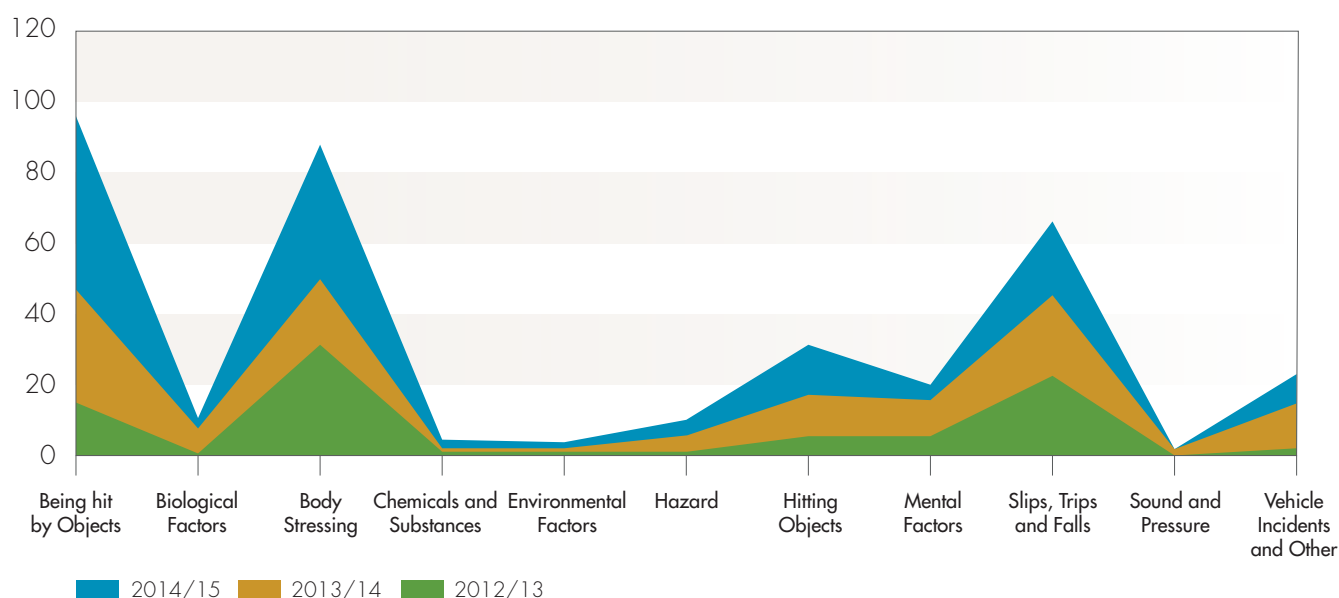
As at 30 June 2015 there were 51 incidents with claim status, representing 34% of all incidents reported an increase of 3% from the previous year. Annual claim costs of \$1,896,414 represents all financial transactions processed in the period resulting from incidents attributed to NTDCS. This figure is indicative and will not reconcile to the government accounting system; they are provided for statistical purposes only.

Work Health and Safety Incident Summary 2012-15

Incidents by mechanism	2012-13	2013-14	2014-15
Being Hit by Objects	14	33	51
Biological Factors	1	6	3
Body Stressing	31	19	39
Chemicals and Substances	0	1	3
Environmental Factors	0	1	2
Hazard	1	4	5
Hitting Objects	5	12	14
Mental Factors	5	10	6
Slips, Trips and Falls	22	24	21
Sound and Pressure	0	1	0
Vehicle Incidents and Other	2	13	8
Totals	81	124	152

[Source: BOXI report as at 30 June 2015]

Incidents by mechanism 2012-15



[Source: BOXI report as at 30 June 2015]

The above graph shows a consistent pattern of mechanisms of injury over a three year trend. However as use of the Online Incident Reporting System improves across the Department the number of incidents reported has improved. Further increases in staff reporting injuries due to 'being hit by objects', 'body stressing' and 'hitting objects', can be attributed to recent serious incidents at detention centres.

Workers' Compensation claims

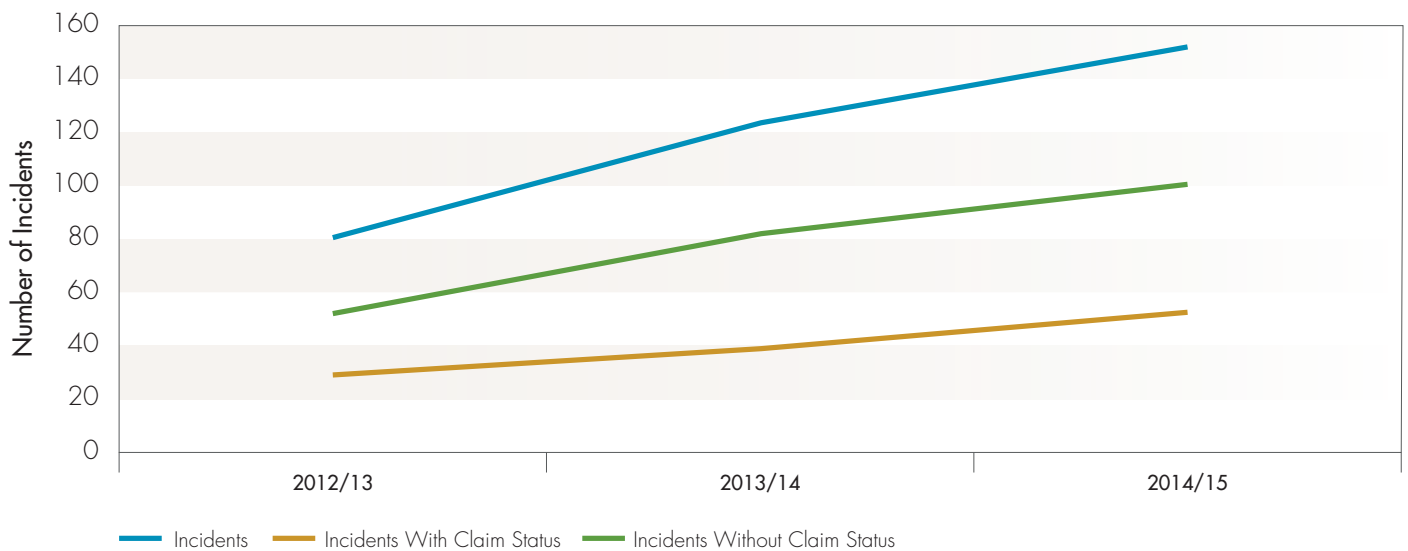
Number of Incidents by financial year with claim status

Incident type breakdown	2012-13	2013-14	2014-15
Incidents with claim status	29	39	51
Incidents without claim status	52	85	101
Totals	81	124	152
Incidents with claim status ratio	36%	31%	34%

[Source: BOXI report as at 30 June 2015]

There has been an increase from 2013-14 to 2014-15 of injuries with a workers' compensation claim, with the claim status ratio increase to 34%. While Correctional Operations has the largest number of employees reporting injuries, this year Youth Justice has seen a significant increase of reported injuries to staff.

Incidents by claim status by financial years 2012-15



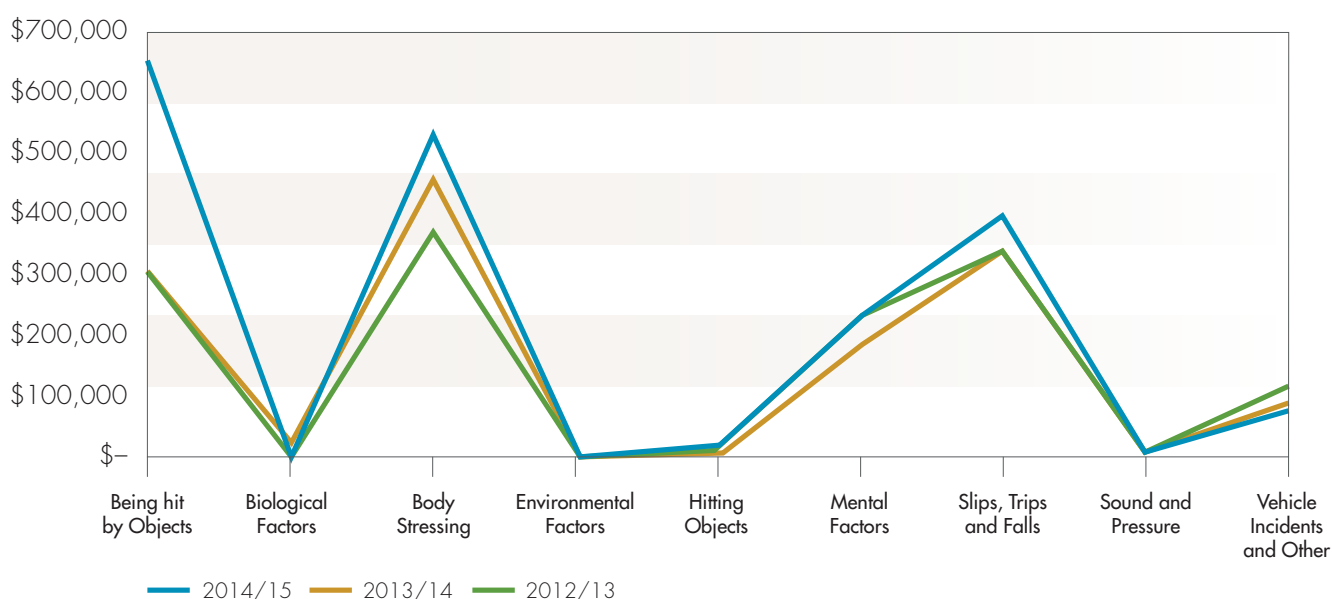
Claim Costs by Financial Year**

Claims costs	2013-14	2014-15
Claim costs total	\$1,358,842	\$1,896,414

[Source: BOXI report as at 30 June 2015]

** Claim costs represent all financial transactions processed in the period resulting from incidents attributed to NTDCS as at 30 June 2015. These figures are indicative and will not reconcile to the Government Accounting System; they are provided for statistical purposes only

Claim costs against mechanism of incidents



Similar to the graph on mechanisms of injuries, claim costs against mechanisms of incidents reflect a consistent three year trend with a spike this year in 'being hit by objects' and 'body stressing' due to improved reporting and serious incidents at detention centres.

ACCESS TO INFORMATION

The Northern Territory *Information Act* came into effect on 1 July 2003, creating a general right of access to government information held by departments, limited only in those circumstances where the disclosure of certain information would be contrary to the public interest. The Act also protects the privacy of personal information held by the Department.

The *Information Act* covers Freedom of Information (FOI) issues, privacy, records and archives management, and affects how the department collect, use and stores personal and government information.

The Act is designed to protect personal information, promote free flow of government information, protect public interests and prevent public sector agencies from the unauthorised disclosure of information on individual private and business interests held by public agencies.

The Department is subject to the *Information Act* and is required to meet the obligations placed on it under that Act. Under the *Information Act* members of the public can gain

access to documents or records held by the Department unless the document is within an exception or exemption category specified in the legislation.

In addition, NTDCS operates an Administrative Access Scheme which gives past and current prisoners access to most of their records held by the Department. This scheme does not operate under the *Information Act*.

The *Information Act* also defines strict timeframes for dealing with these requests for information. Requests are processed by the Information Coordinator within NTDCS.

Information Release

During 2014-15, the Department responded to 75 formal requests under the *Information Act*, compared to 58 in the last financial year. Details in the table below:

Requests for access to information

Applications received and handled	2012-13	2013-14	2014-15
Applications lodged prior to 2014-15 financial year that were still pending at the start of 2014-15	0	0	1
Number of new s.18 applications lodged for personal information	23	52	47
Number of applications for mixed personal and non-personal information	0	2	15
Number of applications for non-personal information only	0	4	12
Number of new s.31 applications lodged in the 2014-15 financial year	1	0	0
Number of new s.38 applications for review lodged in the 14-15 financial year	0	2	1
Total applications finalised	23	57	71
Applications pending at 30 June 2015	0	1	4

Application outcomes	2012-13	2013-14	2014-15
Requests transferred to another agency	0	6	5
Requests withdrawn	0	0	1
Received all available information	4	9	6
Received part of all available information	8	22	23
Received none of the information requested	11	20	36 ¹

Timeliness	2012-13	2013-14	2014-15
Responses completed within 30 day period	22	57	32
Responses completed exceeding the 30 day period	1	0	3 ²

Note: NTDCS was established as a separate department on 4 September 2012, please refer to the former Department of Justice annual reports for statistics prior to 30 June 2012.

1. This figure includes FOI applications that have been closed due to: the legislated 30 days lapsing; no response provided by applicant when payment was requested; no response provided from applicant when clarification was requested; applicants requested the withdrawal of their application; declined as application was outside of FOI process and declined with exemptions applied.
2. This figure includes two extensions (total of 71 days and 68 days respectively).

Analysis

- There was a 40% increase in applications for information lodged in 2014-15 than in the previous year.
- The 75 applications in 2014-15 belonged to 44 individuals.
- 76% of the applications were submitted by persons either in custody or under the supervision of NTDCS (or their lawyer on behalf of). The remaining applications were made up of media and third party requests.

The new Act, combined with other government policies (and infrastructure) allows for greater focus on education, employment and rehabilitation initiatives in an effort to reduce the rate of re-offending and support a safer community. The new DCP was also a catalyst for legislative reform. Not only was DCP a significant program of capital works; it is also the foundation of the new framework for the future of offender management.

Review of Correctional Services Act Reforms

The *Correctional Services Act 2014* delivers on the Government's commitment to provide an improved and robust foundation for the administration of sentences and management of offenders in the Northern Territory. The now repealed *Prisons (Correctional Services) Act*, enacted in 1980, had been amended many times, but had not been the subject of a wholesale review. It had become antiquated in its scope and did not accurately reflect changes and advancements in the correctional services of the Northern Territory, both in practice and terminology.

The new Act provides a modern foundation for the delivery of correctional services in the Northern Territory, with a greater focus on accountability and effective offender reintegration to society through employment and education.

Changes defined in the new legislation include:

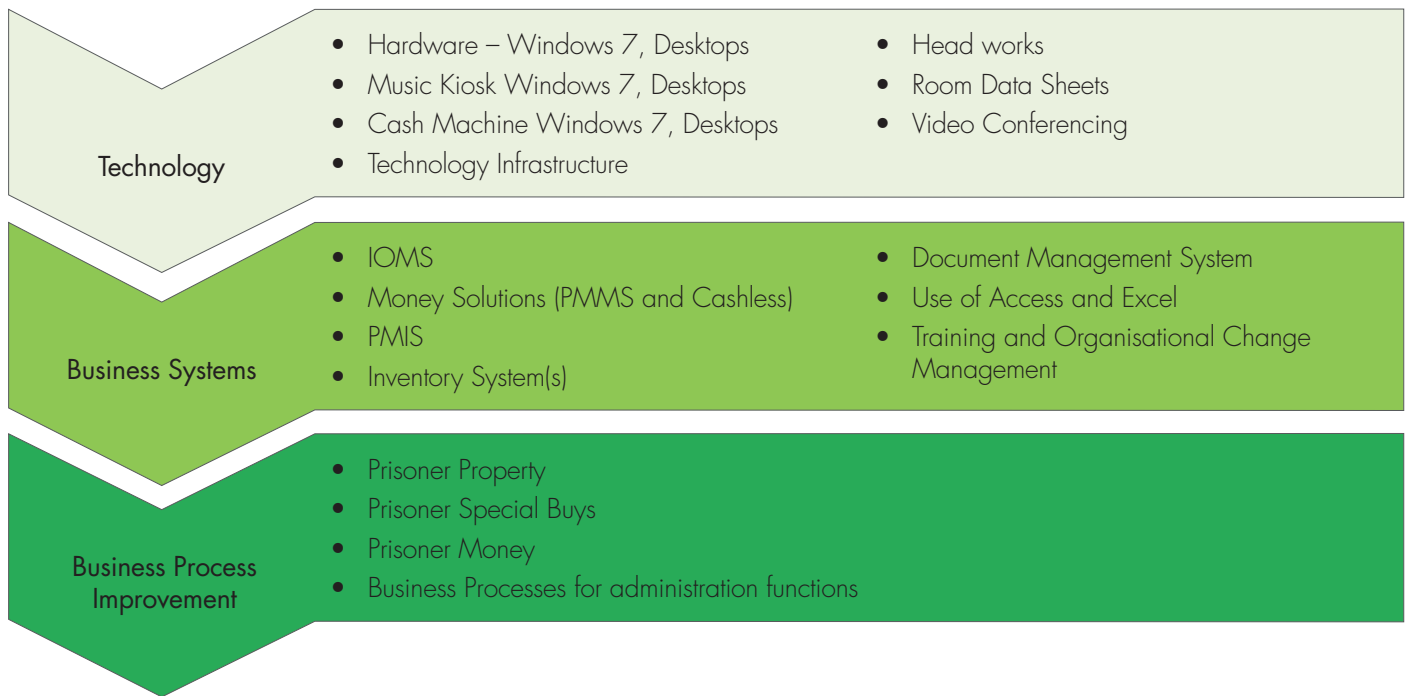
- Additional provisions that enable prisoners to engage in work;
- Ability for prisoners to financially contribute to their own learning programs, where they have sufficient funds in their account;
- Provisions to recover costs from prisoners in the event that they destroy or damage custodial property, a monitoring device or any other equipment provided to them;
- The concept of a leave of absence has been reframed to clarify the circumstances in which the Commissioner may issue a leave permit and the conditions that may be attached to such a permit;
- Although previously a condition of employment, the Act now specifically allows for the Commissioner to drug and alcohol test employees, at any time, and check their criminal history for current and spent records; and
- Ability for the Commissioner to release a qualifying prisoner on administrative home detention towards the end of their sentence on strict conditions, which generally includes a condition to wear an electronic monitoring device.

