



Northern
Territory
Government

DEPARTMENT OF CORRECTIONAL SERVICES

Annual Report

2012 – 2013



Purpose of the Annual Report

Annual reports and budget statements are the principal formal accountability mechanisms between the Northern Territory Government and the 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 2012 to 30 June 2013.

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 online document in pdf. The electronic format is in line with the *Northern Territory Government's Annual Report Policy*. The Annual Report can be viewed online at www.correctionalservices.nt.gov.au/publications

The Northern Territory Department of Correctional Services would like to advise readers that this document might contain pictures of Aboriginal and Torres Strait Islander people which may offend.

© Northern Territory Government

Department of Correctional Services
GPO Box 3196
Darwin NT 0801
www.correctionalservices.nt.gov.au

Published October 2013 by the Northern Territory Department of Correctional Services.

ISSN: 2202-9249

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

Dear Minister Elferink

I am delighted to present you with the 2012-13 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.

The agency was established under Administrative Arrangements Orders in September 2012, current functions now under my remit having been transferred from the Departments of Justice, and Children and Families, are included in this annual report.

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 the 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

30 September 2013

TABLE OF CONTENTS

INTRODUCTION	1
Review by the Commissioner	1
Organisational Structure	2
Executive Directors Group	3
Strategic Planning Framework	6
OVERVIEW	11
Highlights of 2012-13	11
Strategic Priorities for 2013-14	18
Snapshot Statistics	20
CORPORATE GOVERNANCE	24
Department Overview	24
Governance Structure	27
Business Planning	28
Enabling Legislation	29
Audit Framework	30
Audits and Reviews	31
Work Health and Safety Framework	33
Access to Information	34
Energy Management	36
PERFORMANCE REPORTING	37
Custodial Services	38
Community Corrections	44
Youth Justice	49
OUR PEOPLE	56
Overview	56
Staff Profile	56
Employee and Agency Achievements	61
Health and Wellbeing	62
Employment Instructions	66
Staff Learning and Development	70
FINANCIAL STATEMENTS	73
Financial Statement Overview	73
Operating Statement	74
Index of Notes to the Financial Statements	84
INSURANCE REPORTING	112
APPENDIXES	113
Legislation	113
Contracts Awarded 2012-13	114
Grants Administered	115
CONTACT INFORMATION	117

INTRODUCTION

REVIEW BY THE COMMISSIONER

Following the appointment of a new Northern Territory Government in 2012, a stand-alone Department of Correctional Services (NTDCS) was established. The creation of the new department presented an opportunity for the organisation to develop its own set of values and consolidate its strategic focus.

2012-13 has been a busy year with the implementation of new government priorities including the implementation of the Smoke Free Project, a focus on prisoner work readiness, youth justice reform and diversion of offenders to community based programs to break the cycle of re-offending. These are just some of the key activities the new agency has been embarking on in a new direction in delivering justice and changing attitudes.

There has been a lot of work and planning undertaken in managing our record prisoner and detainee numbers within the current infrastructure limitations. The professionalism displayed by staff in both the adult and juvenile systems has been outstanding and instrumental in our ability to maintain a workable system under challenging circumstances. It has also been pleasing to see the additional investment made to assist in the management of the rising prisoner numbers across a range of innovative and exciting projects.

NTDCS is less than a year from moving to one of the most advanced correctional centres ever constructed in Australia – the Darwin Correctional Precinct (DCP) at Holtze. DCP will equip us with the infrastructure to move correctional practices in the Northern Territory well into the 21st century. With the commissioning team up and running I am confident we will see DCP take its place amongst Australia's leading correctional institutions.

I am personally very proud of the strong relationship we enjoy with our key partners in delivering this project. A clear, shared vision of our joint responsibilities will allow NTDCS to engage prisoners in structured daily programs in order to foster rehabilitation, stronger re-integration and, most importantly, work readiness under the Government's 'Sentenced to a Job' initiative. It is an exciting time for all of us as we navigate uncharted territory and forge a new path in reparation, rehabilitation and normalisation. DCP will inevitably set the benchmark for correctional services in the Northern Territory and lead the way for the rest of Australia.