STRATEGY: Introduce enterprise architecture and systems that support reforms

Success indicators for 2014-15

NTDCS Enterprise Architecture and Systems

To ensure business process efficiency and effectiveness at the DCP a significant investment was made to ensure a sophisticated technology footprint.



With the Chief Information Officer and the team managing both the internal commissioning and external stakeholders with the DCP Project Consortium, the two year project culminated in the following new initiatives developed and/or implemented during 2014-15:

- oversight of the building and security management systems;
- biometric capture for all staff, prisoners and visitors;
- implemented iris identification devices for cashless vending and shopping for prisoners, and correctional officers;
- an enhanced Integrated Offender Management System (IOMS);
- implementation of a new prisoner money management solution;
- implementation of an Integrated Enterprise Resource Planning System (PRONTO) supporting profitable and sustainable prison industries;
- cash machines supporting the reception of prisoners and Sentenced to a Job program;
- enhanced prisoner telephony solution at DCP with integration to other centres in 2015-16;

- implementation of the NTG's active equipment, telephony and computing devices;
- high definition video conferencing facilitating courts, professional and family visits;
- music kiosks for prisoners;
- development and implementation of smart real time interfaces integrating business systems into the one enterprise.



Biometric capture for all staff, prisoners and visitors to Darwin Correctional Precinct

Prisoner purchasing system



The prisoner kiosk is used for:

- money management and funds transfers;
- diary information, displaying appointments such as visits, programs, education and employment;
- provides information about the prisoner's sentence;
- notices and messages; and
- prisoner requests.



VENDING MACHINE

- Available for prisoners, visitors and staff for the sale of snack foods and drinks and other products.

Can operate in cashless or cash operated modes with cashless linked to prisoner trust accounts.

CASH KIOSKS

- Receives and counts cash on reception.
- Dispenses cash on discharge.

EYE LOCK

- Powered by biometrics for identifying the Prisoner— including IRIS scanner.

SHOP AND POINT OF SALE

- Vending and shop sales.

Music solution

A world first secure iPod Music Solution, where prisoners and detainees can download music via Secure WiFi is one of the new initiatives introduced by NTDCS in 2015, with the ASYDC being the first site for the music solution.



Youth Justice at Alice Springs were the first detainees to experience the new Music Solution technology

Prior to this, prisoners who wanted to listen to music would first have to purchase an approved music mobile device (disk man). For this to take place an administration officer would receive the order from the prisoner and purchase the device from an approved provider. The prisoner was debited for the purchase out of their trust account. The prisoner would then have to write out a list of music that they wished to purchase and the administration officer would purchase the CD. The prisoner was then debited for the purchase. Prior to the physical item being available to the prisoner a security check of the item and the content were checked. Once cleared by security the CD would be made available for the prisoner.

The Music Solution will allow prisoners across the NT adult and youth centres to access approved music on demand within the correctional facilities, work camps and within youth holding centres. All devices are secured to only work from NTDCS WiFi access points and there are no other apps – ONLY music.

Taking the Parole Board paperless

Work commenced in late 2011 into researching options to electronically manage Parole Board meetings and deliver documents to members.

In 2013, significant work was undertaken with the developers and key stakeholders to support the introduction of eScribe in a manner that was compatible with the requirements of the NTG and maintained the confidentiality and security of the material provided to the Board.

eScribe was initially trialled by a select group of members of the Board in October and November 2013, before going live for all members in December 2013. Members were provided with a one on one training session to assist them in learning the product and on-site support was also made available at the meeting.

Members continued to receive hard copy files for the January and February 2014 meetings whilst transitioning to the new system. From March 2014, meetings of the Board became completely paperless.

eScribe has proven to be a more efficient way for members to receive and access all of the documents which they must consider at each meeting of the Board. Paperless meetings are now business as usual for the Parole Board and will continue to be into the future.

In February 2015, a ceremony was held for eleven men and women who graduated from this program. Each graduate attained skills in writing and editing text documents, story and script writing, storyboarding, iTalk software, sound recording and editing, general computer and keyboard skills, use of printers and scanners and an introduction to other software programs such as Adobe Photoshop and Audition.

A strategy is currently being developed to distribute these stories, and others previously developed (on Work Health and Safety), to the general NT prison population.

iTalk Project

In April 2014, NTDCS and iTalk Library, a company based in Alice Springs, entered into a one year collaboration. The initiative involves the training of male and female prisoners based at ASCC in the use of multi-media equipment and development of iTalk library stories for use by NTDCS and other organisations in the future. The specific outcomes of the project are:

- the creation, by prisoners, of stories for use by NTDCS
- the creation, by prisoners, of stories about themselves
- inmates provided training in spoken English
- when prisoners are fully trained, the creation of stories to other organisations/NTG agencies.

Importantly, work skills gained by prisoners feed into the Pathways to Employment program to assist them in gaining work on their release from prison.

Since the project commenced, there have been four stories developed on Food Safety, two stories based around Safe Driving and the need for a Driver's Licence and several prisoner stories.

STRATEGY: Ensure financial integrity and accountability is safeguarded

Success indicators for 2014-15

DEPARTMENT OF CORRECTIONAL SERVICES

FINANCIAL STATEMENT OVERVIEW

For the Year Ended 30 June 2015

The 2014-15 financial statements for the Department of Correctional Services (agency) have been prepared on an accrual basis in accordance with the Northern Territory's financial management framework and the Australian Accounting Standards. The agency's financial performance in 2014-15 and comparative financial information for 2013-14 are reported in four financial statements: the Comprehensive Operating Statement, Balance Sheet, Statement of Changes in Equity and Cash Flow Statement.

Key results at year end for the agency were:

- an operating deficit of \$34 million primarily due to unfunded depreciation and amortisation expenses of \$16.7M and expenditure associated with the new Darwin Correctional Centre which is partially funded via the balance sheet.
- interest expenditure of \$32 million, and an increase in non-current assets of \$508 million from 2013-14 primarily as a result of the recognition of the Darwin Correctional Centre asset and associated finance lease.

Details of the agency's performance by output group are provided in Note 3 of the financial statements.

COMPREHENSIVE OPERATING STATEMENT

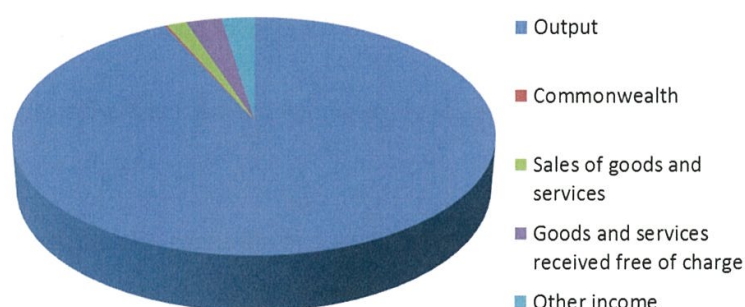
SUMMARY	2014-15	2013-14
	\$'000	\$'000
Operating Income	182 266	154 185
Operating Expenses	216 617	159 196
Net Surplus (Deficit)	(34 351)	(5 011)

The agency recorded an operating deficit of \$34 million, an increase of \$29 million from 2013-14. This increase is primarily related to unfunded operating expenditure for the new Darwin Correctional Centre, overtime expenditure for Alice Springs Correctional Centre and costs associated with two relocations of Don Dale Youth Detention Centre.

Operating Income

The agency received income of \$182 million in 2014-15, a \$28 million increase compared to 2013-14, predominately due to an increase in Output Appropriation for the commissioning and operation of the new Darwin Correctional Centre, finance lease abatement revenue, and an increase in various prison industries revenue streams.

Sources of Income in 2014-15



DEPARTMENT OF CORRECTIONAL SERVICES

Commonwealth National Partnership (Homelessness) funding of \$0.29 million contributed to 0.16% of total income.

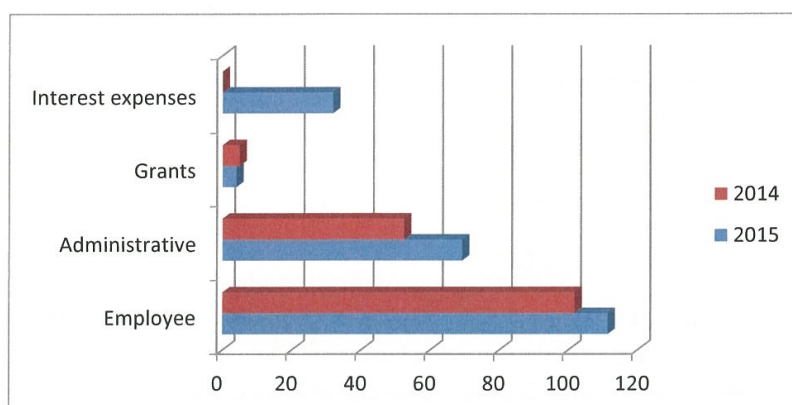
The agency collected Goods and Services revenue of \$2.70 million and Other Income of \$4.60 million, comprising 4% of total income. This predominately relates to finance lease abatement revenue, laundry and food services, prisoner board and lodging, number plate sales, prison industries revenue and secure care unit reimbursement.

The agency also recognised \$4.95 million of notional revenue for goods and services such as information technology, procurement and payroll received free of charge from the Department of Corporate and Information Services. This revenue is offset by notional expenditure to the same value paid to the Department of Corporate and Information Services.

Operating Expenses

Expenditure increased across all expense classifications except grants. This is primarily related to the commencement of the Darwin Correctional finance lease and associated interest, operational and amortisation expenditure.

Expenditure Comparison (\$M)



Employee expenses increased by \$9.6 million primarily due to higher than anticipated expenditure for Alice Springs Correctional Centre (overtime/escorts/rostering), commissioning costs for the new prison, two relocations of youth detainees and salary increases in line with relevant Enterprise Bargaining Agreements.

Total administrative expenses increased by \$16.8 million primarily due to the amortisation and unfunded operational expenditure associated with the new Darwin Correctional Centre and two relocations of youth detainees.

Grant expenditure decreased by \$0.9 million in line with a transfer of funding for boot camp capital items.

The increase in interest expenses of \$31.9 million is a result of the commencement of the Darwin Correctional Centre finance lease arrangements.

Balance Sheet Movements

Significant movements in values of Leased Buildings and Borrowings and advances relate to the commissioning of the new Darwin Correctional Centre.

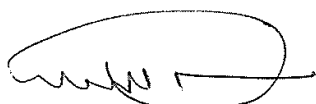
DEPARTMENT OF CORRECTIONAL SERVICES

CERTIFICATION OF THE FINANCIAL STATEMENTS

We certify that the attached financial statements for the Department of Correctional Services have been prepared from proper accounts and records in accordance with the prescribed format, the *Financial Management Act* 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, presents fairly the financial performance and cash flows for the year ended 30 June 2015 and the financial position on that date.

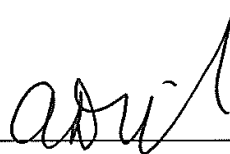
At the time of signing, we are not aware of any circumstances that would render the particulars included in the financial statements misleading or inaccurate.



Ken Middlebrook

Commissioner

27 August 2015



Alan Buckingham

Chief Finance Officer

27 August 2015

**DEPARTMENT OF CORRECTIONAL SERVICES
COMPREHENSIVE OPERATING STATEMENT**

For the year ended 30 June 2015

	Note	2015 \$000	2014 \$000
INCOME			
Grants and subsidies revenue			
Current		155	
Appropriation			
Output		169 552	145 447
Commonwealth		294	290
Sales of goods and services ¹		2 704	687
Goods and services received free of charge	4	4 952	4 444
Other income ¹		4 609	3 317
TOTAL INCOME	3	182 266	154 185
EXPENSES			
Employee expenses		111 427	101 798
Administrative expenses			
Purchases of goods and services	5	44 932	34 345
Repairs and maintenance		2 533	3 704
Depreciation and amortisation	9	16 650	9 886
Other administrative expenses ²		5 117	4 515
Grants and subsidies expenses			
Current		4 033	4 946
Interest expenses		31 925	2
TOTAL EXPENSES	3	216 617	159 196
NET SURPLUS/(DEFICIT)		(34 351)	(5 011)
OTHER COMPREHENSIVE INCOME			
Items that will not be reclassified to net surplus/deficit			
Transfers from Reserves		(3)	(574)
Changes in asset revaluation surplus		(1 038)	11 107
TOTAL OTHER COMPREHENSIVE INCOME		(1 041)	10 533
COMPREHENSIVE RESULT		(35 392)	5 522

¹ Includes finance lease abatement revenue, laundry and food services, prisoner board and lodging, number plate sales, prison industries revenue and secure care unit reimbursement.

² Includes DCIS service charges.

The Comprehensive Operating Statement is to be read in conjunction with the notes to the financial statements.

DEPARTMENT OF CORRECTIONAL SERVICES
BALANCE SHEET
As at 30 June 2015

	Note	2015 \$000	2014 \$000
ASSETS			
Current Assets			
Cash and deposits	6, 16	12 284	13 221
Receivables	7, 16	3 256	1 192
Inventories	8	943	777
Prepayments		29	34
Total Current Assets		16 512	15 224
Non-Current Assets			
Property, plant and equipment	9, 10	652 693	144 757
Total Non-Current Assets		652 693	144 757
TOTAL ASSETS		669 205	159 981
LIABILITIES			
Current Liabilities			
Deposits held ¹	16	891	869
Payables	11, 16	19 606	5 331
Borrowings and advances	12, 16	780	2
Provisions	13	13 610	10 652
Total Current Liabilities		34 887	16 854
Non-Current Liabilities			
Borrowings and advances	12, 16	519 421	13
Provisions	13	6 248	5 793
Total Non-Current Liabilities		525 669	5 806
TOTAL LIABILITIES		560 556	22 660
NET ASSETS		108 649	137 321
EQUITY			
Capital		171 306	164 586
Reserves	14	77 351	78 389
Accumulated funds		(140 008)	(105 654)
TOTAL EQUITY		108 649	137 321

¹ Includes prisoner monies held in trust

The Balance Sheet is to be read in conjunction with the notes to the financial statements.

DEPARTMENT OF CORRECTIONAL SERVICES
STATEMENT OF CHANGES IN EQUITY
For the year ended 30 June 2015

	Note	Equity at 1 July	Comprehensive result	Transactions with owners in their capacity as owners	Equity at 30 June
		\$000	\$000	\$000	\$000
2014-15					
Accumulated Funds		(104 775)	(34 351)		(139 126)
Correction of prior period errors		(296)			(296)
Transfers from reserves		(583)	(3)		(586)
		<u>(105 654)</u>	<u>(34 354)</u>		<u>(140 008)</u>
Reserves	14	78 389	(1 038)		77 351
Capital – Transactions with Owners					
Equity injections					
Capital appropriation		20 978		3 580	24 558
Equity transfers in		189 505		3 389	192 894
Other equity injections		30 282			30 282
Equity withdrawals					
Capital withdrawal		(7 223)			(7 223)
Equity transfers out		(68 956)		(249)	(69 205)
		<u>164 586</u>		<u>6 720</u>	<u>171 306</u>
Total Equity at End of Financial Year		<u>137 321</u>	<u>(35 392)</u>	<u>6 720</u>	<u>108 649</u>
2013-14					
Accumulated Funds		(99 764)	(5 011)		(104 775)
Correction of prior period errors		(296)			(296)
Transfers from reserves		(9)	(574)		(583)
		<u>(100 069)</u>	<u>(5 585)</u>		<u>(105 654)</u>
Reserves	14	67 282	11 107		78 389
Capital – Transactions with Owners					
Equity injections					
Capital appropriation		18 708		2 270	20 978
Equity transfers in		176 778		12 727	189 505
Other equity injections		30 282			30 282
Equity withdrawals					
Capital withdrawal		(7 223)			(7 223)
Equity transfers out		(68 748)		(208)	(68 956)
		<u>149 797</u>		<u>14 789</u>	<u>164 586</u>
Total Equity at End of Financial Year		<u>117 010</u>	<u>5 522</u>	<u>14 789</u>	<u>137 321</u>

The Statement of Changes in Equity is to be read in conjunction with the notes to the financial statements.

**DEPARTMENT OF CORRECTIONAL SERVICES
CASH FLOW STATEMENT**

For the year ended 30 June 2015

	Note	2015	2014
		\$000	\$000
CASH FLOWS FROM OPERATING ACTIVITIES			
Operating Receipts			
Grants and subsidies received			
Current		155	
Appropriation			
Output		169 552	145 447
Commonwealth		294	290
Receipts from sales of goods and services		10 869	6 325
Total Operating Receipts		180 870	152 062
Operating Payments			
Payments to employees		107 653	99 631
Payments for goods and services		52 118	40 305
Grants and subsidies paid			
Current		4 033	4 947
Interest paid		19 053	2
Total Operating Payments		182 857	144 885
Net Cash From/(Used in) Operating Activities	15	(1 987)	7 177
Investing Payments			
Purchases of assets		1 432	1 673
Total Investing Payments		1 432	1 673
Net Cash From/(Used in) Investing Activities		1 432	1 673
CASH FLOWS FROM FINANCING ACTIVITIES			
Financing Receipts			
Deposits received		22	383
Equity injections			
Capital appropriation		3 580	2 271
Total Financing Receipts		3 602	2 654
Financing Payments			
Finance lease payments		(1 119)	
Total Financing Payments		(1 119)	
Net Cash From/(Used in) Financing Activities		2 483	2 654
Net increase/(decrease) in cash held		(937)	8 157
Cash at beginning of financial year		13 221	5 064
CASH AT END OF FINANCIAL YEAR	6	12 284	13 221

The Cash Flow Statement is to be read in conjunction with the notes to the financial statements.