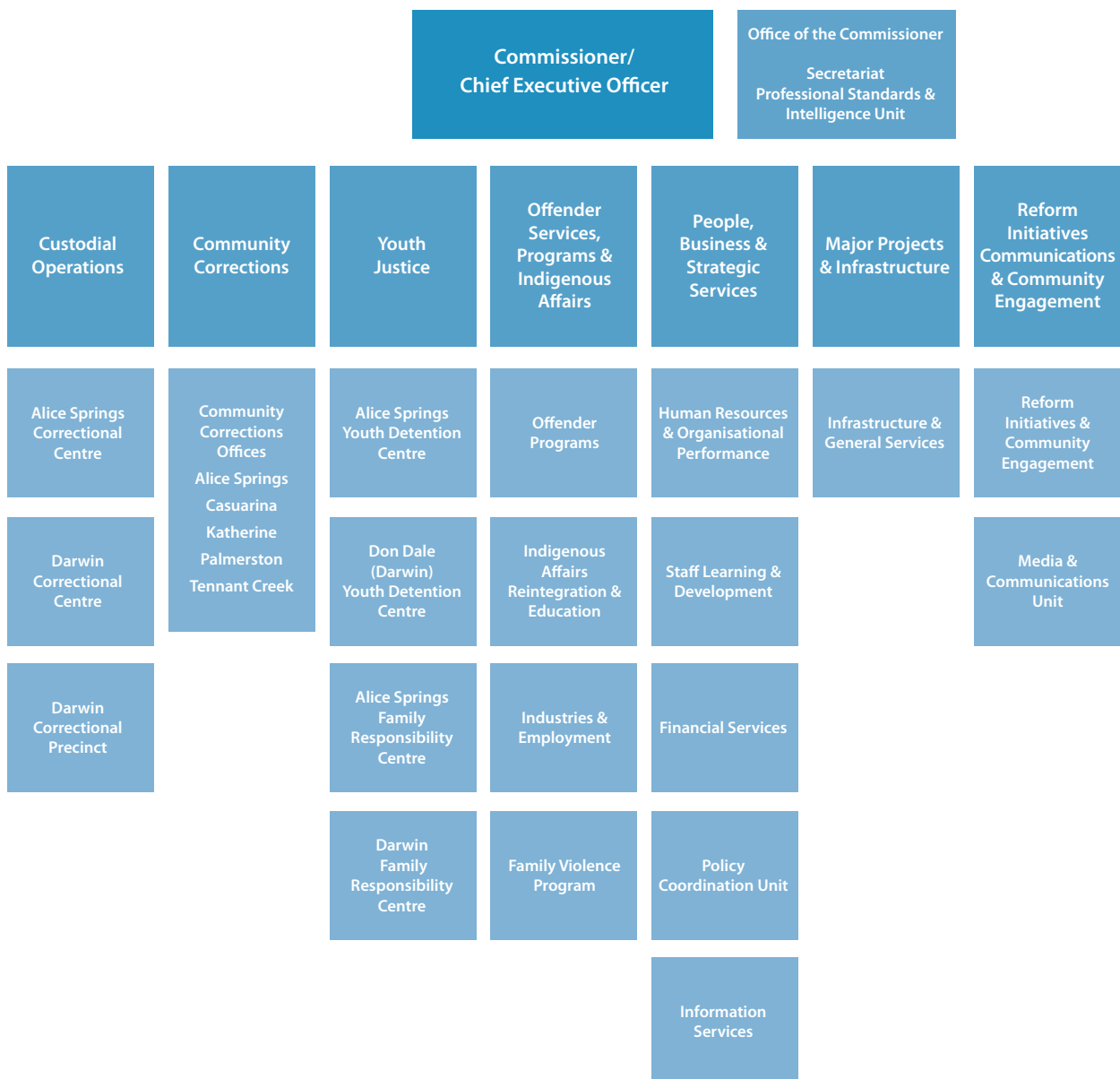
As I move around our various work places I am continually struck by the great sense of pride displayed by staff as members of the Department. I would like to take this opportunity to thank all our staff for their cooperation and professionalism in the transition from the previous agency to the new department. There is a real commitment to providing the very best outcomes in modern correctional practice while giving good value for taxpayer's money.



KEN MIDDLEBROOK
COMMISSIONER
30 September 2013

Organisational Structure

Department of Correctional Services





Executive Directors Group

*Back (L – R) Marianne Conaty, Rosanne Lague, Tracy Luke, Lidia Di Lembo and Salli Cohen
Front (L-R) Philip Brown and Commissioner Ken Middlebrook (Franck Alcidi absent)*

Ken Middlebrook, Commissioner

Appointed as Commissioner in September 2012, Ken brings 36 years' experience in Correctional Services, with 24 of those years in management.

His positions have included Superintendent, Chief Superintendent and Assistant Commissioner in New South Wales (NSW). Before being appointed as Executive Director of NT Correctional Services, Ken was 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.

Philip Brown

Executive Director, Custodial Operations

An Indigenous person born in Darwin, Philip commenced employment with NT Correctional Services in 1985 as a Prison Officer at the age of 23. In 1999, Philip graduated from the Residential Police Management Development Program at the Australian Institute of Police Management in Sydney, where he received a Graduate Certificate in Applied Management. Between 2004 and 2005 he performed the duties of Acting Superintendent Darwin Correctional and in 2006 was promoted to Superintendent of Alice Springs Correctional Centre until 2009. During that time in 2008, he also gained a Diploma of Government (Financial Services). Philip commenced duties as Superintendent of NT Correctional Services Staff Training and Development Centre in 2009 and in January 2011 appointed Deputy Director Custodial Operations. Philip has also acted as the Executive Director of NT Correctional Services on numerous occasions.

Rosanne 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 NT 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.

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 re-located 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.

Salli Cohen

Executive Director Youth Justice

Mrs Salli Cohen has worked in the Northern Territory Government public sector 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. Mrs Cohen 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 the Department of Correctional Services was established in November 2012 she transferred to the position of Director Policy Coordination Unit. Mrs Cohen has recently been appointed Executive Director Youth Justice. Mrs Cohen completed her undergraduate studies in France in History, Art History and Business, and is currently undertaking a Masters of Criminology and Criminal Justice.

Marianne Conaty

Executive Director, Offender Services, Programs and Indigenous Affairs

Marianne Conaty joined the Department of Correctional Services in 2012. Following ten years in legal practice and law and justice related policy roles in the Queensland Government, Marianne joined the Northern Territory Government in 2007, working in *Community Justice Policy* in the former Department of Justice. She has a Bachelor of Arts, Bachelor of Laws and Graduate Diploma in Legal Practice.

Lidia Di Lembo

Director, Reform Initiatives, Communications and Community Engagement

Lidia has over 27 years of public service experience working across both the Federal and Northern Territory Public Service. Lidia joined the department in June 2012 as Director Reform Initiatives and has recently become responsible for Media and Communications and Community Engagement. Lidia is also involved in leading the Commissioning of the new Darwin Correctional Precinct. Lidia previously worked in management and leadership positions with the Australian Government's Department of Immigration and Citizenship as acting Territory Director, Deputy Director of the NT Regional Office and Director of Detention Operations. Lidia has a Bachelor of Arts and completed a number of Executive Leadership programs, has held numerous Executive Committee member positions of various boards, working groups and non-government community organisations, including appointment to the first Australian Council on Multicultural Affairs.

Franck Alcidi

Acting Director, Major Projects and Infrastructure

Franck Alcidi was appointed as Acting Director, Major Projects and Infrastructure in February 2013 and is involved with numerous major projects across the Northern Territory for the department. Franck has worked for the NT Government for more than 18 years and has been responsible for the Works Program for a number of Agencies since 1999. His experience and knowledge in this area is well regarded and he has received accolades for completing projects such as the high technology Court Room for the Falconio murder trial and the establishment of accommodation and Tribunal Court Room for the Alcohol Reform program within extremely tight timeframes. Franck was born in France however moved to Australia with his parents in 1969 where they eventually settled in Darwin prior to Cyclone Tracy in 1974.

Strategic Planning Framework

The creation of the new department presented an opportunity for the organisation to develop its own set of values, and consolidate its strategic focus.

The strategic intent sets its strategic direction and outcomes for 2013-16. The Department's purpose is to contribute to community safety by reducing re-offending, a central goal that underpins every element of the strategic plan.

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

**“Delivering
justice,
changing
attitudes”**

The Department's **Strategic Intent 2013-16**

The **Strategic Intent 2013-16** 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 people's 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 Values

The Northern Territory Department of Correctional Services (NTDCS) Codes of Conduct and is underpinned by the following core governance principles:

Integrity – Act openly, honestly, fairly and with accountability

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

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

Respect – Listen to and value different perspectives and contributions

Professional excellence – Represent positively the department and the Northern Territory Government

Commitment – Strive to achieve the department's business and strategic intent

These values are aligned with the Northern Territory Public Sector Code of Conduct and the sector wide values of the NT public sector.

Strategic Themes

The plan is built around four strategic themes:

1

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 through care
- 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.

2

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.

3

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.

4

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.

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

Courage

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

Accountability

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

Respect

Listen to and value different perspectives and contributions

Professional Excellence

Represent positively the department and the Northern Territory Government

Commitment

Strive to achieve the department's business and strategic intent



Delivering justice, changing attitudes

Senior Management Committees

Executive Directors Group

The Executive Directors Group (EDG) is held weekly with the Executive Officers, Executive Director Custodial Operations, Executive Director Community Corrections, Executive Director Youth Justice, Executive Director Offender Services, Programs and Indigenous Affairs, Executive Director People, Business and Strategic Services, Director Major Projects and Infrastructure and Director Reform Initiatives and Engagement attending.

Corrections Leadership Group

The Corrections Leadership Group (CLG) includes all Executive Directors, Directors and Managers (including regional management) within each Division and meets every quarter. The CLG supports the agency's EDG in providing strategic leadership, direction and oversight to facilitate the delivery of the Department's strategic goals and operational objectives.

Statutory Office Holders and Statutory Offices

Parole Board of the Northern Territory

The Parole Board is an independent statutory body established by Section 3A of the *Parole of Prisoners Act*. The Commissioner is an ex officio member of the Board. The Executive Director, Community Corrections is the Secretariat to the Board. The Parole Board reports separately to the Minister for Correctional Services.

Youth Justice Advisory Committee

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

The YJAC is comprised of government, non-government and community representatives and it meets quarterly, alternating in location between Darwin and Alice Springs.

One of the key functions of the YJAC is to advise the Minister, (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 youth.

Industry Partnerships

Correctional Industries Advisory Council of NT (CIAC)

The Correctional Industries Advisory Council of NT (CIAC) is an integral part of Northern Territory (NT) Correctional Industries. The Council has responsibility to monitor the development and operation of correctional industry programs to ensure that they function sensibly and sensitively in parallel with private sector businesses.

The role of the CIAC ensures that NT Correctional Industries do not adversely impact upon other businesses and in particular community employment.

CIAC has suggested a number of business development opportunities that have the potential of providing employment to over 100 offenders. These opportunities are related to import replacement, new opportunities and opportunities where there was a shortage of skilled labour.

OVERVIEW

Highlights of 2012-13

Darwin Correctional Precinct

Managed by the Department of Infrastructure, construction works for the new Darwin Correctional Precinct (DCP) have progressed to build:

- 1 048 bed multi-classification correctional centre for remand and sentenced males and females;
- 30 bed mental health and behavioural management unit; and
- range of other facilities and management services across the precinct for a 30 year period.

Expected to be operational by 1 July 2014

In January 2013, funding was provided for a General Manager, DCP and the establishment of the Commissioning team. Further details on this project can be found on page 41.

Adelaide River Mobile Work Camp

The Adelaide River Prisoner Mobile Work Camp commenced in April 2013.

The initial project catered for up to 30 prisoners to assist the Friends of North Australian Railways in the restoration of rail bridges on the old Adelaide River rail line. The prisoners also worked to restore the old railway sidings in the town including the ambulance lines that were laid during WWII and cleared up WWII Snake Creek Armament Depot site and coffee bush eradication.

On 28 June 2013, a 1.2 kilometre cement walkway to the Adelaide River World War II Cemetery was officially opened by the Hon John Elferink MLA, Minister for Correctional Services.

ANZAC Day at Adelaide River

The Mobile Work Camp supported ANZAC Day providing brush-cutting and general clean-up of the Railway Station disembarking area for the special ANZAC Ghan Train Veterans. Many of the prisoners had grandfathers who served as Coast Watches and in other roles during the Second World War and wanted to hold a ceremony to acknowledge the veterans. As the Veterans were assisted off the train by staff, prisoners formed a guard of honour and sang the 'Warriors welcome' decorated with ochre using clap sticks, woomeras and a didgeridoo fashioned from PVC pipe. On return from the Adelaide River War Cemetery, Her Honour, the Honourable Sally Thomas AM, Administrator of the Northern Territory was also present as the Veterans were given a similar performance of the 'Warriors farewell' as they boarded the train for the journey home.