DEPARTMENT OF CORRECTIONAL SERVICES
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 30 June 2015

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DEPARTMENT OF CORRECTIONAL SERVICES
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 30 June 2015

1. OBJECTIVES AND FUNDING

The Department of Correctional Services contributes to community safety by providing custodial and community-based programs, services and interventions for people who have offended or are at risk of offending, or need assistance to live cooperatively and effectively in the community.

The Department of Correctional Services is predominantly funded by, and is dependent on, the receipt of Parliamentary appropriations. The financial statements encompass all funds through which the agency controls resources to carry on its functions and deliver outputs. For reporting purposes, outputs delivered by the agency are summarised into several output groups. Note 3 provides summary financial information in the form of a Comprehensive Operating Statement by output group.

The Department of Correctional Services has 5 main output groups:

- (a) Custodial Services - provide a safe, secure and humane correctional system. The employment programs provide targeted and relevant employment opportunities to adult prisoners via correctional centre-based or outside employment. The education and offender programs provide targeted and relevant educational and training opportunities to adult prisoners. These programs also provide adult prisoners with access to rehabilitation support, including pre-release support to assist in reducing the rate of recidivism.
- (b) Correctional Industries - provide targeted and relevant employment opportunities for adult prisoners through the establishment and growth of correctional industries.
- (c) Community Corrections - provide assessment, monitoring and supervision services to community based adult and offenders in line with orders issued by the courts and the Parole Board, and provide secretariat support to the Parole Board.
- (d) Youth Justice division - contributes to community safety and the repair of harm to victims by supporting young people and their families to develop socially and responsibly. The Family Responsibility Centres build stronger parental responsibility and capacity to support families to divert young people from entering the justice system. Boot Camps aim to prevent young people entering the justice system, and for those young people who have had involvement in the justice system, break the cycle of offending behaviour.
- (e) Corporate and Governance – provide the overarching guidance, strategy and strategic support to the Department of Correctional Services. Provide a media hub for Justice (Correctional Services and the Department of Attorney-General and Justice).

2. STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

a) Basis of Accounting

The financial statements have been prepared in accordance with the requirements of the *Financial Management Act* and related Treasurer's Directions. The *Financial Management Act* requires the Department of Correctional Services to prepare financial statements for the year ended 30 June based on the form determined by the Treasurer. The form of agency financial statements is to include:

DEPARTMENT OF CORRECTIONAL SERVICES
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 30 June 2015

- (i) a Certification of the Financial Statements;
- (ii) a Comprehensive Operating Statement;
- (iii) a Balance Sheet;
- (iv) a Statement of Changes in Equity;
- (v) a Cash Flow Statement; and
- (vi) applicable explanatory notes to the financial statements.

The financial statements have been prepared using the accrual basis of accounting, which recognises the effect of financial transactions and events when they occur, rather than when cash is paid out or received. As part of the preparation of the financial statements, all intra-agency transactions and balances have been eliminated.

Except where stated, the financial statements have also been prepared in accordance with the historical cost convention.

The form of the agency financial statements is also consistent with the requirements of Australian Accounting Standards. The effects of all relevant new and revised Standards and Interpretations issued by the Australian Accounting Standards Board (AASB) that are effective for the current annual reporting period have been evaluated. The Standards and Interpretations and their impacts are:

AASB 10 Consolidated Financial Statements, AASB 2013-8 Amendments to Australian Accounting Standards – Australian Implementation Guidance for Not-for-Profit Entities – Control and Structured Entities

AASB 10 requires a parent to present consolidated financial statements as those of a single economic entity, replacing the requirements previously contained in AASB 127 *Consolidated and Separate Financial Statements*. The standard does not impact the financial statements.

AASB 11 Joint Arrangements

AASB 11 replaces AASB 131 *Interests in Joint Ventures*. It requires a party to a joint arrangement to determine the type of joint arrangement in which it is involved by assessing its rights and obligations, and then account for those rights and obligations in accordance with that type of joint arrangement. The standard does not impact the financial statements.

AASB 12 Disclosure of Interests in other Entities, AASB 2013-8 Amendments to Australian Accounting Standards – Australian Implementation Guidance for Not-for-Profit Entities – Control and Structured Entities

AASB 12 requires the extensive disclosure of information that enables users of financial statements to evaluate the nature of, and risks associated with, interests in other entities and the effects of those interests on its financial position, financial performance and cash flows. The standard does not impact the financial statements.

AASB 1031 Materiality (2013), AASB 2013-9 Amendments to Australian Accounting Standards – Conceptual Framework, Materiality and Financial Instruments, AASB 2014-1 Amendments to Australian Accounting Standards (Part C – Materiality)

**DEPARTMENT OF CORRECTIONAL SERVICES
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 30 June 2015**

Revised AASB 1031 is an interim standard that cross-references to other standards and the *Framework for the Preparation and Presentation of Financial Statements* that contain guidance on materiality. The standard does not impact the financial statements.

AASB 1055 Budgetary Reporting

AASB 1055 sets out budgetary reporting requirements for not-for-profit entities within the General Government Sector. The required disclosures comprise a separate note accompanying the financial statements.

AASB 2012-3 Amendments to Australian Accounting Standards – Offsetting Financial Assets and Financial Liabilities [AASB 132]

The standard addresses inconsistencies in current practice when applying the offsetting criteria in AASB 132 *Financial Instruments: Presentation*. The standard does not impact the financial statements.

AASB 2013-3 Amendments to AASB 136 – Recoverable Amount Disclosures for Non-Financial Assets

The amendments to AASB 136 *Impairment of Assets* address the disclosure of information about the recoverable amount of impaired assets if that amount is based on fair value less costs of disposal. The standard does not impact the financial statements.

AASB 2014-1 Amendments to Australian Accounting Standards (Part A – Annual Improvements 2010-2012 and 2011-2013 Cycles)

Part A of the standard makes amendments to various Australian Accounting Standards (AASB 2, 3, 8, 9, 13, 116, 119, 124, 137, 138, 139, 140 & 1052 and Interpretation 129) arising from the issuance by IASB of *IFRSs Annual Improvements to IFRS 2010-2012 Cycle* and *Annual Improvements to IFRSs 2011-2013 Cycle*. The standard does not impact the financial statements.

b) Australian Accounting Standards and Interpretations Issued but not yet Effective

At the date of authorisation of the financial statements, the Standards and Interpretations listed below were in issue but not yet effective.

DEPARTMENT OF CORRECTIONAL SERVICES
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 30 June 2015

Standard/Interpretation	Summary	Effective for annual reporting periods beginning on or after	Impact on financial statements
AASB 9 <i>Financial Instruments (Dec 2014)</i> , AASB 2014-1 <i>Amendments to Australian Accounting Standards (Part E – Financial Instruments)</i> , AASB 2014-7 <i>Amendments to Australian Accounting Standards arising from AASB 9 (Dec 2014)</i>	The final version of AASB 9 brings together the classification and measurement, impairment and hedge accounting phases of the IASB's project to replace AASB 139 <i>Financial Instruments: Recognition and Measurement</i> . This version adds a new expected loss impairment model and limited amendments to classification and measurement for financial assets.	1 Jan 2018	Minimal impact.
AASB 15 <i>Revenue from Contracts with Customers</i> , AASB 2014-5 <i>Amendments to Australian Accounting Standards arising from AASB 15</i>	AASB 15 outlines a single comprehensive model for entities to use in accounting for revenue arising from contracts with customers. It replaces several Standards and Interpretations, including AASB 111 <i>Construction Contracts</i> , AASB 118 <i>Revenue</i> , Interpretation 15 <i>Agreements for the Construction of Real Estate</i> , and Interpretation 18 <i>Transfers of Assets from Customers</i> .	1 Jan 2017	Nil Impact.

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Standard/Interpretation	Summary	Effective for annual reporting periods beginning on or after	Impact on financial statements
AASB 2014-4 <i>Amendments to Australian Accounting Standards – Clarification of Acceptable Methods of Depreciation and Amortisation [AASB 116 & 138]</i>	Amends AASB 116 <i>Property, Plant and Equipment</i> and AASB 138 <i>Intangible Assets</i> to provide additional guidance on how the depreciation or amortisation of property, plant and equipment and intangible assets should be calculated.	1 Jan 2016	Minimal Impact.
AASB 2014-6 <i>Amendments to Australian Accounting Standards – Agriculture: Bearer Plants [AASB 101, 116, 117, 123, 136, 140 & 141]</i>	Biological assets that meet the definition of a bearer plant to be accounted for as property, plant and equipment in accordance with AASB 116 <i>Property, Plant and Equipment</i> , instead of AASB 141 <i>Agriculture</i> .	1 Jan 2016	Nil Impact.
AASB 2015-1 <i>Amendments to Australian Accounting Standards – Annual Improvements to Australian Accounting Standards 2012-2014 Cycle [AASB 1, 2, 3, 5, 7, 11, 110, 119, 121, 133, 134, 137 & 140]</i>	Amends a number of pronouncements as a result of the IASB's 2012-2014 annual improvements cycle.	1 Jan 2016	Minimal Impact.
AASB 2015-2 <i>Amendments to Australian Accounting Standards – Disclosure Initiative: Amendments to AASB 101 [AASB 7, 101, 134 & 1049]</i>	Includes narrow-focus amendments to address concerns about existing presentation and disclosure requirements, and to ensure entities are able to use judgement when applying a standard in determining what information to disclose.	1 Jan 2016	Minimal Impact.

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Standard/Interpretation	Summary	Effective for annual reporting periods beginning on or after	Impact on financial statements
AASB 2015-6 <i>Amendments to Australian Accounting Standards – Extending Related Party Disclosures to Not-for-Profit Public Sector Entities [AASB 10, 124 & 1049]</i>	Extends the scope of AASB 124 <i>Related Party Disclosures</i> to not-for-profit public sector entities.	1 July 2016	Nil Impact.

c) Agency and Territory Items

The financial statements of the Department of Correctional Services include income, expenses, assets, liabilities and equity over which the Department of Correctional Services has control (Agency items). Certain items, while managed by the agency, are controlled and recorded by the Territory rather than the agency (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.

The Central Holding Authority recognises and records all Territory items, and as such, these items are not included in the agency's financial statements. However, as the agency is accountable for certain Territory items managed on behalf of Government, these items have been separately disclosed in Note 22 – Schedule of Administered Territory Items.

d) Comparatives

Where necessary, comparative information for the 2013-14 financial year has been reclassified to provide consistency with current year disclosures.

e) 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.

DEPARTMENT OF CORRECTIONAL SERVICES
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 30 June 2015

f) Changes in Accounting Policies

There have been no changes to accounting policies adopted in 2014-15 as a result of management decisions.

g) Accounting Judgments and Estimates

The preparation of the financial report requires the making of judgments and estimates that affect the recognised amounts of assets, liabilities, revenues and expenses and the disclosure of contingent liabilities. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis for making judgments about the carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

Judgments and estimates that have significant effects on the financial statements are disclosed in the relevant notes to the financial statements. Notes that include significant judgments and estimates are:

- Employee Benefits – Note 2(t) and Note 13: Non-current liabilities in respect of employee benefits are measured as the present value of estimated future cash outflows based on the appropriate Government bond rate, estimates of future salary and wage levels and employee periods of service.
- Contingent Liabilities – Note 18: The present value of material quantifiable contingent liabilities are calculated using a discount rate based on the published 10-year Government bond rate.
- Allowance for Impairment Losses – Note 2(o), Note 7: Receivables and Note 16: Financial Instruments. The allowance represents debts that are likely to be uncollectible and are considered doubtful. Debtors are grouped according to their aging profile and history of previous financial difficulties.
- Depreciation and Amortisation – Note 2(k), Note 9: Property, Plant and Equipment, and Note 10: Fair Value Measurement of Non-Financial Assets.

h) Goods and Services Tax

Income, expenses and assets are recognised net of the amount of Goods and Services Tax (GST), except where the amount of GST incurred on a purchase of goods and services is not recoverable from the Australian Tax Office (ATO). In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated with the amount of GST included. The net amount of GST recoverable from, or payable to, the ATO is included as part of receivables or payables in the Balance Sheet.

DEPARTMENT OF CORRECTIONAL SERVICES
NOTES TO THE FINANCIAL STATEMENTS
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Cash flows are included in the Cash Flow Statement on a gross basis. The GST components of cash flows arising from investing and financing activities, which are recoverable from, or payable to, the ATO are classified as operating cash flows. Commitments and contingencies are disclosed net of the amount of GST recoverable or payable unless otherwise specified.

i) Income Recognition

Income encompasses both revenue and gains.

Income is recognised at the fair value of the consideration received, exclusive of the amount of GST. Exchanges of goods or services of the same nature and value without any cash consideration being exchanged are not recognised as income.

Grants and Other Contributions

Grants, donations, gifts and other non-reciprocal contributions are recognised as revenue when the agency obtains control over the assets comprising the contributions. Control is normally obtained upon receipt.

Contributions are recognised at their fair value. Contributions of services are only recognised when a fair value can be reliably determined and the services would be purchased if not donated.

Appropriation

Output appropriation is the operating payment to each agency for the outputs they provide and is calculated as the net cost of agency outputs after taking into account funding from agency income. It does not include any allowance for major non-cash costs such as depreciation.

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 on-passed to the relevant agencies as Commonwealth appropriation.

Revenue in respect of appropriations is recognised in the period in which the agency gains control of the funds.

Sale of Goods

Revenue from the sale of goods is recognised (net of returns, discounts and allowances) when:

- the significant risks and rewards of ownership of the goods have transferred to the buyer;
- the agency retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold;
- the amount of revenue can be reliably measured;
- it is probable that the economic benefits associated with the transaction will flow to the agency; and
- the costs incurred or to be incurred in respect of the transaction can be measured reliably.

DEPARTMENT OF CORRECTIONAL SERVICES
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Rendering of Services

Revenue from rendering services is recognised by reference to the stage of completion of the contract. The revenue is recognised when:

- the amount of revenue, stage of completion and transaction costs incurred can be reliably measured; and
- it is probable that the economic benefits associated with the transaction will flow to the entity.

Interest Revenue

Interest revenue is recognised as it accrues, taking into account the effective yield on the financial asset.

Goods and Services Received Free of Charge

Goods and services received free of charge are recognised as revenue when a fair value can be reliably determined and the resource would have been purchased if it had not been donated. Use of the resource is recognised as an expense.

Disposal of Assets

A gain or loss on disposal of assets is included as a gain or loss on the date control of the asset passes to the buyer, usually when an unconditional contract of sale is signed. The gain or loss on disposal is calculated as the difference between the carrying amount of the asset at the time of disposal and the net proceeds on disposal.

Contributions of Assets

Contributions of assets and contributions to assist in the acquisition of assets, being non-reciprocal transfers, are recognised, unless otherwise determined by Government, as gains when the agency obtains control of the asset or contribution. Contributions are recognised at the fair value received or receivable.

j) Repairs and Maintenance Expense

Funding is received for repairs and maintenance works associated with agency assets as part of output revenue. Costs associated with repairs and maintenance works on agency assets are expensed as incurred.

k) Depreciation and Amortisation Expense

Items of property, plant and equipment, including buildings but excluding land, have limited useful lives and are depreciated or amortised using the straight-line method over their estimated useful lives.

Amortisation applies in relation to intangible non-current assets with limited useful lives and is calculated and accounted for in a similar manner to depreciation.

DEPARTMENT OF CORRECTIONAL SERVICES
NOTES TO THE FINANCIAL STATEMENTS
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The estimated useful lives for each class of asset are in accordance with the Treasurer's Directions and are determined as follows:

	2015	2014
Buildings		
Public Buildings	50 years	50 years
Shed / Demountable	10 – 20 years	10 – 20 years
Plant and Equipment		
Catering Equipment	5 – 15 years	5 – 15 years
Computer Hardware	3 – 6 years	3 – 6 years
Furniture and Fittings	10 years	10 years
Laundry Equipment	5 – 15 years	5 – 15 years
Office Equipment	5 – 15 years	5 – 15 years
Power Generators	5 – 15 years	5 – 15 years
Security Systems	5 – 15 years	5 – 15 years
Communication Equipment	3 – 10 years	3 – 10 years

Assets are depreciated or amortised from the date of acquisition or from the time an asset is completed and held ready for use.

l) Interest Expense

Interest expenses include interest and finance lease charges. Interest expenses are expensed in the period in which they are incurred.

m) Cash and Deposits

For the purposes of the Balance Sheet and the Cash Flow Statement, cash includes cash on hand, cash at bank and cash equivalents. Cash equivalents are highly liquid short-term investments that are readily convertible to cash. Cash at bank includes monies held in the Accountable Officer's Trust Account (AOTA) that are ultimately payable to the beneficial owner – refer also to Note 20.

n) Inventories

Inventories include assets held either for sale (general inventories) or for distribution at no or nominal consideration in the ordinary course of business operations.

General inventories are valued at the lower of cost and net realisable value, while those held for distribution are carried at the lower of cost and current replacement cost. Cost of inventories includes all costs associated with bringing the inventories to their present location and condition. When inventories are acquired at no or nominal consideration, the cost will be the current replacement cost at date of acquisition.

The cost of inventories are assigned using a mixture of first-in, first out or weighted average cost formula or using specific identification of their individual costs.