Smokefree NT Project

On 1 July 2013, the Northern Territory became the first Australian jurisdiction to introduce Smokefree Correctional Services facilities. The adoption of non-smoking environments went beyond the custodial setting to incorporate the gamut of Northern Territory Department of Correctional Services (NTDCS) facilities, including that of Community Corrections and Youth Justice, representing an important cultural shift for the department and a major change in the work environment of many staff.

There are many benefits to having a smoke free correctional facility, including:

- improving general health outcomes;
- meeting the legal obligations and eliminating the risk of prosecution for non-compliance and litigation/compensation costs resulting from passive smoking caused illness;
- providing a safer, cleaner and healthier workplace environment;
- educating staff and prisoners on the health risks of smoking, and of the benefits of quitting;
- promoting a healthy corporate image; and
- increasing productivity.

Smoking makes you sick

- Short breath
- Can't walk long way
- Baby sick if mother smokes
- Die young

Free call to Smoking Quitline dial 08080819, and you can see the Sport and Rec Officers or the Medical Centre, they can help you stop smoking and you will feel better

Smokes will not be provided on reception from **1 May 2013**

The last day you will be allowed to buy smokes is **18 June 2013**

Smokes will not be allowed at correctional centres from **1 July 2013**.

NT Department of Correctional Services gratefully acknowledges Phylis Hanna for her original illustrations and Erik Tikoff for the original concept for this brochure

Alice Springs

Northern Territory Government

SMOKING NO GOOD STORY

Corrections will support you to stop smoking

You will not be able to smoke anywhere at the Correctional Centre from 1 July 2013. You have to give up smokes.

Garma Festival Nhulunbuy

Worked collaboratively with the Yothu Yindi Foundation to have a Community Support Work Party (CSWP) attend and provide support at the Garma Festival held during August 2012. CSWP inmates undertook extensive site maintenance setting up and dismantling the Garma Festival infrastructure. The feedback was extremely positive and demonstrated to the public how inmates can participate in meaningful reparation. The Yothu Yindi Foundation were extremely happy with the contribution of Northern Territory Department of Correctional Services (NTDCS) and the inmates and are keen to build on the relationships established.

Giving Back to the Community - Community Support Program

On 7 December 2012, Northern Territory Department of Correctional Services (NTDCS) provided two trailers built by Darwin Correctional Centre (DCC) prisoners to the Palmerston Special Education Centre and Senior College. The school supplied the materials and four prisoners built the two trailers over a four week period. The trailers are used by the school to collect soft drink cans for the Cash for Cans initiative.

The prisoners gained skills towards their Certificate I in welding and metal folding, and they also learned spray painting and electrical wiring skills. The Community Support Program enables community and 'not for profit' groups to have their manufacturing projects built, whilst giving participating prisoners an opportunity to make reparation back to the community.

QuickSmart

QuickSmart Accelerated Literacy and Numeracy training program (QuickSmart) is a specialised program involving training prisoners as tutors to deliver sessions to prisoners, assisted by the co-ordination of staff lecturers.

During June 2013, 46 prisoners including four prisoner tutors located at the Alice Springs Correctional Centre participated in QuickSmart programs with 114 sessions delivered. There have been 276 prisoners who have participated in the QuickSmart program since July 2012. Five prisoners have completed the full QuickSmart program since July 2012.

The QuickSmart program is currently operational in three areas of the Darwin Correctional Centre (DCC): Living Skills Unit, Female Block and the main correctional centre area. In July 2013, there were 37 students enrolled working with six tutors. Since March 2012, there have been 250 prisoners who have participated in the QuickSmart program at DCC.



Custom made trailers built by Darwin Correctional Centre prisoners.



*Offenders learning new skills working in the laundry as part of the Territory Government's **Sentence to a Job** initiative.*

Sentenced to a Job

In December 2012, the Territory Government announced the '**Sentenced to a Job**' program offering offenders an opportunity to turn their lives around, address offending behaviour, and reduce recidivism.

Since February 2013, a total of 239 offenders have been referred to job service providers or employers as part of the '**Sentenced to a Job**' program throughout the Northern Territory. Of these referrals:

- 32 are in paid employment.
- 26 offenders are undertaking volunteer (unpaid) employment opportunities, such as AFL umpiring in Darwin or work at the Tennant Creek Hospital and the RSPCA in Alice Springs.

The discrepancy between numbers of referrals and placements is due to employment screening (for suitability) and job readiness training that occurs as part of any job placement.

- An Employer Symposium was held in Alice Springs on 9 May 2013, with 32 employers attending. Two existing employers spoke about their positive interaction and experience. Four employers have indicated their willingness to employ prisoners.
- An Employer Symposium was held in Darwin on 23 May 2013, with 47 employers attending. Six companies made firm commitments to employ prisoners on the Paid Work Program.
- At Alice Springs Correctional Centre and Barkly Work Camp consistent with the **Sentenced to a Job strategy**, educational programs to be reviewed to more closely align with employment opportunities for prisoners.
- Partnership between Batchelor Institute of Indigenous Tertiary Education (BIITE) and the Department at Darwin Correctional Centre to continue for numerous construction and training projects to be undertaken by BIITE using prisoner labour.