Inventory held for distribution is regularly assessed for obsolescence and loss.

o) Receivables

Receivables include accounts receivable and other receivables and are recognised at fair value less any allowance for impairment losses.

DEPARTMENT OF CORRECTIONAL SERVICES
NOTES TO THE FINANCIAL STATEMENTS
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The allowance for impairment losses represents the amount of receivables the agency estimates are likely to be uncollectible and are considered doubtful. Analyses of the age of the receivables that are past due as at the reporting date are disclosed in an aging schedule under credit risk in Note 16 Financial Instruments. Reconciliation of changes in the allowance accounts is also presented.

Accounts receivable are generally settled within 30 days and other receivables within 30 days.

p) Property, Plant and Equipment

Acquisitions

All 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.

The construction cost of property, plant and equipment includes the cost of materials and direct labour, and an appropriate proportion of fixed and variable overheads.

Complex Assets

Major items of plant and equipment comprising a number of components that have different useful lives, are accounted for as separate assets. The components may be replaced during the useful life of the complex asset.

Subsequent Additional Costs

Costs incurred on property, plant and equipment subsequent to initial acquisition are capitalised when it is probable that future economic benefits in excess of the originally assessed performance of the asset will flow to the agency in future years. Where these costs represent separate components of a complex asset, they are accounted for as separate assets and are separately depreciated over their expected useful lives.

Construction (Work in Progress)

As part of the financial management framework, the Department of Infrastructure is responsible for managing general government capital works projects on a whole of Government basis. Therefore appropriation for most capital works is provided directly to the Department of Infrastructure and the cost of construction work in progress is recognised as an asset of that Department. Once completed, capital works assets are transferred to the agency.

q) Revaluations and Impairment

Revaluation of Assets

Subsequent to initial recognition, assets belonging to the following classes of non-current assets are revalued with sufficient regularity to ensure that the carrying amount of these assets does not differ materially from their fair value at reporting date:

- land; and
- buildings

Plant and equipment are stated at historical cost less depreciation, which is deemed to equate to fair value.

DEPARTMENT OF CORRECTIONAL SERVICES
NOTES TO THE FINANCIAL STATEMENTS
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Impairment of Assets

An asset is said to be impaired when the asset's carrying amount exceeds its recoverable amount.

Non-current physical and intangible agency assets are assessed for indicators of impairment on an annual basis. If an indicator of impairment exists, the agency determines the asset's recoverable amount. The asset's recoverable amount is determined as the higher of the asset's depreciated 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 that an available balance exists in the asset revaluation surplus.

In certain situations, an impairment loss may subsequently be reversed. Where an impairment loss is subsequently reversed, the carrying amount of the asset is increased to the revised estimate of its recoverable amount. A reversal of an impairment loss is recognised in the Comprehensive Operating Statement as income, unless the asset is carried at a revalued amount, in which case the impairment reversal results in an increase in the asset revaluation surplus. Note 14 provides additional information in relation to the asset revaluation surplus.

r) Leased Assets

Leases under which the agency assumes substantially all the risks and rewards of ownership of an asset are classified as finance leases. Other leases are classified as operating leases.

Finance Leases

Finance leases are capitalised. A lease asset and lease liability equal to the lower of the fair value of the leased property and present value of the minimum lease payments, each determined at the inception of the lease, are recognised.

Lease payments are allocated between the principal component of the lease liability and the interest expense.

Operating Leases

Operating lease payments made at regular intervals throughout the term are expensed when the payments are due, except where an alternative basis is more representative of the pattern of benefits to be derived from the leased property. Lease incentives under an operating lease of a building or office space is recognised as an integral part of the consideration for the use of the leased asset. Lease incentives are to be recognised as a deduction of the lease expenses over the term of the lease.

s) Payables

Liabilities for accounts payable and other amounts payable are carried at 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 agency. Accounts payable are normally settled within 30 days.

DEPARTMENT OF CORRECTIONAL SERVICES
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 30 June 2015

t) Employee Benefits

Provision is made for employee benefits accumulated as a result of employees rendering services up to the reporting date. These benefits include wages and salaries and recreation leave. Liabilities arising in respect of wages and salaries, recreation leave and other employee benefit liabilities that fall due within twelve 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 twelve months of the reporting date are measured at present value, calculated using the Government long-term bond rate.

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, sick leave and other leave entitlements; and
- 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 Correctional Services and as such no long service leave liability is recognised in agency financial statements.

u) 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 agency 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 as such are not recognised in agency financial statements.

v) Contributions by and Distributions to Government

The agency may receive contributions from Government where the Government is acting as owner of the agency. Conversely, the agency may make distributions to Government. In accordance with the *Financial Management Act* 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 agency as adjustments to equity.

The Statement of Changes in Equity provides additional information in relation to contributions by, and distributions to, Government.

**DEPARTMENT OF CORRECTIONAL SERVICES
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 30 June 2015**

w) Commitments

Disclosures in relation to capital and other commitments, including lease commitments are shown at Note 17.

Commitments are those contracted as at 30 June where the amount of the future commitment can be reliably measured.

x) 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. Financial assets and liabilities are recognised on the Balance Sheet when the agency becomes a party to the contractual provisions of the financial instrument. The agency's financial instruments include cash and deposits; receivables; advances; investments loan and placements; payables; advances received; borrowings and derivatives.

Exposure to interest rate risk, foreign exchange risk, credit risk, price risk and liquidity risk arise in the normal course of activities. The agency's investments, loans and placements, and borrowings are predominantly managed through the 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.

Classification of Financial Instruments

AASB 7 Financial Instruments: Disclosures requires financial instruments to be classified and disclosed within specific categories depending on their nature and purpose.

Financial assets are classified into the following categories:

- financial assets at fair value through profit or loss;
- held-to-maturity investments;
- loans and receivables; and
- available-for-sale financial assets.

Financial liabilities are classified into the following categories:

- financial liabilities at fair value through profit or loss (FVTPL); and
- financial liabilities at amortised cost.

Financial Assets or Financial Liabilities at Fair Value through Profit or Loss

Financial instruments are classified as at FVTPL when the instrument is either held for trading or is designated as at FVTPL.

An instrument is classified as held for trading if it is:

- acquired or incurred principally for the purpose of selling or repurchasing it in the near term with an intention of making a profit; or

DEPARTMENT OF CORRECTIONAL SERVICES
NOTES TO THE FINANCIAL STATEMENTS
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- part of a portfolio of identified financial instruments that are managed together and for which there is evidence of a recent actual pattern of short-term profit-taking; or
- a derivative that is not a financial guarantee contract or a designated and effective hedging instrument.

A financial instrument may be designated as at FVTPL upon initial recognition if:

- such designation eliminates or significantly reduces a measurement or recognition inconsistency that would otherwise arise; or
- the instrument forms part of a group of financial instruments, which is managed and its performance is evaluated on a fair value basis, in accordance with a documented risk management or investment strategy, and information about the grouping is provided internally on that basis; or
- it forms part of a contract containing one or more embedded derivatives, and AASB 139 Financial Instruments: Recognition and Measurement permits the contract to be designated as at FVTPL.

Held-to-Maturity Investments

Non-derivative financial assets with fixed or determinable payments and fixed maturity dates that the entity has the positive intent and ability to hold to maturity are classified as held-to-maturity investments. Held-to-maturity investments are recorded at amortised cost using the effective interest method less impairment, with revenue recognised on an effective yield basis.

Loans and Receivables

For details refer to Note 2 (o).

Available-for-Sale Financial Assets

Available-for-sale financial assets are those non-derivative financial assets, principally equity securities that are designated as available-for-sale or are not classified as any of the three preceding categories. After initial recognition available-for-sale securities are measured at fair value with gains or losses being recognised as a separate component of equity until the investment is derecognised or until the investment is determined to be impaired, at which time the cumulative gain or loss previously reported in equity is recognised in the Comprehensive Operating Statement.

Financial Liabilities at Amortised Cost

Amortised cost is calculated using the effective interest method.

Derivatives

The agency enters into a variety of derivative financial instruments to manage its exposure to interest rate risk. The agency does not speculate on trading of derivatives.

Derivatives are initially recognised at fair value on the date a derivative contract is entered in to and are subsequently remeasured at their fair value at each reporting date. The resulting gain or loss is recognised in the Comprehensive Operating Statement immediately unless the derivative is designated and qualifies as an effective hedging instrument, in which event, the timing of the recognition in the Comprehensive Operating Statement depends on the

DEPARTMENT OF CORRECTIONAL SERVICES
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 30 June 2015

nature of the hedge relationship. Application of hedge accounting will only be available where specific designation and effectiveness criteria are satisfied.

Netting of Swap Transactions

The agency, from time to time, may facilitate certain structured finance arrangements, where a legally recognised right to set-off financial assets and liabilities exists, and the Territory intends to settle on a net basis. Where these arrangements occur, the revenues and expenses are offset and the net amount is recognised in the Comprehensive Operating Statement.

Note 16 provides additional information on financial instruments.

y) 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.

Fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use. The highest and best use takes into account the use of the asset that is physically possible, legally permissible and financially feasible.

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 that are relevant to the characteristics of the assets/liabilities being valued. Observable inputs used by the agency include, but are not limited to, published sales data for land and general office buildings.

Unobservable inputs are data, assumptions and judgments that are not available publicly, but are relevant to the characteristics of the assets/liabilities being valued. Such inputs include internal agency 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; and

Level 3 – inputs are unobservable.

DEPARTMENT OF CORRECTIONAL SERVICES
NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2015

3. COMPREHENSIVE OPERATING STATEMENT BY OUTPUT GROUP

	Note	Custodial Services		Correctional Industries		Community Corrections		Justice		Corporate and Governance		Total	
		2015 \$000	2014 \$000	2015 \$000	2014 \$000	2015 \$000	2014 \$000	2015 \$000	2014 \$000	2015 \$000	2014 \$000	2015 \$000	2014 \$000
INCOME													
Grants and subsidies revenue													
Current		155										155	
Appropriation													
Output		115 996	89 517	4 847	3 681	20 164	22 365	16 529	15 968	12 016	13 916	169 552	145 447
Commonwealth		235	231			44	44	15	15			294	290
Sales of goods and services		701	542	2 003	145					4 952	4 444	4 952	4 444
Goods and services received free of charge	4									103	94	4 609	3 317
Other income		3 840	1 152	357	1 867	30	62	279	142				
TOTAL INCOME		120 927	91 442	7 207	5 693	20 238	22 471	16 823	16 125	17 071	18 454	182 266	154 185
EXPENSES													
Employee expenses		73 694	70 454	5 225	1 597	12 200	11 528	11 982	9 452	8 326	8 767	111 427	101 798
Administrative expenses													
Purchases of goods and services	5	28 005	21 059	5 758	3 219	5 196	4 673	2 708	2 027	3 265	3 367	44 932	34 345
Repairs and maintenance		1 898	2 767		2	82	114	439	360	114	461	2 533	3 704
Depreciation and amortisation		14 925	8 467	22	5	879	607	759	740	65	67	16 650	9 886
Other administrative expenses ¹	9, 10		8				14			5 117	4 493	5 117	4 515
Grants and subsidies expenses													
Current		464	483			692	943	2 877	3 520			4 033	4 946
Interest expenses	16	31 924				1	2					31 925	2
TOTAL EXPENSES		150 910	103 238	11 005	4 823	19 050	17 881	18 765	16 099	16 887	17 155	216 617	159 196
NET SURPLUS/(DEFICIT)		(29 983)	(11 796)	(3 798)	870	1 188	4 590	(1 942)	26	184	1 299	(34 351)	(5 011)
OTHER COMPREHENSIVE INCOME													
Items that will not be reclassified to net surplus/deficit													
Changes in asset revaluation surplus			9 775			(3)	(574)	(1 038)	1 332			(1 038)	11 107
Transfer to/from reserves						(3)	(574)	(1 038)	1 332			(3)	(574)
TOTAL OTHER COMPREHENSIVE INCOME		(29 983)	(2 021)	(3 798)	870	1 185	4 016	(2 980)	1 358	184	1 299	(35 392)	5 522
COMPREHENSIVE RESULT													

¹ Includes DCIS service charges.

This Comprehensive Operating Statement by output group is to be read in conjunction with the notes to the financial statements.

DEPARTMENT OF CORRECTIONAL SERVICES

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2015

	2015 \$000	2014 \$000
4. GOODS AND SERVICES RECEIVED FREE OF CHARGE		
Corporate and information services	4 952	4 444
	4 952	4 444
5. PURCHASES OF GOODS AND SERVICES		
The net surplus/(deficit) has been arrived at after charging the following expenses:		
Goods and services expenses:		
Consultants ⁽¹⁾	3 713	3 071
Advertising ⁽²⁾	75	34
Marketing and promotion ⁽³⁾	46	78
Document production	57	108
Legal expenses ⁽⁴⁾	182	174
Recruitment ⁽⁵⁾	298	334
Training and study	1 316	1 082
Official duty fares	1 313	863
Travelling allowance	439	399
Fuel	562	627
Entertainment	34	205
Other	36 897	27 370
	44 932	34 345
<p>⁽¹⁾ Includes marketing, promotion and IT consultants.</p> <p>⁽²⁾ Does not include recruitment, advertising or marketing and promotion advertising.</p> <p>⁽³⁾ Includes advertising for marketing and promotion but excludes marketing and promotion consultants' expenses, which are incorporated in the consultants' category.</p> <p>⁽⁴⁾ Includes legal fees, claim and settlement costs.</p> <p>⁽⁵⁾ Includes recruitment-related advertising costs.</p>		
	2015	2014
	\$000	\$000
6. CASH AND DEPOSITS		
Cash on hand	40	41
Cash at bank	12 244	13 180
	12 284	13 221
7. RECEIVABLES		
Current		
Accounts receivable	3 091	171
Less: Allowance for impairment losses	(27)	(22)
	3 064	149
GST receivables	(2 421)	771
Other receivables	2 613	272
	192	1 043
Total Receivables	3 256	1 192

DEPARTMENT OF CORRECTIONAL SERVICES

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2015

	2015	2014
	\$000	\$000
8. INVENTORIES		
Inventories Held for Distribution		
At cost	943	777
Total Inventories	943	777
9. PROPERTY, PLANT AND EQUIPMENT		
Land		
At fair value	34 060	34 180
Leased Land		
At capitalised cost	19	19
Less: Accumulated depreciation	(5)	(3)
	14	16
Buildings		
At fair value	212 347	212 760
Less: Accumulated depreciation	(114 994)	(108 376)
	97 353	104 384
Leased Buildings		
At capitalised cost	521 305	
Less: Accumulated depreciation	(6 427)	
	514 878	
Infrastructure		
At fair value	5	
	5	
Construction (Work in Progress)		
At capitalised cost	123	163
Plant and Equipment		
At fair value	12 516	11 292
Less: Accumulated depreciation	(6 256)	(5 278)
	6 260	6 014
Total Property, Plant and Equipment	652 693	144 757

Leased Buildings

In 2014-15 the Department of Correctional Services recognised \$514.88 million of leased buildings. This relates to the commencement of operations at the new Darwin Correctional Centre which was funded via a Public Private Partnership (PPP) finance lease arrangement.

DEPARTMENT OF CORRECTIONAL SERVICES
NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2015

9. PROPERTY, PLANT AND EQUIPMENT (continued)

2015 Property, Plant and Equipment Reconciliations

A reconciliation of the carrying amount of property, plant and equipment at the beginning and end of 2014-15 is set out below:

	Land \$000	Leased Land \$000	Buildings \$000	Buildings \$000	Leased Buildings \$000	Infrastructure \$000	Construction (Work in Progress) \$000	Plant and Equipment \$000	Total \$000
Carrying Amount as at 1 July 2014	34 180	16	104 384		521 305		163	6 014	144 757
Additions								1 432	522 737
Disposals									
Depreciation/Amortisation		(2)	(9 256)		(6 427)			(965)	(16 650)
Additions/(Disposals) from asset transfers	(120)		2 228			5	(40)	(67)	2 006
Revaluation increments/(decrements)			(3)					(154)	(157)
Carrying Amount as at 30 June 2015	34 060	14	97 353	514 878	5	123	6 260	652 693	

2014 Property, Plant and Equipment Reconciliations

A reconciliation of the carrying amount of property, plant and equipment at the beginning and end of 2013-14 is set out below:

	Land \$000	Leased Land \$000	Buildings \$000	Buildings \$000	Leased Buildings \$000	Infrastructure \$000	Construction (Work in Progress) \$000	Plant and Equipment \$000	Total \$000
Carrying Amount as at 1 July 2013	23 073	24	104 490				19	2 811	130 417
Additions								1 570	1 570
Depreciation/Amortisation								(795)	(9 886)
Additions/(Disposals) from administrative restructuring		(3)	(9 088)					2 496	2 496
Additions/(Disposals) from asset transfers		(5)	8 982				40		9 017
Revaluation increments/(decrements)	11 107							(68)	11 039
Capitalised Expenditure							104		104
Carrying Amount as at 30 June 2014	34 180	16	104 384	514 878	5	123	6 260	6 014	144 757

DEPARTMENT OF CORRECTIONAL SERVICES

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2015

10. FAIR VALUE MEASUREMENT OF NON-FINANCIAL ASSETS

a) Fair Value Hierarchy

Fair values of non-financial assets categorised by levels of inputs used to compute fair value are:

	Level 1 \$000	Level 2 \$000	Level 3 \$000	Total Fair Value \$000
2014-15				
Asset Classes				
Land (Note 9)		34 060		34 060
Buildings (Note 9)		9 489	87 864	97 353
Infrastructure (Note 9)			5	5
Plant and Equipment (Note 9)			6 260	6 260
Total		43 549	94 129	137 678
2013-14				
Asset Classes				
Land (Note 9)		34 180		34 180
Buildings (Note 9)		9 315	95 069	104 384
Plant and Equipment (Note 9)			6 014	6 014
Total		43 495	101 083	144 578

There were no transfers between Level 1 and Levels 2 or 3 during 2014-15.

b) Valuation Techniques and Inputs

Valuation techniques used to measure fair value in 2014-15 are:

	Level 2 Techniques	Level 3 Techniques
Asset Classes		
Land (Note 9)	Market	
Buildings (Note 9)	Market	Cost
Infrastructure (Note 9)		Cost
Plant and Equipment (Note 9)		Cost

There were no changes in valuation techniques from 2013-14 to 2014-15.