Northern Territory Correctional Industries

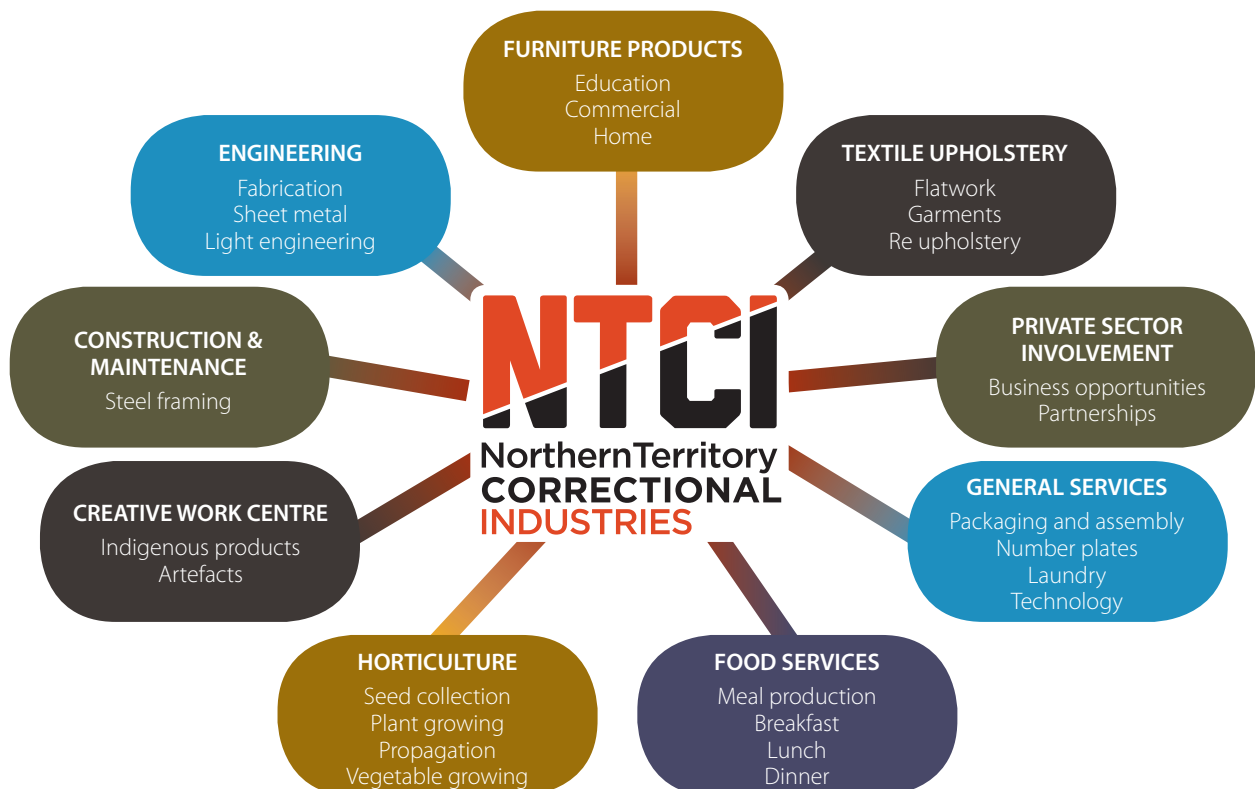
Established in 2012-13, Northern Territory Correctional Industries (NTCI) is a commercial, customer oriented enterprise involved in the design, manufacture and supply of a diverse range of products and services.

Through a range of business divisions NTCI is a manufacturer and service provider of metal, timber and textile based products, laundries and food. NTCI also embraces the provision of packaging, recycling and horticultural services.

Through each business division NTCI products and services are available to the public and private sectors and directly to members of the public.

Providing work for prisoners significantly enhances the opportunity for prisoners to obtain employment upon release and reduces the likelihood of their return to the Correctional system.

- The department has supplied prisoners to LAE Supermarkets Pty Ltd, Alice Springs (LAE Supermarkets) on a paid work basis. Feedback is that it is a very reliable source of labour and LAE Supermarkets are hoping to expand this initiative into Hermannsburg and Santa Teresa stores.
- Karen Sheldon Catering commenced taking prisoners on paid work at the Marrara football stadium, and then expanded to prisoners working at Parliament House with prisoners paid award wages.
- Joint work has been undertaken with Motor Trades Association on Certificate I Automotive Vocational Preparation due to a shortage of tyre fitters, car detailers, express lube mechanics and accessory fitters. The training commences within the mechanical workshops with prisoners being able to transition into paid work as they progress.
- Australian Agricultural Company has made a commitment with the department to employ over 150 prisoners on paid work within the industry when the Abattoir is built and operational at Noonamah in 2014. Training has commenced with prisoners learning how to drive buses that will assist with the movement of prisoners to the abattoir site.
- Foxy Robinson has employed approximately 12 prisoners to fit out demountable buildings at his Wickham Point site and also at his recycling plant.
- The department in partnership with Batchelor Institute of Indigenous Tertiary Education coordinates a construction operation at Darwin Correctional Centre employing 25 prisoners. Prisoners obtain white cards and also undertake a Certificate 1-2 in Construction Training.



Native fauna sculptures on display at the annual 'Behind the Wire' art exhibition.



Prisoner Art 'Behind the Wire'

This is an annual event held at Fannie Bay Goal as part of the Darwin Festival calendar. Behind the Wire showcases the talents of prisoners and detainees from the Darwin and Alice Springs Correctional Centres and the Don Dale Juvenile Detention Centre. In August 2012, over 200 individual art pieces from paintings to ceramics, sculpture, printing, textiles, jewellery and weaving were on display with many of the works sold with a proportion of the proceeds going to Victims of Crime NT.

Pillars of Justice

Work has commenced in developing strategies underlining the broad concept for the Pillars of Justice. The Department leads the majority of strategies and sub-strategies under Pillar Three: Corrections Reform and Pillar Four: Youth Justice.

Additional Alcohol and Other Drug Treatment Beds and Outreach Services

Provided \$1.075 million in funding to non-government organisations to provide additional alcohol and drug treatment services in Darwin, Alice Springs, Katherine and Tennant Creek through a partnership with the Department of Health (DOH).

Accommodation for an additional four treatment beds were constructed in Katherine, at Kalano Venndale. This was a joint project with the Batchelor Institute of Indigenous Tertiary Education (BIITE), using prisoners to construct the new facilities.

The Department also provided funding to the Central Australian Aboriginal Alcohol Programs Unit located in Alice Springs, for the construction of six additional alcohol and drug treatment beds during 2012-13, which are due to be completed in 2013.

Prisoner Education Expo

The third annual Darwin Correctional Centre (DCC) Prisoner Education Expo was held on 18 September 2012 with a record 30 education and training providers taking part.

Traffic Offender Intervention Program

In collaboration with the Department of Transport the Traffic Offender Intervention Program (TOIP) was implemented to provide targeted interventions for offenders convicted of traffic offences. Between July 2012 and July 2013 a total of 42 TOIP programs have been delivered and 303 offenders have successfully completed the program in the following locations: Darwin, Alice Springs, Katherine, Tennant Creek, Nhulunbuy, Borroloola, Barkly Work Camp, Yuendumu, Hermannsburg and Timber Creek. The program will continue until November 2013, pending a review of its effectiveness and operations.

Reintegration Measures

Pre- and Post-Release Supported Accommodation (P&P- RSA)

Managed and operated by the Barkly Regional Alcohol and Drug Advisory Group (BRADAAG) a six bed Post-Release Supported Accommodation House opened in Tennant Creek in January 2012. Residents pay \$175 per week to live at the house. From 1 July 2012 to June 2013, a total of eight clients resided at the house.

A six bed pre-release facility opened in Alice Springs in November 2012, and is managed and operated by Anglicare NT. Residents pay \$150 per week to live at the house. From 1 July 2012 (opened November 2012) to June 2013, a total of five clients resided in the house.

This new initiative provides housing to pre-and post-release prisoners in the Territory and places a significant emphasis on reintegration and supporting prisoners to engage in and/or find meaningful and sustainable employment

Upgraded Facilities and Improved Infrastructure

\$4.58 million was provided in capital funding to add an additional 50 beds at the Alice Springs Correctional Centre (ASCC). The cost of two additional cottages is \$0.84 million which will add an additional 24 beds. Existing cottages currently being used by Alice Springs Correctional Centre officers will be refurbished to accommodate an extra 26 beds. ASCC officers will relocate into new administration and gate house buildings.

The new administration building and gate house (\$1.139 million), industries building (\$1.036 million), secure perimeter fence (\$0.336 million), upgrade sewerage system (\$1.06 million), and road works (\$0.169 million) are included in the \$4.8 million. Work was 65 per cent complete as at 30 June 2013 and is scheduled to be completed by November 2013.