Level 2 fair values of land and buildings were based on market evidence of sales price per square metre of comparable land and buildings.

Level 3 fair values of specialised buildings and infrastructure were determined by computing their depreciated replacement costs because an active market does not exist for such facilities. The depreciated replacement cost was based on a combination of internal records of the historical cost of the facilities, adjusted for contemporary technology and construction approaches. Significant judgement was also used in assessing the remaining service potential of the facilities, given local environmental conditions, projected usage, and records of the current condition of the facilities.

DEPARTMENT OF CORRECTIONAL SERVICES
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 30 June 2015

c) Additional Information for Level 3 Fair Value Measurements

(i) Reconciliation of Recurring Level 3 Fair Value Measurements

	Buildings	Infrastructure	Plant and Equipment	Total
	\$000	\$000	\$000	\$000
2014-15				
Fair value as at 1 July 2014	95 069		6 014	101 083
Additions	1 830	5	1 432	3 267
Disposals			(67)	(67)
Depreciation/Amortisation	(9 035)		(965)	(10 000)
Gains/losses recognised in net surplus/deficit			(154)	(154)
Fair value as at 30 June 2015	87 864	5	6 260	94 129
2013-14				
Fair value as at 1 July 2013	95 419		2 811	98 230
Additions	8 469		4 066	12 535
Depreciation/Amortisation	(8 819)		(795)	(9 614)
Gains/losses recognised in other comprehensive income			(68)	(68)
Fair value as at 30 June 2014	95 069		6 014	101 083

DEPARTMENT OF CORRECTIONAL SERVICES

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2015

(ii) Sensitivity analysis

Buildings – Unobservable inputs used in computing the fair value of buildings include the historical cost and the consumed economic benefit for each building. Given the large number of agency buildings, it is not practical to compute a relevant summary measure for the unobservable inputs. In respect of sensitivity of fair value to changes in input value, a higher historical cost results in a higher fair value and greater consumption of economic benefit lowers fair value.

	2015	2014
	\$000	\$000
11. PAYABLES		
Accounts payable	916	1 948
Accrued expenses	5 818	3 383
Interest payable	12 872	
Total Payables	19 606	5 331
12. BORROWINGS AND ADVANCES		
Current		
Finance lease liabilities	780	2
Non-Current		
Finance lease liabilities	519 421	13
Total Borrowings and Advances	520 201	15

Finance lease liabilities

In 2014-15 the Department of Correctional Services recognised \$520.2 million of current and future finance lease liabilities. The large increase compared to 2013-14 relates to the commencement of operations at the new Darwin Correctional Centre which was funded via a Public Private Partnership (PPP) finance lease arrangement.

13. PROVISIONS		
Current		
<i>Employee benefits</i>		
Recreation leave	7 535	7 301
Leave loading	2 844	609
Other employee benefits	69	43
<i>Other current provisions</i>		
Fringe Benefits Tax	97	112
Payroll Tax and Oncosts	1 096	892
Superannuation	1 560	1 695
Accrued TOIL	409	
	13 610	10 652
Non-Current		
<i>Employee benefits</i>		
Recreation leave	6 248	5 793
Total Provisions	19 858	16 445

DEPARTMENT OF CORRECTIONAL SERVICES

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2015

13. PROVISIONS (continued)	2015	2014
	\$000	\$000
Reconciliations of Other Current Provisions		
Fringe Benefits Tax		
Balance as at 1 July	112	146
Additional provisions recognised	434	549
Reductions arising from payments	(449)	(583)
Balance as at 30 June	97	112
Payroll Tax and Oncosts		
Balance as at 1 July	892	799
Additional provisions recognised	5 926	5 184
Reductions arising from payments	(5 722)	(5 091)
Balance as at 30 June	1 096	892
Superannuation		
Balance as at 1 July	1 695	1 308
Additional provisions recognised	6 211	7 299
Reductions arising from payments	(6 346)	(6 912)
Balance as at 30 June	1 560	1 695
Accrued TOIL		
Additional provisions recognised	409	
Balance as at 30 June	409	
Total Reconciliation of Provisions	3 162	2 699
14. RESERVES		
Asset Revaluation Surplus	77 351	78 389
<i>(i) Nature and purpose of the asset revaluation surplus</i>		
The asset revaluation surplus includes the net revaluation increments and decrements arising from the revaluation of non-current assets. Impairment adjustments may also be recognised in the asset revaluation surplus.		
<i>(ii) Movements in the asset revaluation surplus</i>		
Balance as at 1 July	78 389	67 282
Increment/(Decrement) – land		11 107
Additions/(Disposals) from asset transfers - land	(579)	
Additions/(Disposals) from asset transfers - buildings	(459)	
Balance as at 30 June	77 351	78 389

DEPARTMENT OF CORRECTIONAL SERVICES

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2015

15. NOTES TO THE CASH FLOW STATEMENT

Reconciliation of Cash

The total of agency 'Cash and deposits' of \$12M 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

	2015	2014
	\$000	\$000
Net Surplus/(Deficit)	(34 351)	(5 011)
<i>Non-cash items:</i>		
Depreciation and amortisation	16 650	9 886
Asset write-offs/write-downs	154	61
R&M - Minor New Works - Non-Cash	94	433
<i>Changes in assets and liabilities:</i>		
Decrease/(Increase) in receivables	(2 064)	(759)
Decrease/(Increase) in inventories	(165)	(314)
Decrease/(Increase) in prepayments	5	41
Decrease/(Increase) in other assets		1
(Decrease)/Increase in payables	14 276	1 249
(Decrease)/Increase in provision for employee benefits	2 950	1 145
(Decrease)/Increase in other provisions	464	445
Net Cash from Operating Activities	(1 987)	7 177

16. 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. Financial instruments held by the Department of Correctional Services include cash and deposits, receivables, payables and finance leases. The Department of Correctional Services has limited exposure to financial risks as discussed below.

a) Categorisation of Financial Instruments

The carrying amounts of the agency's financial assets and liabilities by category are disclosed in the table below.

	2015	2014
	\$000	\$000
Financial Assets		
Cash and deposits	12 284	13 221
Loans and receivables	3 256	1 192
	15 540	14 413
Financial Liabilities		
Deposits held	891	869
Payables	19 606	5 331
Finance lease liabilities	520 201	15
	540 698	6 215

DEPARTMENT OF CORRECTIONAL SERVICES

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2015

b) Credit Risk

The agency has limited credit risk exposure (risk of default). In respect of any dealings with organisations external to Government, the agency has adopted a policy of only dealing with credit worthy 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 agency's maximum exposure to credit risk without taking account of the value of any collateral or other security obtained.

Receivables

Receivable balances are monitored on an ongoing basis to ensure that exposure to bad debts is not significant. A reconciliation and aging analysis of receivables is presented below.

Internal Receivables¹	Aging of Receivables \$000	Aging of Impaired Receivables \$000	Net Receivables \$000
2014-15			
Not overdue	62		62
Total	62		62
2013-14			
Not overdue	64		64
Total	64		64
External Receivables¹	Aging of Receivables \$000	Aging of Impaired Receivables \$000	Net Receivables \$000
2014-15			
Not overdue	2 930		2 930
Overdue for less than 30 days	63		63
Overdue for 30 to 60 days	6		6
Overdue for more than 60 days	30	27	3
Total	3 029	27	3 002
Reconciliation of the Allowance for Impairment Losses			
Opening		22	
Written off during the year		(5)	
Increase/(Decrease) in allowance recognised in profit or loss		10	
Total		27	
2013-14			
Not overdue	35		35
Overdue for less than 30 days	13		13
Overdue for 30 to 60 days	31		31
Overdue for more than 60 days	28	22	6
Total	107	22	85
Reconciliation of the Allowance for Impairment Losses			
Opening		22	
Written off during the year		(9)	
Increase/(Decrease) in allowance recognised in profit or loss		9	
Total		22	

DEPARTMENT OF CORRECTIONAL SERVICES

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2015

c) Liquidity Risk

Liquidity risk is the risk that the agency will not be able to meet its financial obligations as they fall due. The agency's approach to managing liquidity is to ensure that it will always have sufficient liquidity to meet its liabilities when they fall due.

The following tables detail the agency's remaining contractual maturity for its financial assets and liabilities.

2015 Maturity analysis for financial assets and liabilities

	Variable Interest Rate			Fixed Interest Rate			Non Interest Bearing	Total	Weighted Average
	Less than a Year	1 to 5 Years	More than 5 Years	Less than a Year	1 to 5 Years	More than 5 Years			
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	%
Assets									
Cash and deposits							12 284	12 284	
Receivables							3 256	3 256	
Total Financial Assets							15 540	15 540	
Liabilities									
Deposits held							891	891	
Payables							19 606	19 606	
Finance lease liabilities				780	19 556	499 865		520 201	
Total Financial Liabilities				780	19 556	499 865	20 497	540 698	

2014 Maturity analysis for financial assets and liabilities

	Variable Interest Rate			Fixed Interest Rate			Non Interest Bearing	Total	Weighted Average
	Less than a Year	1 to 5 Years	More than 5 Years	Less than a Year	1 to 5 Years	More than 5 Years			
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	%
Assets									
Cash and deposits							13 221	13 221	
Receivables							1 192	1 192	
Total Financial Assets							14 413	14 413	
Liabilities									
Deposits held							869	869	
Payables							5 331	5 331	
Finance lease liabilities				2	6	7		15	
Total Financial Liabilities				2	6	7	6 200	6 215	

d) Market Risk

Market risk is the risk that 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

The Department of Correctional Services is not exposed to interest rate risk as agency financial assets and financial liabilities, with the exception of finance leases are non-interest bearing. Finance lease arrangements are established on a fixed interest rate and as such do not expose the agency to interest rate risk.

DEPARTMENT OF CORRECTIONAL SERVICES

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2015

(ii) Price Risk

The Department of Correctional Services is not exposed to price risk as the Department of Correctional Services does not hold units in unit trusts.

(iii) Currency Risk

The Department of Correctional Services is not exposed to currency risk as the Department of Correctional Services does not hold borrowings denominated in foreign currencies or transactional currency exposures arising from purchases in a foreign currency.

e) Net Fair Value

The fair value of financial instruments is determined on the following basis:

- the fair value of cash, deposits, advances, receivables and payables approximates their carrying amount, which is also their amortised cost;
- the fair value of derivative financial instruments are derived using current market yields and exchange rates appropriate to the instrument; and
- the fair value of other monetary financial assets and liabilities is based on discounting to present value the expected future cash flows by applying current market interest rates for assets and liabilities with similar risk profiles.

For financial instruments measured and disclosed at fair value, the following table groups the instruments based on the level of inputs used.

2015	Carrying Amount \$000	Net Fair Value Level 1 \$000	Net Fair Value Level 2 \$000	Net Fair Value Level 3 \$000	Net Fair Value Total \$000
Financial Assets					
Cash and deposits	12 284	12 284			12 284
Receivables	3 256	3 256			3 256
Total Financial Assets	15 540	15 540			15 540
Financial Liabilities					
Deposits held	891	891			891
Payables	19 606	19 606			19 606
Finance lease liabilities	520 201	520 201			520 201
Total Financial Liabilities	540 698	540 698			540 698
2014					
	Carrying Amount \$000	Net Fair Value Level 1 \$000	Net Fair Value Level 2 \$000	Net Fair Value Level 3 \$000	Net Fair Value Total \$000
Financial Assets					
Cash and deposits	13 221	13 221			13 221
Receivables	1 192	1 192			1 192
Total Financial Assets	14 413	14 413			14 413
Financial Liabilities					
Deposits held	869	869			869
Payables	5 331	5 331			5 331
Finance lease liabilities	15	15			15
Total Financial Liabilities	6 215	6 215			6 215

DEPARTMENT OF CORRECTIONAL SERVICES
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 30 June 2015

Fair values of financial instruments categorized by level of inputs used to measure fair value are:

Level 1 input – quoted prices in active markets for identical assets and liabilities

Level 2 input – inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3 – unobservable inputs for assets and liabilities

There were no changes in valuation techniques during the period.

	2015		2014	
	Internal ¹	External	Internal ¹	External
	\$000	\$000	\$000	\$000
17. COMMITMENTS				
(i) Operating Lease Commitments				
The agency leases property under non-cancellable operating leases expiring from one to five years. Leases generally provide the agency with a right of renewal at which time all lease terms are renegotiated. The agency also leases items of plant and equipment under non-cancellable operating leases. Future operating lease commitments not recognised as liabilities are payable as follows:				
Within one year	1 203	125	1 239	15
Later than one year and not later than five years	1 904	167	1 836	16
Later than five years	160		189	
	3 267	292	3 263	32
(ii) Other Expenditure Commitments				
Other non-cancellable expenditure commitments not recognised as liabilities are payable as follows:				
Within one year		1 821		1 46
Later than one year and not later than five years				31 06
Later than five years				483 96
		1 821		516 49

¹ Internal commitments are to entities controlled by the NTG (entities listed in TAFR 2013-14 Note 41: Details of Controlled Entities at Reporting Date), whereas external commitments are to third parties external to the NTG.

18. CONTINGENT LIABILITIES AND CONTINGENT ASSETS

The Department of Correctional Services has no contingent liabilities and no contingent assets as at 30 June.

19. 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.

DEPARTMENT OF CORRECTIONAL SERVICES

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2015

20. ACCOUNTABLE OFFICERS TRUST ACCOUNT

Nature of Trust Money	Opening Balance 1 July 2014	Receipts	Payments	Closing Balance 30 June 2015
Prisoner Monies	869	7 192	7 170	891

21. WRITE-OFFS, POSTPONEMENTS, WAIVERS, GIFTS AND EX GRATIA PAYMENTS¹

	Agency 2015 \$000		Agency 2014 \$000	
	No. of Trans.	No. of Trans.	No. of Trans.	No. of Trans.
Write-offs, Postponements and Waivers Under the Financial Management Act				
Represented by:				
<i>Amounts written off, postponed and waived by Delegates</i>				
Irrecoverable amounts payable to the Territory or an agency written off	5	5	3	4
Total Written Off, Postponed and Waived by Delegates	5	5	3	4
<i>Amounts written off, postponed and waived by the Treasurer</i>				
Irrecoverable amounts payable to the Territory or an agency written off			6	1
Total Written Off, Postponed and Waived by the Treasurer			6	1

¹ The Department of Correctional Services has no gifts or ex gratia payments in 2013-14 or 2014-15 and no Territory Items were written off or waived.

22. SCHEDULE OF ADMINISTERED TERRITORY ITEMS

The following Territory items are managed by the Department of Correctional Services on behalf of the Government and are recorded in the Central Holding Authority (refer Note 2(c)).

	2015 \$000	2014 \$000
TERRITORY INCOME AND EXPENSES		
Income		
Fees from regulatory services	1	
Total Income	1	
Expenses		
Central Holding Authority income transferred	1	
Total Expenses	1	
Territory Income less Expenses		

DEPARTMENT OF CORRECTIONAL SERVICES

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2015

23. BUDGETARY INFORMATION

Comprehensive Operating Statement	2014-15 Actual	2014-15 Original Budget	Variance	Note
	\$000	\$000	\$000	
INCOME				
Grants and subsidies revenue				
Current	155		155	
Appropriation				
Output	169 552	181 016	(11 464)	1
Commonwealth	294		294	
Sales of goods and services	2 704	343	2 361	2
Goods and services received free of charge	4 952	4 672	280	
Other income	4 609	3 061	1 548	3
TOTAL INCOME	182 266	189 092	(6 826)	
EXPENSES				
Employee expenses	111 427	95 356	16 071	4
Administrative expenses				
Purchases of goods and services	44 932	42 299	2 633	5
Repairs and maintenance	2 533	2 467	66	
Depreciation and amortisation	16 650	19 721	(3 071)	6
Other administrative expenses	5 117	4 672	445	
Grants and subsidies expenses				
Current	4 033	7 101	(3 068)	7
Interest expenses	31 925	51 601	(19 676)	8
TOTAL EXPENSES	216 617	223 217	(6 600)	
NET SURPLUS/(DEFICIT)	(34 351)	(34 125)	(226)	
OTHER COMPREHENSIVE INCOME				
Items that will not be reclassified to net surplus/deficit				
Transfers from Reserves	(3)		(3)	
Changes in asset revaluation surplus	(1 038)		(1 038)	
TOTAL OTHER COMPREHENSIVE INCOME	(1 041)		(1 041)	
COMPREHENSIVE RESULT	(35 392)	(34 125)	(1 267)	

Notes:

The following note descriptions relate to variances greater than 10 per cent or \$1M, or where multiple significant variances have occurred.

- Actual is in line with revised budget and reflects decrease due to savings associated with delays in commencement of Darwin Correctional Centre finance lease offset by unbudgeted Treasurer's Advance received.
- Revised budget included additional \$2.3M revenue due to reclassification. Actual result less than anticipated due to lower than expected prison industries revenue.
- Revised budget included a reduction of \$2.3M revenue due to reclassification. Actual result more than anticipated due to unbudgeted finance lease abatement revenue.
- Revised budget allocation was \$107M. Actual result reflects higher than anticipated expenditure for Alice Springs Correctional Centre (overtime/escorts/rostering) and the multiple relocations of detainees.
- Actual reflects unfunded operational costs for the new Darwin Correctional Centre.
- Actual is in line with revised budget and reflects decrease due to savings associated with delays in commencement of Darwin Correctional Centre finance lease.
- Revised budget of \$5M incorporated a movement of \$0.8M from Grants to Capital. Actual result less than anticipated due to delays in programs and unspent allocations.
- Actual is in line with revised budget and reflects decrease due to savings associated with delays in commencement of Darwin Correctional Centre finance lease.

DEPARTMENT OF CORRECTIONAL SERVICES
NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2015

Balance Sheet	2014-15 Actual	2014-15 Original Budget	Variance	Note
	\$000	\$000	\$000	
ASSETS				
Current assets				
Cash and deposits	12 284	6 371	5 913	1
Receivables	3 256	433	2 823	2
Inventories	943	463	480	
Prepayments	29	75	(46)	
Total current assets	16 512	7 342	9 170	
Non-current assets				
Property, plant and equipment	652 693	625 532	27 161	3
Total non-current assets	652 693	625 532	27 161	
TOTAL ASSETS	669 205	632 874	36 331	
LIABILITIES				
Current liabilities				
Deposits held	891	486	405	
Payables	19 606	18 485	1 121	4
Borrowings and advances	780	780		
Provisions	13 610	9 466	4 144	5
Total current liabilities	34 887	29 217	5 670	
Non-current liabilities				
Borrowings and advances	519 421	518 321	1 100	3
Provisions	6 248	5 388	860	
Total non-current liabilities	525 669	523 709	1 960	
TOTAL LIABILITIES	560 556	552 926	7 630	
NET ASSETS	108 649	79 948	28 701	
EQUITY				
Capital	171 306	154 849	16 457	3
Reserves	77 351	67 281	10 070	6
Accumulated funds	(140 008)	(142 182)	2 174	
TOTAL EQUITY	108 649	79 948	28 701	

Notes:

The following note descriptions relate to variances greater than 10 per cent or \$1M, or where multiple significant variances have occurred.

- 1 Actual reflects roll-forward of previous year actual bank balance and 2014-15 approved Use of Cash Balances.
- 2 Receivable variance relates to unbudgeted finance lease abatement revenue that has been accrued.
- 3 Non-Current assets, Borrowings and advances and Capital actual results are largely in line with revised budget and the commencement of the Darwin Correctional Centre finance lease.
- 4 Payables actual result is largely in line with revised budget and reflects movements related to the Darwin Correctional Centre finance lease.
- 5 Non-Current assets actual result is largely in line with revised budget and reflects delays in commencement of the Darwin Correctional Centre finance lease.
- 6 Reserves actual result is in line with revised budget and reflect a roll-forward of the 2013-14 actual result .

DEPARTMENT OF CORRECTIONAL SERVICES

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2015

Cash Flow Statement	2014-15 Actual	2014-15 Original Budget	Variance	Note
	\$000	\$000	\$000	
CASH FLOWS FROM OPERATING ACTIVITIES				
Operating receipts				
Grants and subsidies received				
Current	155		155	
Appropriation				
Output	169 552	181 016	(11 464)	1
Commonwealth	294		294	
Receipts from sales of goods and services	10 869	3 404	7 465	2
Total operating receipts	180 870	184 420	(3 550)	
Operating payments				
Payments to employees	107 653	95 356	12 297	3
Payments for goods and services	52 118	43 234	8 884	4
Grants and subsidies paid				
Current	4 033	7 101	(3 068)	5
Interest paid	19 053	38 729	(19 676)	6
Total operating payments	182 857	184 420	(1 563)	
Net cash from/(used in) operating activities	(1 987)		(1 987)	
Investing payments				
Purchases of assets	1 432	556	876	
Total investing payments	1 432	556	876	
Net cash from/(used in) investing activities	1 432	556	876	
CASH FLOWS FROM FINANCING ACTIVITIES				
Financing receipts				
Deposits received	22		22	
Equity injections				
Capital appropriation	3 580	2 780	800	
Total financing receipts	3 602	2 780	822	
Financing payments				
Finance lease payments	(1 119)	(2 224)	1 105	7
Total financing payments	(1 119)	(2 224)	1 105	
Net cash from/(used in) financing activities	2 483	556	1 927	
Net increase/(decrease) in cash held	(937)		(937)	
Cash at beginning of financial year	13 221	6 371	6 850	8
CASH AT END OF FINANCIAL YEAR	12 284	6 371	5 913	

Notes:

The following note descriptions relate to variances greater than 10 per cent or \$1M, or where multiple significant variances have occurred.

- 1 Actual is in line with revised budget and reflects decrease due to savings associated with delays in commencement of Darwin Correctional Centre finance lease offset by unbudgeted Treasurer's Advance received.
- 2 Actual result reflects unbudgeted finance lease abatement revenue and additional prison industries revenue.
- 3 Actual result reflects higher than anticipated expenditure for Alice Springs Correctional Centre (overtime/escorts/rostering) and the multiple relocations of the Don Dale Detention Centre.
- 4 Actual reflects unfunded operational costs for the new Darwin Correctional Centre combined with movements in payables.
- 5 Revised budget incorporated a movement of \$0.8M from Grants to Capital. Actual result less than anticipated due to delays in programs and unspent allocations.

DEPARTMENT OF CORRECTIONAL SERVICES
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 30 June 2015

- 6 Actuals result for interest paid is largely in line with revised budget and reflects the commencement of the Darwin Correctional Centre finance lease.
- 7 Finance lease payments were lower than anticipated due to delays in the commencement of the Darwin Correctional Centre finance lease.
- 8 Actual reflects roll-forward of previous year actual bank balance and 2014-15 approved Use of Cash Balances.

Administered Territory Items	2014-15 Actual	2014-15 Original Budget	Variance	Note
	\$000	\$000	\$000	
TERRITORY INCOME AND EXPENSES				
Income				
Fees from regulatory services	1		1	1
Total income	1		1	
Expenses				
Central Holding Authority income transferred	1		1	
Total expenses	1		1	
Territory income less expenses				

- 1 Unbudgeted Freedom of Information revenue received and transferred to consolidated funds.

Insurance Reporting

Reporting on insurance activities is a requirement pursuant to Treasurer's Direction R2.1 Insurance Arrangements.

The management of insurance risks and responsibilities in the Department is achieved through policy and guidance documentation, and reviews in areas such as staff wellbeing and WHS, motor vehicle usage, building maintenance and travel procedures.

Classification	2013-14 (\$)	2014-15 (\$)
Worker's compensation – total costs as provided by the Department of Business	1,358,842	1,896,414
Medical Expenses – staff only	84,305	91,928
Employee Assistance Program	7,610	50,168 ¹
Motor vehicles	94,332	29,584 ²
Damaged clothing compensation	60	Nil

Notes:

1. Increased costs due to:
 - a. Internal marketing and raised profile of Employee Assistance Program services available to all staff;
 - b. Group crisis interventions made available to employees following serious incidents in correctional and detention centres;
 - c. Increased individual use of EAP services.
2. No vehicle write offs during this period.

Grant Management System

Review, development and implementation of a new Grants Management Framework and service model under the Grants Administration Unit

As a new stand-alone agency and in line with NTG's focus on operational grants becoming increasingly outcomes focussed, NTDCS conducted an internal review of all grants administration processes, funding and resources.

The Grants Management Framework and Service Model project introduced best practice in grants management in NTDCS, consistent with legislative requirements; introduced accountability and control measures with the capacity for evaluation and developed tools and provided guidance to staff with the new 'end to end' grants management model. The project was conducted in three phases:

- **Phase One** – Review current grants management functions, processes and resources
- **Phase Two** – Develop a Grants Management Framework including policies, guidelines and tools
- **Phase Three** – Implement preferred service model for grants management.

The new grants management model, including guidelines and a suite of tools for both staff and external service providers, was developed and ensures best practice in grants management across NTDCS, consistent recognised Australian guidelines.

This grants management service model, administered by the newly formed Grants Administration Unit (GAU), was implemented in the 2014-15 financial year with all relevant information available on the website for external service providers and intranet for staff.

Grants monies disbursed 2014-15

2014-15 GRANTS RECIPIENTS BY PROGRAM

OUTPUT GROUP	
Community Corrections	\$ Amount
ALCOHOL AND OTHER DRUGS TREATMENT PROGRAMS	
Central Australian Aboriginal Alcohol Programmes Unit	161,377.36
Kalano Community Association Inc.	279,914.55
PRE & POST RELEASE SUPPORTED ACCOMMODATION	
The Central Australian Synod of the Diocese of the NT Inc. (Anglicare NT)	166,000.00

Custodial Operations	
	\$ Amount
ELDERS VISITING PROGRAM	
Mission Australia Limited	5,990.00
CatholicCare NT	26,960.00
REINTEGRATION AND INDIGENOUS AFFAIRS	
The Synod of the Diocese of the NT Inc. (Anglicare NT)	240,000.00
Mission Australia Limited	294,532.00
PRISONER CLIENT SERVICES	
Darwin Prisoner Aid Association	5,000.00
Prison Fellowship Australia - Northern Territory (Alice Springs)	5,000.00

Youth Justice	
	\$ Amount
REGISTER OF APPROPRIATE SUPPORT PERSONS (RASP)	
Australian Red Cross Society	75,000.00
COMMUNITY BASED DIVERSION	
Barkly Youth Services	278,458.92
East Arnhem Shire Council	68,965.00
Groote Eylandt & Milyakburra Youth Development Unit Inc. (GEMYDU)	160,000.00
MacDonnell Shire Council	94,763.00
Ngaanyatjarra Pitjantjatjara Yankunytjatjara Women's Council Aboriginal Corporation	125,000.00
Relationships Australia Northern Territory Inc. *	374,551.63
Roper Gulf Shire Council	215,000.00
The Synod of the Diocese of the NT Inc. (Anglicare NT)	105,351.90
Tiwi Islands Shire Council	220,000.00
Young Men's Christian Association Katherine Inc.	175,155.09
YWCA of Darwin Incorporated	516,135.00
BOOT CAMPS	
Operation Flinders Foundation Inc.	440,000.00
TOTAL	4,033,154.45

* Relationships Australia funding of \$1835.35 for SACS 2013/14 funding paid in 2014/15.

Contracts Awarded 2014-15

Title of Requisition	Contract Value	Contractor	Award Date
Darwin - Supply and Delivery of Bread for a Period of 12 Months	\$290,650.00	Brendlee Enterprises Pty Ltd	8/08/2014
Darwin - Supply and Delivery of Fresh Fruit and Vegetables for a Period of 12 Months	\$419,305.00	Simon George & Sons Pty Ltd	19/08/2014
Darwin - Panel Contract - Supply and Delivery of Fresh Meat	\$617,298.50	Lay & Sons Organisation Pty Ltd Quality Meats Pty Ltd	20/08/2014
Darwin - Supply and Delivery of Laundry and General Cleaning Products and Associated Dispensing Systems for a Period of 12 Months	\$114,594.00	Inkell Pty Ltd	22/08/2014
Darwin - Supply and Delivery of Frozen Perishable Foods for a Period of 12 Months	\$1,218,449.30	Lay & Sons Organisation Pty Ltd John Lewis Foodservice Pty Limited	28/08/2014
Darwin - Supply and Delivery of Dairy Products for a Period of 12 Months	\$699,603.92	Parmalat Pty Ltd Lay & Sons Organisation Pty Ltd John Lewis Foodservice Pty Limited	29/08/2014
Darwin - Supply and Delivery of Non Perishable Foods for a Period of 12 Months	\$701,754.95	Lay & Sons Organisation Pty Ltd John Lewis Foodservice Pty Ltd Australasian Food Services Pty Ltd	5/09/2014
Alice Springs Region - Period Contract - Barkly Work Camp - Certificate II in Kitchen Operations SIT20312 for a Period of 6 Months	\$46,200.00	Karen Sheldon Catering Pty Ltd	9/10/2014
Darwin Provision of Procurement Services and Advice	\$19,250.00	Chandler Macleod Group Limited	17/10/2014
Darwin Correctional Centres - Supply of Food Pan Carriers	\$30,606.95	Reward Distribution	24/10/2014
Provision of Uniform Supply to Prison Officers for a Period of 36 Months.	\$1,406,990.00	5.11 International Cooperatief U.A.	7/11/2014
Alice Springs - Correctional Centre - Supply Delivery and Installation of Bakery Equipment and Training	\$231,555.68	Remote Food Solutions Pty Ltd	8/12/2014
Alice Springs - Building Modifications for Cottages Kitchen, Alice Springs Correctional Centre	\$86,580.00	Unique Construction Alice Springs	5/02/2015
Katherine - Engagement of a Job Services Australia Provider to Co-Locate an Employment Officer Within the Community Corrections Office for a Period of 4 Months	\$34,974.00	Kalano Community Association Incorporated	19/02/2015
Alice Springs - Engagement of a Job Services Australia Provider to Co-Locate an Employment Officer within Community Corrections Offices for a Period of 4 Months	\$46,153.85	Karen Sheldon Catering Pty Ltd	19/02/2015
Darwin - Supply Delivery and Installation of Three Alcohol and Drug Screening Units for the Department of Correctional Services	\$169,791.60	APAC Security Pty Ltd	23/02/2015
Darwin - Provision of Executive Search Service for the Northern Territory Department of Correctional Services	\$32,202.01	Chandler McLeod Group	25/02/2015

Contracts Awarded 2014-15 – Continued

Title of Requisition	Contract Value	Contractor	Award Date
Darwin - Engagement of a Job Services Australia Provider to Co-Locate an Employment Officer Within the Community Corrections Office for a Period of 4 Months	\$46,188.00	Mission Australia	25/02/2015
Darwin - Supply and Delivery of Five Second-Hand 1.5 Tonne Electric Utility Vehicle Platforms	\$125,000.00	Lend Lease Building Contractors Pty Ltd Sitzler Pty Ltd	2/04/2015
All Centres - Supply, Service, Support and Maintenance of Video Conferencing and Audio Vision Systems For Department of Correctional Services for a Period of 36 Months	\$438,421.94	Rutledge Engineering (Aust.) Pty Ltd	17/04/2015
Darwin - Alice Springs - Conflict Management and Physical Intervention Training for Correctional Services Staff for a Period of 36 Months	\$82,860.00	Maybo Australia	20/04/2015
Katherine - Supply Delivery Installation and Commissioning of Power Poles with Weatherproof Boxes for Electrical and Telecommunications Cabling to House Monitoring Units at Venndale Rehabilitation Centre	\$27,848.00	Power Projects NT Pty Ltd	22/04/2015
Darwin - Decommission, Transport and Re-commission of 15 Demountables from Don Dale Youth Detention Centre Berrimah to Loves Creek - Alice Springs	\$133,705.00	NT Link Pty Ltd	27/04/2015
Alice Springs - Delivery, Installation and Commissioning of Spray Booth and Paint Room for Alice Springs Correctional Centre	\$118,611.00	Truflow Spray Booths (Aust) Pty Ltd	30/04/2015
All Centres - Consultancy - Training and Consultancy Services - Early Intervention Youth Boot Camp (EYBC) Program 2015	\$53,240.00	Connected Self	5/05/2015
Darwin - Supply Delivery Installation and Commissioning of Alloy Navigator Service Request System for IT Services	\$28,878.00	MYtech Consulting Services	14/05/2015
Alice Springs - Supply and Delivery of Electric Straddle Stacker	\$20,125.60	Crown Equipment Berrimah NT	18/05/2015
Alice Springs - Provision of Plumbing Services to Loves Creek	\$59,024.00	Al's Plumbing Service	20/05/2015
Darwin - Provision of Application Development, Support and Maintenance Services for the Integrated Offender Management System (IOMS) for a Period of 12 Months	\$714,835.00	Simient Pty Ltd	28/05/2015
Alice Springs - Provision of Electrical Services to Loves Creek	\$51,747.50	Sean Heenan Electrical	2/06/2015
Darwin - Review of the Northern Territory Department of Correctional Services Sentence to a Job Program	\$41,250.00	Metis Management Consulting	12/06/2015
Darwin - License Establishment Fee for Access to Music Download Inventory	\$52,150.00	NEC IT Solutions Australia Pty Ltd	19/06/2015
Alice Springs - Road Maintenance From Ross River Base Camp Site To Loves Creek Station	\$26,400.00	D&C Dehne Constructions	22/06/2015

Contracts Awarded 2014-15 – Continued

Title of Requisition	Contract Value	Contractor	Award Date
Deliver Motivational Interactions and Intimate Partner Violence Programs to Community Corrections Staff	\$57,352.00	HMA - Hall McMaster & Associates Limited	22/06/2015
Darwin - Alice Springs - Supply and Delivery of Prisoner Visit Overalls	\$17,039.00	Safeman	23/06/2015
Darwin - Consultancy Services - Sentenced Boot Camp Program 2015	\$40,650.00	Connected Self	23/06/2015

STRATEGIC THEME: STRONG COMMUNITY PARTNERSHIPS

STRATEGY: Ensure the department strives to engage and be responsive to community in developing corrective solutions

Success indicators for 2014-15

The Community Engagement Framework

The Community Engagement Framework was officially launched by the Commissioner on 12 December 2014. The Framework includes a Tool Kit specifically crafted to assist staff with future effective engagement with the community, so that we can confidently deliver on business outcomes for government.