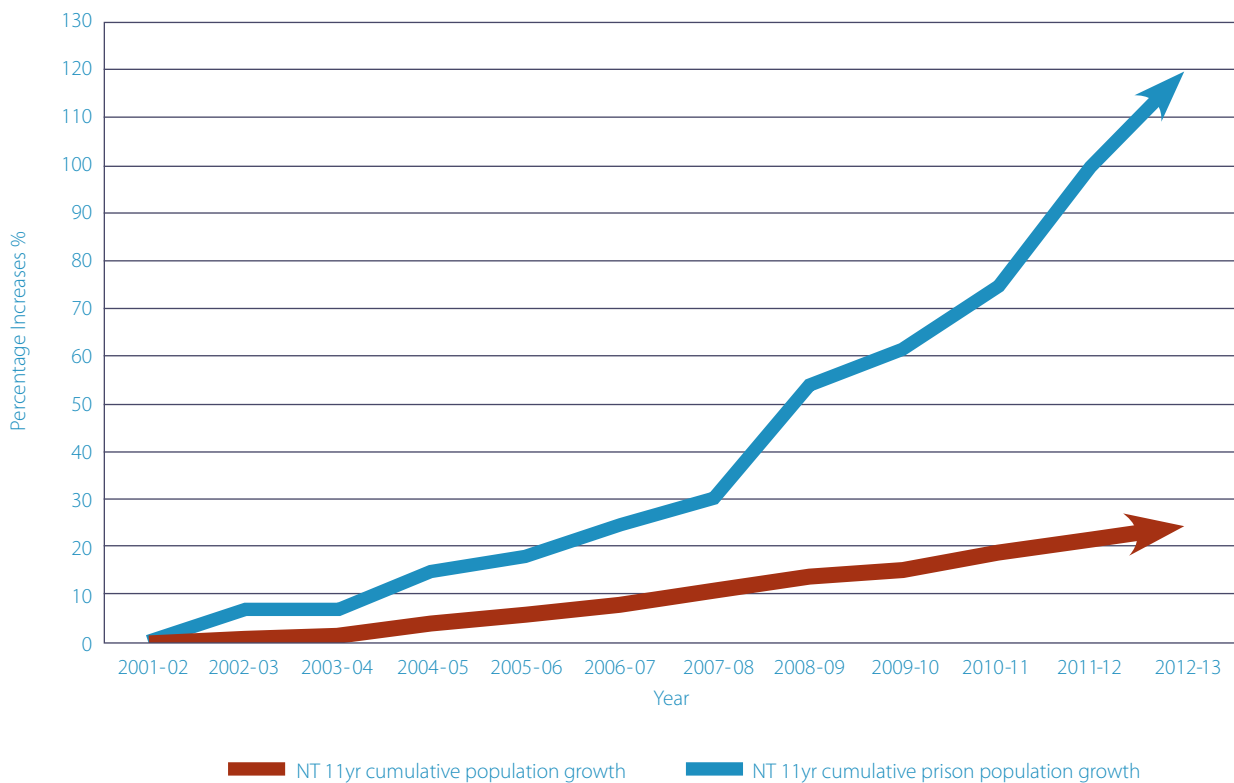
Strategic Priorities for 2013-14

- Meet our obligations under the objectives of 'Framing the Future' for a strong society that is safe, connected and encourages participation.
- Implement the Pillars of Justice law reform strategy to reduce re-offending through employment, education and programs; and building strong community partnerships.
- Manage rising prisoner numbers and prepare for the opening of the Darwin Correctional Precinct planned for 1 July 2014.
- Implement Electronic Monitoring in close partnership with Northern Territory Police.
- Review the *Prisons (Correctional Services) Act*.
- Implement the *Serious Sex Offender* legislation
- Expand the Sentenced to a Job initiative with a target of 200 prisoners by the end of 2013-14.
- Develop a Youth Justice Framework.
- Improve prisoner education (especially literacy and numeracy) through access to a wide range of courses and skills development to support employability and reintegration upon release.
- Improve participation in vocational education and training, and increasing participation in employment.
- Provide well-ordered establishments in which we treat people in our care safely, securely, humanely and lawfully.
- Shape community safety by:
 - Directing resources at intervention, prevention and diversion of youth (10-17 years old) and ensuring that youth in detention are supported to re-connect with families and communities, where it is safe to do so; and
 - Working together cooperatively and effectively to help parents/carers to safeguard and promote the wellbeing of youth and to exercise appropriate control over the behaviour of youth and to comply with relevant family responsibility agreement or order.

- Provide programs and access to services that address underlying substance addiction and reduce a person's alcohol consumption and/or use of illicit drugs.
- Develop and implement reforms that target factors contributing to imprisonment and re-offending.
- Improve the health and wellbeing of people by expanding their capacity to engage in their own health care and encouraging healthy lifestyles and wellbeing.
- Pilot a pre- and post-release supported accommodation trial, using prisoner labour to repair vacant public housing in partnership with the Department of Housing.
- Develop a Community Engagement Framework.
- Establish a Community Consultative Committee for the Darwin Correctional Precinct.
- Undertake Urinalysis testing in two remote areas as part of a six month trial in partnership with Department of Health, Remote Health Clinics and Aboriginal Medical Services.
- Develop Community Legal Education Resources for offenders from culturally and linguistically diverse backgrounds (primarily indigenous languages) to assist in understanding community based orders.
- Enhance the management of the Parole Board with the revision of the Parole Board manual and electronic filing capability.

Snapshot Statistics

Northern Territory population growth vs. prison population growth 2001-02 to 2012-13



Note: The prisoner projections model predicts the monthly daily average prisoner numbers at each correctional centre and for the NT as a whole up to December 2016. The model is based on 24 months of historical monthly daily average data to May 2013 and incorporates a linear growth factor and a seasonal variation factor. An estimate of the uncertainty in the projection is also included. The model gives a reasonably close mathematical fit to the observed data and will assist in detecting departures from the predicted pattern due to changes in policy or operations (such as mandatory minimum sentences or changes in policing).

While this has historically been labelled as rate of incarceration per 100,000 adults, it is actually the rate of adult incarceration per 100,000 populations.

The Australian Bureau of Statistics (ABS) released its publication *Corrective Services, Australia, March Quarter 2013* on 13 June 2013.

Persons imprisoned

The Northern Territory continued to record the highest imprisonment rate in Australia, at 888.9 prisoners per 100 000 adult population in the March quarter 2013. This is more than five times the national rate of 172.1 prisoners per 100 000 adult population.

In the March quarter 2013, the rate of Indigenous imprisonment in the Northern Territory was 25.9 per cent higher than the national Indigenous imprisonment rate. The Northern Territory Indigenous imprisonment rate was ranked second highest among Australian jurisdictions, behind Western Australia.

Indigenous people are imprisoned nationally at 18 times the rate of non-Indigenous people. At 26 per cent, the proportion of Indigenous adults in the Northern Territory's adult population is 13 times the national figure of two per cent.

This disparity drives our high rate of imprisonment relative to the national rate. If the Northern Territory had the same demographic profile as the nation as a whole, our overall imprisonment rate would be approximately 37 per cent greater, instead of 417 per cent greater, than the national rate.

Persons in Community Based Corrections

The Northern Territory recorded the highest rate of persons in community-based corrections for the March quarter 2013, at 696.7 per 100 000 adult population. This is more than twice the national rate of 301.9 per 100 000 population across Australia.

In the March quarter 2013, 79.5 per cent of the Northern Territory's people in community-based corrections were Indigenous. This is almost four times the national proportion of 20.1 per cent.

If the Northern Territory had the same demographic profile as the nation as a whole, our rate of persons in community-based corrections in the March quarter 2013 would be approximately 232.4, or 23 per cent less than the national rate of 301.9.

Note: The calculations of the impact of the Northern Territory's demographic profile on our rate of persons in prison and community-based corrections are estimates based on information provided by the Australian Bureau of Statistics (ABS), but are not part of the ABS publication.

Cost per Prisoner/Detainee per Day

Table 1:
Cost per inmate per day

	2010-11	2011-12	2012-13 As 31 March 2013	2012-13 FY Projection ²
Cost per Prisoner per Day – Northern Territory Department of Correctional Services (NTDCS)	\$192.75	\$195.16	\$187.99	\$190.94
Cost per Prisoner per Day ROGS	\$186.25	\$217.77	N/A ¹	N/A

¹ Data for ROGS 2014 (relating to the 2012-13 period) will be published in January 2014. As at 30 June 2013, these are the most current figures at time of print.

² Projection based on figures as at 30 April 2013, then extrapolated to the full year figure.