Towards working in a more strategic and collaborative way, NTDCS actively facilitated stakeholder and community engagement workshops where participants provided valuable contributions on which to develop a Community Engagement Framework.

NTDCS' objective is "delivering justice and changing attitudes" so that we contribute to community safety by reducing re-offending.

We want to break the cycle of crime, reduce the social and financial costs of incarceration and improve the lives of prisoner's, their families and respective communities, by wisely using the period of sentencing to improve life skills, level of education, health status and work readiness of people in custody and community corrections.

Staff are encouraged to read the Community Engagement Framework and use it for planning, identifying and engagement with stakeholders.

Trainee Correctional Officers visit Oenpelli

On Monday 3 November 2014, a trip to Gunbalanya and Jabiru was organised by Community Correctional Officer Mr Anthony Jones for the TCO Course 76/14 DCC.

The purpose of the trip was to provide practical application to the Cultural Awareness theory lessons and to give Officers a better understanding of the environmental factors that prisoners from remote areas are faced with.

Mr Jones presented an orientation/information session on the roles and responsibilities of a Regional Probation and Parole Officer and a tour of the Jabiru Court house and Police station.

The 76/14 Course was welcomed by local Community/Shire Members at Gunbalanya and the West Arnhem Regional Council members Mr Nathan McIvor, Mr Andy Garnarradj and Mr Anderson Dudanga, delivered a session on Cultural Awareness and the challenges that local community residents are faced with regarding the criminal justice system especially if this has come after they have been dealt with by their cultural system.

After the information session, the West Arnhem Council put on a BBQ for the 76/14 Course.

A tour of Gunbalanya was undertaken and it was explained how the community was broken into sections, single men's accommodation, family groups, funeral arrangements and cultural arts.

The TCOs were appreciative of the West Arnhem Council for inviting and welcoming them to their Country. It is envisaged that further cultural engagement trips can be arranged to assist Correctional Services staff with being aware of the barriers and difficulties faced by the Indigenous prisoners that come into the correctional system.

Prisoners working at the Battery Hill Mining Centre

The Battery Hill Mining Centre, located in Tennant Creek, overlooks the town, the surrounding countryside and is the site of the No 3 Government Gold Stamp Battery, where it all started with the 1930's outback gold rush. It is a highly acclaimed tourism venture offering insight into life in Tennant Creek during this era.

Since opening in 2011, BWC has maintained a close working relationship with the Battery Hill Mining Centre and a number of prisoners have been placed in Voluntary Employment Placements (VEP) where they have gained valuable employability skills. Three prisoners are currently engaged in VEP and to date 20 prisoners have successfully completed their placements at Battery Hill with a number moving on to paid employment in the local community.

The Battery Hill Mining Centre Manager, Bill Mitchell states that the "relationship with Barkly Work Camp is very rewarding as it has allowed prisoners to build their maintenance skills on the job and their positive contribution has lifted the standards of the centre".

Brunette Downs Project

The BWC work parties attended Brunette Downs during June 2015 to assist with preparations for the 2015 A.B. Thoroughbred Race Meeting conducted from 18 to 21 June 2015.

Brunette Downs Amateur Race Club is situated 355KM N/E of Tennant Creek on the Tablelands Highway and the BWC staff and prisoners stayed on site at the Amateur Race Club and provided assistance with the preparation and facilitation of events as well as packing up on the conclusion of the event.

Work undertaken by the prisoners consisted of preparing fire brakes, assisting other campers on site, litter removal as well as painting stalls, rodeo shoots, saddle enclosure and the administration office. They also installed a new running rail and prepared the Gymkhana arena ensuring all areas were kept to a high standard of cleanliness throughout the event.

The Brunette Downs project provided prisoners with an opportunity to participate in reintegration activities for the benefit of the local community as well as gaining meaningful skills that could assist and prepare prisoners for their release back into society.



Brunette Downs project



Brunette Downs project



Brunette Downs project

Barkly Australian Football League

In May 2015, the BWC nominated a team to compete in the 2015 Barkly Australian Football League (BAFL) competition which commenced on 16 May 2015. There are 14 minor rounds with the seven teams playing, followed with three weekends of finals footy concluding with the Grand Final on 19 September 2015.

The team is called the BWC All Stars and the focus for BWC is to primarily encourage participants to participate in a healthy lifestyle, develop and learn structured skills including leadership skills, follow instructions as a group, problem solve and develop positive relationships with each other and the community. Each prisoner is to abide by the BWC AFL Code of Conduct for participation in the program.

To be eligible to participate in the program, prisoners must display exceptionally good behaviour and have completed all of their work and programs.



Barkly Work Camp 'All Stars' Australian Football League, Tennant Creek, 2015

As at 30 June 2015, 35 prisoners have participated in the program as either coaches, officials such as property managers, runners, water boys, AFL umpires and/or top up players for opposition teams when they do not have the numbers required to field a full team which ultimately ensures the match is not forfeited and all participants get to have a kick and catch of the leather.

In addition the BWC also conducts reparation activities for BAFL each week tidying up the Purkis Reserve and its surrounds to ensure a safe environment for participants and spectators to enjoy the games.

The BWC is tasked every second week to ensure the line marking of the oval is visible for BAFL where prisoners used applied mathematical skills in a practical situation by learning the dimensions of the playing field and requirements to measure and mark AFL ovals in accordance with AFL specifications.

Through participating in the BAFL prisoners are involved with a number of activities that enable them to engage positively with the local company and strengthening their repatriation opportunities.

For the majority of the participants in the BWC football team they get a sense of pride from what they are doing and appreciate the opportunity to participate in a healthy lifestyle, where they are encouraged to pursue positive pathways to assist with their release and rehabilitation back into the community.

ANZAC Day Barkly Work Camp

To commemorate the 100th Anniversary of ANZAC, Tennant Creek Returned Services League (RSL) sub branch invited the BWC to participate in the annual ANZAC Day street parade.

Correctional Officers Martin and Lowe led 11 prisoners in a march along Tennant Creek's main street, alongside Australian and United States military personnel, returned servicemen, NT Police, Fire and Emergency Services employees, and other community groups. The march concluded at the RSL Hall, where the Hon. Bess Price MLA, Minister for Local Government and Community Services, and other dignitaries spoke about the contributions made by Australians to the war efforts, particularly that of Indigenous Australians.

Also attending the proceedings was Johnny Nelson, grandfather to a BWC prisoner. Johnny served his country during multiple conflicts, and was one of many Indigenous soldiers recognised on the day.

Mr Gerry McCarthy MLA, Member for Barkly, praised the BWC for its continuous support towards the ANZAC celebrations in assisting with the setup/preparation and general maintenance of the RSL grounds each year.

ANZAC Day – Alice Springs



Centenary ANZAC Day display

On Saturday 25 April 2015, officers from the ASCC were given the opportunity to participate in the Centenary ANZAC Day march. Joining them was retired Chief Correctional Officer, Russel Naismith.

ASCC provided a truck from NTCI which was fitted out with a bench seat and railing to carry Veterans who were unable to march. Principal Industries Officer, Stephen Rosier drove the truck, with BWC Officer Marseu Nakaora and ASCC Industries Officer Paul Collard marching beside the truck, assisting the Veterans.

ASCC Industries and the Community Support Program provided invaluable assistance for the ANZAC centenary celebrations through general assistance with ensuring the ANZAC Hill and RSL grounds were clean and tidy, through to producing display items and souvenirs for sale.

Of note was the two meter tall 'Lest we Forget' sign that was made by the NTCI Furniture section and placed on ANZAC Hill, with local community volunteers making and covering the sign with 5,000 poppies.

The NTCI Metal Fabrication section provided invaluable support in manufacturing a new firearms display cabinet so the RSL can once again display all the firearms collected during the various theatres of conflict.

Overall ASCC has had significant input to the success for both the Dawn Service and Parade and it was an honour to be allowed to participate in the Centenary of the ANZAC landing.

Parade participants:

- Superintendent Bill Yan, General Manager ASCC
- Deputy Superintendent, Geoff Blundell
- Senior Correctional Officer, Iain McDowell Jones
- Senior Industries Officer, Clinton Campbell
- Correctional Officer First Class, Bruce McCaffrey
- Correctional Officer, David Chandler
- Correctional Officer, Garry Denman
- Correctional Officer, Mark Ellis
- Correctional Officer, Julie Lorkin
- Correctional Officer, Hillary Gatenby
- Correctional Officer, Wayne Ramm
- Chief Correctional Officer, Russell Naismith (retired)



Alice Springs veterans with Correctional Officer, Marseu Nakaora and Senior Industries Officer, Paul Collard marching alongside with Principal Industries Officer, Stephen Rosier driving the truck.



ASCC officers marching in Alice Springs ANZAC Day parade



Superintendent Bill Yan, General Manager ASCC at the ANZAC Day wreath laying ceremony, Alice Springs



ASCC Wreath at the ANZAC Hill Cenotaph Alice Springs

Finke Desert Race 2015

Fugly, the name of the buggy built and maintained by prisoners and staff at ASCC competed in the two day 2015 Finke Desert Race over the Queen's Birthday Weekend from 6-8 June 2015.



Fugly driven by Minister Elferink and Richard Schembri as navigator, 2015

The aim was for Fugly to complete the race. Minister Elferink was the driver with Mr Richard Schembri acting as navigator during the race. The race started optimistically however an upper suspension arm broke south of Bundooma. Through the kindness of the campers a welder and generator was sourced to make the necessary repairs and Fugly continued the race. The delay meant that time had run out so driver and navigator had to get to Finke by the service road thus recording a Did Not Finish (DNF). The DNF did, however, allow for Fugly to race on the second day.

Minister Elferink and Prison Officer Steve Russell raced on the second day and were making good progress when the upper suspension broke again near Bundooma, but Fugly was able to limp across the finish line to take the chequered flag.

It takes a committed crew to race in the Finke Desert Race and brings everyone together to act as a team to bring the Fugly home.

Business at Sunset held at Alice Springs Correctional Centre

A Business at Sunset event was held at the ASCC on 29 January 2015, attracting almost 100 people, making it one of the biggest Chamber of Commerce events held in Alice Springs.

The event showcased the Industries complex at ASCC, which has operations in metal and timber manufacturing, number plates, horticulture, mechanical, textiles, upholstery, cleaning, screen printing, construction, furniture, maintenance, packaging and assembly.

Attendees were given an opportunity to enter the facility and see firsthand the extensive industry complex and the activities that are being undertaken at the prison. ASCC staff were on hand to discuss what they do and provide insight into opportunities that are available to local businesses to work with NTDCS.

Business at Sunset event provides an opportunity to network with the local business community and showcase the eclectic range of operations being undertaken by prisoners at ASCC which could be expanded into a collaborative business arrangement.



Business at Sunset, Alice Springs Correctional Centre, 29 January 2015

Alice Springs Business Forum

NTDCS has given a commitment to host biannual business forums in Alice Springs to reassure the business community that NTDCI is not in competition with local businesses but rather an opportunity to build partnerships that can increase economic activity.

The first event was held on 29 April 2015, at the Alice Springs Town Council and was attended by local business people from eight organisations and NTDCS staff.

Information was provided on how the Sentenced to a Job program and NTDCI could benefit local businesses. Several local businessmen spoke to the audience, giving examples of how these programs had helped their business and rather than NTDCS competing with them it had resulted in an expansion of their capacity to provide products and services to the Alice Springs community.

There was also an opportunity for networking at the event and NTDCS staff were able to answer specific questions from individuals relating to Sentence to a Job and employment of prisoners.

Roper Gulf Regional Council

Roper Gulf Regional Council has commenced the 'Right Path Project' in Ngukurr, which received grant funding from Community Corrections. The completion of this project will see a network of new footpaths and bicycle paths with lighting, as well as parks and gardens installed throughout Ngukurr community. The project supports Roper Gulf Regional Council's Community Safety Strategy which includes 'crime prevention through environmental design', 'lighting up dark spots', 'pathways to employment and 'skills development'. The footpaths and bicycle paths will keep pedestrians and cyclists safe and also works to reduce the spread of weeds and water borne disease in the wet season. Participants will be involved in a range of activities from mixing and laying concrete to landscaping tasks such as installing irrigation and mulching. Four Ngukurr residents whom are currently subject to Community Work Orders have been assigned community work placements at the Ngukurr Roper Gulf Regional Council, to contribute to this community initiative.

Bush Baptist Church

Community Corrections works closely with Baptist Bush Church to support community based offenders undertaking community work to gain nationally accredited education. Ongoing training and workplace experience support offenders to improve their future employment prospects. The Baptist Bush Church offers Certificate courses in construction, welding and concreting. CW offenders are also supplied a hot meal daily and provided meal parcels for the whole family to ensure they are also eating an evening meal to encourage healthy eating patterns and ensure strength and focus during training. Funding for education is also accessible for both Indigenous and non-Indigenous offenders through Ironbark.

Datjala Work Camp Prisoner Employment

Datjala Work Camp prisoner employment reached new heights with seven prisoners employed with a local Nhulunbuy business, taking the number of prisoners on external paid employment to 16 as at 30 June 2015.

Prisoners applied for the positions at the local business and underwent the same processes as would occur if they were in the community. This involved reading a job description and submitting an application. CV's were developed with the prisoner and formal interviews were conducted with a panel consisting of four managers from the business. There were 12 prisoners were selected for interview with seven winning positions.

Seven prisoners began work with the local business on 22 June 2015, with two prisoners undergoing the induction process.



Datjala Work Camp Prisoner Employment

Evacuation Centre Cyclone Lam and Nathan

During February and March 2015, DCC Community Support Program (CSP) assisted the Red Cross with the setup of the Foskey Pavilion as a cyclone evacuation centre in readiness for people being evacuated from Goulburn Island ahead of two cyclones over two months as they intensified and moved towards the Island.

Prisoners were required to sweep the pavilion, lay mattresses out, make beds, clean the toilets, and other general duties required for the administration of the facility. In addition to this the laundry provided washing services daily of all linen and towels. Food Services provided three meals a day supporting around 300 personnel.

NTDCS also provided the following stores and equipment:

- One toilet block/shower
- One cool room
- 300 chairs
- 100 tables
- 300 sets of sheets/pillow cases
- 300 mattresses
- 40 laundry bags.

The cyclone evacuation centre was operational for four days and at the conclusion the DCC CSP returned all stores and equipment to the DCC and the Royal Darwin Hospital. All resources both financial and equipment were paid by the Chief Minister's Office. Overall the commitment from NTDCS made the evacuation centre operate successfully in collaboration with the Red Cross. The timely and professional manner in which the services were delivered by NTDCS will be considered for future endeavours.

Media and Communications

The Media and Communications team is located in the PBSS division. It provides strategic media and communications support to NTDCS and the Department of the Attorney-General and Justice and its independent statutory authorities under a 'Hub and Spoke' model in accordance with whole-of-government communications model. The team consists of three staff members: Manager Media and Communications, Senior Communications Officer and Web Administrator.

During the 2014-15 financial year, the team responded to 158 individual media requests for information and/or responses to a wide range of operational issues impacting on the Department. In addition, 26 media releases were issued to promote the positive projects and activities undertaken by the Department during the past financial year. The team was also responsible for organising 132 individual media, communications and marketing projects and events to inform the public of policy and program developments and initiatives, including the commissioning of the new 1048-bed DCC at Holtze, the NT Governments' largest ever infrastructure project.

In addition, the team developed, planned and carried out the communications strategies for programs such as Sentenced to a Job, NTCI, Community Engagement and Youth Justice Frameworks to name just a few.

The web administrator has coordinated a myriad of internal and external internet and intranet requests for additions and upgrades to services, conducted training for staff and has worked with the Communications and Marketing Bureau on whole of government web issues.

During 2015-16, the three person unit will be expanded to a team of five with the addition of a Senior Stakeholder Engagement Officer and a Multi-Media and Communications Officer.

Grant funding for services provided for prisoners

Mission Australia

Mission Australia provides the Post Release Support Service with prisoners who are due for release within three months, looking at ways to help them re-integrate back into the Darwin, Katherine and Alice Springs communities.

Mission Australia is funded through the Northern Territory Implementation Plan, National Partnership Agreement on Homelessness.

The service provides strength based case management to people exiting prison and youth detention, with an aim to facilitate re-integration into the community and to assist clients to overcome barriers and reduce re-offending behaviour.

Clients receive services in the prison setting, or are engaged outside of prison following exit from Correctional Services. The service develops a plan to re-integrate into the community and to find appropriate accommodation with active involvement of the client, the client's family, and any other significant support networks and agencies.

A severe shortage of appropriate short and medium term accommodation in the NT has limited the success of the program.

The demand for Post Release support is increasing from prisoners and detainees resulting in Mission Australia operating over and above their capacity of one full time employee in each region. A part time support worker has commenced in Alice Springs and the additional resource will assist with the ongoing demand.

The agreed annual target for clients engaging with Mission Australia Prison Release Support Services is 80 clients (75 adults and five youth clients). 59 clients were assisted through the service during the reporting period July to December 2014.

Prison Chaplaincy

Anglicare NT provides a service for the provision of coordinated Chaplaincy Services at the DCC and ASCC.

The NT Council of Churches has provided management and support of the chaplains and Anglicare NT has auspiced the funding and provided financial support services. The NT Council of Churches convenes the Prison Chaplaincy Reference Group whose role is to oversee the Prison Chaplaincy.

The chaplains facilitate the regular provision of religious services, rituals and ceremonies which are provided in a culturally, religiously and denominationally appropriate manner.

The coordinating chaplain provides a range of services for prisoners and staff including provision of counselling, general support, visits to the hospital and to family members living in the Darwin and Alice Springs region.

The chaplains in Darwin and Alice Springs have also coordinated volunteers to attend the Youth Detention centres in Darwin and Alice Springs to conduct weekly services within each centre.

Darwin Prisoner Aid Association

NTDCS would like to acknowledge Robyn Harrison for reaching the milestone of 40 years volunteering for prisoner aid services.

Darwin Prisoner Aid Association is funded by NTDCS to provide assistance and support to prisoners incarcerated at the DCC for services not already provided through other programs or schemes.

The main request from prisoners is for clothing for court appearances or on release where existing clothing is not adequate.

Darwin Prisoner Aid Association is operated on a volunteer basis and is a valued service provider at the DCC.

NTDCS would like to acknowledge Robyn Harrison for reaching the milestone of 40 years volunteering for Prisoner Aid Services and thank her for the contribution she has made to the organisation.

Prison Fellowship Australia (ASCC)

Prison Fellowship Alice Springs have for over sixteen years voluntarily manned the Visitor Centre at the ASCC and provided a bus service for family members of prisoners incarcerated at ASCC. As there is no public transport out to the ASCC without this service many visitors would not be able to visit.

Every weekend a bus service organised and volunteered by Prison Fellowship Australia travels to the ASCC enabling young mothers with children, grandmothers, other family members and friends who have no transport to get out to the ASCC.

Prison Fellowship Australia also administers the family visits at the prison on the weekends. The service provided by volunteers is to sign in the visitors, advise them of the strict visiting procedures so the entrance to the ASCC progresses smoothly. This allows the visitors to feel at ease especially first time visitors to the Correctional Centre.

In special cases the Prison Fellowship will advocate on behalf of the visitor to be allowed an extra family member to attend the visit, or assist financially for a family member to attend the visitor from another region. This includes the Barkly region by contributing to the cost of the bus fare to Alice Springs. The matter is addressed with the General Manager.



John Lillicrap and Rajoosh Joshi Prison Fellowship.

STRATEGY: Foster partnerships with Indigenous communities; build strong networks and expand our volunteer programs.

Success indicators for 2014-15

Elders Visiting Program – 10 Years

The Elders Visiting Program (EVP) continues to evolve going from strength to strength providing links to community and provide positive pathways for Indigenous prisoners and youth detainees.

NTDCS recognises that the EVP provides an important cultural link between Indigenous prisoners and Correctional Services staff by advising staff on cultural and community issues that may impact on a prisoner's behaviour or ability to address their offending behaviour.

2015 marked ten years since the commencement of the EVP which has been in operation since 2005, and has expanded from representation by eight communities to representation by 12 communities.

The EVP Annual Forum was held at Parliament House 20-21 May 2015, and commemorated the ten years of the program. Minister Elferink, the Commissioner and Mr Pirrawayingi Puruntatmeri featured at the opening ceremony.

Day One was facilitated by Mr Puruntatmeri with presentations by:

- Correctional Operations on Indigenous Prisoner Employment and Indigenous Staff Employment;
- People, Business and Strategic Services on Indigenous Staff Employment;
- Community Corrections on Indigenous Language Resource Project; and
- Youth Justice.

The Elders also attended the opening of the Indigenous Centre at the DCP.

Day Two was facilitated by Mr Puruntatmeri and Dhanggal Gurruwiwi with special presentations by:

- Lajamanu Kurkiji Group - Mediation
- Yuendumu – Family Violence & Mediation Program
- Partnership between Yothu Yindi Foundation and NTDCS
- Family Violence Program – NTDCS.

There was a lot of interest from the other Elder groups in the programs that have been developed in Lajamanu and Yuendumu to assist bring people together to facilitate a peaceful resolution to problems before they escalate.

Past and present NTDCS staff were acknowledged who have worked on the EVP: Raelene Gerdes, Wade Jensen, Ray Wilde, Juanita Jones, Wendy Hunter, Eddie Cubillo and Margeter Friel.



Elders with their ten year commemorative plaques: L-R Barry Puruntatmeri, Jonathon Nunggumajbarr, Mildred Inkamala, Carl Inkamala, Pirrawayingi Puruntatmeri

Elders who were nominated in 2005, by their Community Councils and are still active in the EVP were presented with a plaque commemorating their consistent contribution: Mildred and Carl Inkamala, Sammy Ashleigh, Jabani Lalara, Jonathon Nunggumajbarr, Pirrawayingi Puruntatmeri and Barry Puruntatmeri. Sadly due to competing priorities Barry Puruntatmeri resigned from the EVP on 21 May 2015.

The Annual EVP Forum provides a collective voice for the Elders to improve the delivery of the Program and services which then links into the Regional Forums which are a conduit for "on the ground links" to regional communities.



Elders who commenced with the program in 2005, who are still with the program: L-R Pirrawayingi Puruntatmeri, Sammy Ashley, Barry Puruntatmeri, Mildred Inkamala, Carl Inkamala, Jabani Lalara; Barry Puruntatmeri resigned at the EVP Ten Year Commemoration.

Number of Elders in each region

Community	Male Elders	Female Elders
Tiwi Islands	2	0
Katherine Region	2	2
Groote Eylandt	2	0
Hermannsburg	1	1
Barkly Region	2-4*	8
Lajamanu	1	1
Kalkarinji	1	0
Yuendumu	10	8
East Arnhem region	0	2
Ngukurr	1	1
Beswick	1	1
Borroloola	7	1

* Pool of Elders - These elder groups will nominate between 2 and 4 elders based on the prisoners requiring visits at that time as these communities have a large number of elders. To bring all of the elders in would require an increase in funding.

Official Visitors Program

Official Visitors visit youth detention centres and adult correctional centres at least once a month.

Official Visitors are appointed by the Minister for Correctional Services, in accordance with the provisions of the *Correctional Services Act* and the *Youth Justice Act*. Appointment as an official visitor is open to all eligible adult members of the public who are of good character and have no significant criminal record. They are appointed for a period of three years. The Official Visitor is eligible for consideration for re-appointment at the expiration of the appointment period.

The main objective of the Official Visitor Program is to maintain public confidence in correctional facilities and the management of prisoners and youth detainees in those facilities. The Official Visitor Program provides Minister Elferink with an independent view of the treatment, behaviour and conditions of prisoners and youth detainees in accordance with section 26 of *Correctional Services Act* and Section 169 of the *Youth Justice Act*.

The majority of the complaints to the Official Visitors are of a minor nature and are addressed at the prison or detention centre on the day of the visit. Complaints of a more serious nature, such as those providing evidence of misconduct or inappropriate behaviour on the part of staff are generally directed to the Superintendent of the relevant correctional centre or youth detention centre for further investigation and followed up through the monthly report to Minister Elferink.

The Official Visitor Program continues to be a valuable source of information for the Department and is used to maintain public confidence and provide prisoners and youth detainees with an independent avenue to share their concerns.

Official Visitors Program (Adult Correctional Facilities) Forum

An Official Visitors Program (Adult Correctional Facilities) Forum was held on 7 May 2015, in Alice Springs, attended by the key stakeholders including Minister Elferink and the Official Visitors from the BWC, DWC, Darwin and Alice Springs Correctional Centre.

The overarching issue that came out of the Forum was the duplication of the issues heard by the Official Visitors. It was determined that better communication strategies were necessary between the Official Visitors in their respective centres, regarding the issues that are being raised by prisoners, as most of the issues presented to them had already been dealt with by Correctional Centre staff.

The new Official Visitors for the Datjala Work Camp, Barkly Work Camp and the ASCC were welcomed into the Program. The Official Visitors at the Datjala Work Camp being the first to commence visits at the facility.

Ms Deanna Roberts and Ms Judy Miller were presented with a plaque by Minister Elferink in recognition of their long service with the Official Visitor Program in Darwin.



Two Darwin Correctional Centre Official Visitors getting their long service plaques, Ms Judy Miller and Ms Deanna Roberts

The support of NTDCS enabled the government and non-government organisation community support groups to focus on the evacuees.

Indigenous Language Resources

Community Corrections worked with Creative Territory and the Aboriginal Interpreting Service to undertake a project to design and implement a suite of educational resources that are available in plain written English and once completed will be available in nine Indigenous languages in audio. The resources will be utilised by Community Corrections staff using an iPad application.

The project encompasses three separate pieces of work, including:

- Six common conditions of Court Orders and Parole Orders plus picture icons and wallet card;
- Two eStories to display on an iPad (Court Orders and Parole Orders); and
- 12 factsheets that provide information on each order that Community Corrections supervises and the roles of a few key positions.

Extensive consultation and testing of resources has been conducted and following staff training in June 2015, the resources will be officially launched and implemented operationally.

Alice Springs

Project Ikuntji Artists – Haasts Bluff – Community Work Grant

Ikuntji Artists received one of the last grants under the Community Work Grant Scheme. They are based in the remote community of Haasts Bluff and are working on a Sanctuary Project.

The art centre is a place that fosters wellbeing in the community and creating a community garden with native plants, used for medicinal (home treatments) and food purposes will support a holistic approach to wellbeing.

Offenders are participating in all activities of the gardening, such as watering, weeding, pruning, repairs and replanting as well as general maintenance of the grounds and the garden. Offenders have been particularly useful in the establishment of the garden and the ongoing maintenance of it.



Sanctuary Project at Haasts Bluff

All the plants will be labelled in Luritja (local language) as well as in English/Latin for their scientific names. This will be used for the school as a teaching device. The nutritionist and the clinic will also benefit the garden in various ways through being able to teach about healthy foods by visiting the garden and teaching in situ. The wider community benefits first and foremost through open access to the garden. It can be used by the school, clinic and other local institutions and programs as an educational tool about native plants as well as vegetable gardens. Further the garden will be a refuge for artists and visitors to the art centre during hot summers.

The majority of the artists paint traditional bush foods from the area. Through creating a community garden, artists can teach younger community members about the importance of healthy eating and food.

This garden thus reflects a holistic approach to learning and teaching, at the same time as it represents the close connections between artworks and nature.

The project aims at including various institutions in the community, such as Ikuntji Kuula, the Remote Jobs Centre Program run by Ngurratjuta and other non-community organisations, such as Desert Park and the Kintore Garden Project run through the Department of the Attorney-General and Justice Community Projects. The school could use the native garden for educational purposes. This means that the garden could be a learning and training facility on many levels: for children, for offenders and for anyone interested in bush foods and bush medicine.

Garma Festival 2014

Ray Petrie CPO DWC and Klaus Helms CEO of the Gumatj Corporation negotiated with Women (Miyalk) Elders to establish an alternative Women's healing area for the Garma Festival at the Gulkula site because the Prisoner Work Camp was located on the principal Women's area. In consultation and with permission from the Women Elders the decision was made by the ladies to relocate the women's healing place, Dilthan Yolngunha to a more suitable location. Prisoners from the DWC cleared the area and put up shelters for the ladies to camp under during the Garma Festival.



Women's Business at Garma Festival



A new shelter being built by prisoners from the Datjala Work Camp for the women to meet and sleep at the Garma Festival.

The annual Garma Festival is a leading cultural exchange event held annually onsite at Gulkula, a traditional meeting ground in Arnhem Land. The Garma Festival is a nationally significant celebration of cultural traditions and practices including dance, song, music and art. It is also the annual venue for a major key forum on Indigenous issues. The theme of the Key Forum for the 2014 Garma Festival was: *Responsibility, Reform, Recognition*.

NTDCS works collaboratively with the Yothu Yindi Foundation, to have the Community Support Work Parties provide significant support pre and post the Garma Festival.

The prisoners provided assistance with the site preparation which included mending and installing the shelters and stalls, collecting firewood, clearing pathways throughout the Garma site, general land clearance in the camping areas and preparing hygiene areas. Ongoing site maintenance occurred throughout the Festival.

Behind the Wire Art Exhibition

The Behind the Wire Art Exhibition was held from 7 to 31 August 2014, and was held in conjunction with the Darwin Festival.

There were 242 works of art displayed from the BCC, ASCC and DDYDC as follows:

- 22 from BCC
- 90 From ASCC
- 30 from DDYDC
- 20 from ASYDC.

The prisoners who participated in the Behind the Wire Art Exhibition were enrolled in Certificates 1, 2 and 3 in Visual Arts which included units in painting drawing, ceramics, sculpture, printing, textiles and jewellery.

The Behind the Wire Exhibition has been running for many years at the old Fannie Bay Gaol and is one of the highlights on the Darwin Festival Calendar. NTDCS offers assistance to the prisoner artists by way of facilitating the transport, storage, venue, manning and set up of the Exhibition. The prisoners are acknowledged as the artists of the artwork throughout

the Exhibition. All monies from art sales, less deductions for costs associated with the Exhibition, are also receipted to the respective prisoners.

Art was also displayed from the ASYDC and DDYDC with the standard being high and inspirational. Detainees are provided with acceptable avenues in which to express their artistic talents and see the outcomes through appropriate community engagement.

For the first time Corrections Industries also had items on display which showcased the variety of products being produced by prisoners at BCC and ASCC. The prisoners are able to create and learn new skills that will in turn provide them with a strong foundation when they are released back to the community.

Art provides a channel for prisoners to showcase their considerable talent and entrepreneurial skills as they set their own prices for the paintings. They are the advocates for their own artwork.

Alice Springs Youth Detention Centre joins Behind the Wire

ASYDC were asked to participate and it was requested that they supply 20 art works from a few of the detainees. Members of staff have been working with a number of detainees around therapeutic art, a mixture of contemporary indigenous art and also abstract art. The detainees enjoyed this and participated well at a high level. All of the art supplies were donated by a well-known and well respected community art gallery owner.



Behind the Wire: Badwana four stories

An example of prisoner artwork from Darwin Correctional Centre from 2014 for sale at Behind the Wire Exhibition.



CONTACT INFORMATION

This section contains all the contact details for all our Head Office, Community Corrections offices, Correctional Centres and Detention Centres.

CONTACT INFORMATION

The Northern Territory Department of Correctional Services website can be accessed at www.correctionalservices.nt.gov.au

Location	Postal Address	Phone (08)	Fax (08)
Government Switchboard		8999 5511	
Head Office 68 The Esplanade Darwin NT 0800	GPO Box 3196 Darwin NT 0801	8935 7466	8935 7461
Custodial Services			
Darwin Correctional Precinct Willard Road Holtze NT 0835	GPO Box 1407 Darwin NT 0801	8928 7770	n/a
Alice Springs Correctional Centre Stuart Highway (South) Alice Springs NT 0870	GPO Box 56 Alice Springs NT 0871	8951 8911	8951 8918
Barkly Work Camp	PO Box 1245 Tennant Creek, NT, 0861	8962 4539	8962 3273
Datjala Work Camp	PO Box 2095 Nhulunbuy, NT, 0881	8939 2900	n/a
Community Corrections			
Community Corrections Head Office 68 The Esplanade Darwin NT 0800 CommunityCorrections.NTDCS@nt.gov.au	GPO Box 3196 Darwin NT 0801	8935 7572	8935 7461
Community Corrections Alice Springs First Floor, Centrepoin Building, Hartley St, Alice Springs, NT 0870	PO Box 2407 Alice Springs NT 0871	8951 5631 1800 030 334	8951 5169
Community Corrections Casuarina Cas Com Centre. Shop 4, 13-17 Scaturchio Street Casuarina	PO Box 40696 Casuarina NT 0811	8922 6501 1800 006 165	8922 6555
Community Corrections Groote Eylandt Cnr of Arnhem Crescent and Taylor Street, Alyangula	PO Box 623 Alyangula NT 0885	8987 6077	8987 6589
Community Corrections Katherine First Floor, Government Centre, First Street, Katherine	PO Box 2031 Katherine NT 0851	8973 8743 1800 684 873	8973 8757
Community Corrections Nhulunbuy Shop 6, Arnhem House, Endeavour Square Nhulunbuy	PO Box 471 Nhulunbuy NT 0881	8939 2800 1800 002 887	n/a
Community Corrections Palmerston 6 Frances Dr, Palmerston	PO Box 1180 Palmerston NT 0831	8939 0100 1800 002 255	8939 2888

Location	Postal Address	Phone (08)	Fax (08)
Community Corrections			
Community Corrections Tennant Creek 33 Leichhardt Street Tennant Creek	PO Box 1069 Tennant Creek NT 0861	8962 4466 1800 688 520	8962 4468
Community Corrections Wadeye Lot 491, Port Keats	PMB Wadeye NT 0822	8999 1993	89782322
Youth Justice			
Youth Justice Head Office 68 The Esplanade Darwin NT 0800	GPO Box 3196 Darwin NT 0801	8935 7568	8935 7461
Don Dale Youth Detention Centre Tivendale Road Berrimah NT 0820	GPO Box 1407 Darwin NT 0801	8922 0400	8947 1084
Alice Springs Youth Detention Centre South Stuart Hwy Alice Springs NT 0870	PO Box 8469 Alice Springs NT 0870	8951 1022	n/a
Family Responsibility Program Darwin Cascom 2B1 17 Scaturchio Street Casuarina NT 0811	PO Box 40596 Casuarina NT 0811	8944 8605	8927 1120
Family Responsibility Program Alice Springs Centrepoint Building, First Floor, Cnr Hartley St and Gregory Terrace Alice Springs NT 0870	PO Box 2407 Alice Springs NT 0870	8951 5867	8951 5870