Table 2:
Cost per detainee per day

	2010-11	2011-12	2012-13 As 31 March 2013	2012-13 FY Projection
Cost per Detainee per Day – Northern Territory Department of Correctional Services (NTDCS)	\$525.88	\$672.48	\$621.26	\$629.44 ³
Cost per Detainee per Day – ROGS	Nil ¹	\$526.00	N/A ²	

¹ ROGS started reporting juvenile numbers in 2011-12.

² Data for ROGS 2014 (relating to the 2012-13 period) will be published in January 2014. As at 30 June 2013, these are the most current figures at time of print.

³ Projection based on figures as at 30 April 2013, then extrapolated to the full year.

Official Visitors

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

- Due to the increased prisoner numbers, the Commissioner approved for two of the Official Visitors to visit correctional centres and youth detention centres at least once a month and to provide a report to the Minister after each visit.
- The majority of the complaints to the Official Visitors are of a minor nature and are addressed at the prison on the day of the visit. Complaints of a more serious nature are directed to the Superintendent for further investigation, or followed up through the monthly report to the Minister.

1 July 2012 – March 2013	Darwin Correctional Centre	Alice Springs Correctional Centre	Don Dale Juvenile Detention Centre	Alice Springs Juvenile Detention Centre	Barkly Work Camp
Number of Official Visitors appointed	4	1	5	5	2
Number of Official Visitors resigned	0	0	1	3	0
Total Number of Official Visitors	7	5	6	5	2

CORPORATE GOVERNANCE

The Northern Territory Department of Correctional Services (NTDCS) was established as a separate agency on 4 September 2012. For the 11 years prior it had been incorporated into the former Department of Justice.

Department Overview

Who we are and what we do

Northern Territory Department of Correctional Services (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 who need assistance to live cooperatively and effectively in the community.

NTDCS is funded through three output groups – Custodial Services, Community Corrections and Youth Justice.

The formation of an independent agency presented an opportunity to create a new organisational structure which included the movement of functions, the creation of new divisions and restructuring of some existing branches into divisions.

The new department is now structured into Office of the Commissioner, five divisions and two branches as follows:

Office of the Commissioner

Established to provide executive support to the Commissioner and includes the Department's 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 the department 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 officers and the Minister's office, both for formal, written correspondence and informal, oral or emailed correspondence.

Secretariat

The role of Secretariat is to coordinate 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 and offices within our department. Secretariat ensures compliance with government protocols, as well as administrative and legislative requirements.

Professional Standards and Intelligence Unit

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



Custodial Operations

Custodial Operations provides for the safe, secure and humane care and custody of adult inmates and juvenile detainees; and by providing support strategies that contribute to a reduction in their likelihood of re-offending upon release. Northern Territory Department of Correctional Services is responsible for two adult correctional centres, one adult work camp, mobile work camps, and the commissioning of the new Darwin Correctional Precinct.

Community Corrections

The division comprises of Community Corrections and 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.

Youth Justice

The remit of the Youth Justice Division is to provide a coordinated, strategic approach to service delivery for young people who are in the youth justice system and those who are at risk of entering it. Youth Justice comprises of three operational components:

- Family Responsibility Centres in Darwin and Alice Springs
- Youth Detention Centres in Darwin and Alice Springs
- Strategic and Executive Services, including Secretariat for the Youth Justice Advisory Committee

Offender Services, Programs and Indigenous Affairs

A new division formed to deliver offender services and programs, and to facilitate effective management of Indigenous affairs across all departmental programs.

The key deliverables are:

- Prisoner employment and industries
- Offender programs (community based and custodial)
- Prisoner reintegration
- Education especially literacy and numerary
- Family Violence Program
- Elders Visiting Program
- Health Liaison and Smokefree project

People, Business and Strategic Services

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

PBSS is a source for strategic, specialist technical advice in policy, research and statistics, financial and procurement services, human resources and organisational performance, staff training and information technology.

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

Major Projects and Infrastructure

Major Projects and Infrastructure (MP&I) unit provides leadership and effective planning processes for Capital Works, Minor New Works and Repairs and Maintenance Programs for the department. The unit is also responsible for efficient and effective planning processes for fleet management. MP&I 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.

Reform Initiatives, Communications and Community Engagement

The Reform Initiatives and Community Engagement unit is responsible for implementing strategic projects and new initiatives in partnership with the operational divisions of the department. This includes a new role in forging stronger partnerships with the community and across government to develop solutions to reduce re-offending, build strong networks and support the expansion of departmental volunteer programs. From July 2013, the unit takes over management of the new Media and Communication Hub. The Hub also provides these services support to the Department of the Attorney-General and Justice.

Governance Structure

Elements of the department's system of governance include:

- Leadership and management;
- Strategic and business planning;
- Community stakeholder consultation;
- Risk management;
- Performance and information management;
- Evaluation and Performance review;
- Legislative and statutory compliance; and
- Audits, reviews and evaluations.

The department uses a system of governance that allows it to deliver business outcomes and meet its obligations effectively, efficiently and with minimum risk.

Primarily responsibility for the department's strategic leadership and management sits with the Executive Director's Group (EDG) and Corrections Leadership Group (CLG).

A number of subcommittees and advisory groups exist to inform and support the EDG and CLG.

A dedicated Chief Financial Officer is responsible for the department's financial governance and a dedicated Chief Information Officer is responsible for the governance and compliance of the department's information management.

Strategic Planning and Performance Reporting

Strategic planning and performance reporting are essential tools for ensuring departments regularly 'reality check' their governance systems, achievements and performance gaps. The department's planning and performance framework is aligned to assist in demonstrating how the department performs to meet its strategic and operational objectives. The department works to a three year strategic plan *Strategic Intent 2013-16*, underpinning the divisional business planning process which then leads to operational project plans and individual performance agreements.

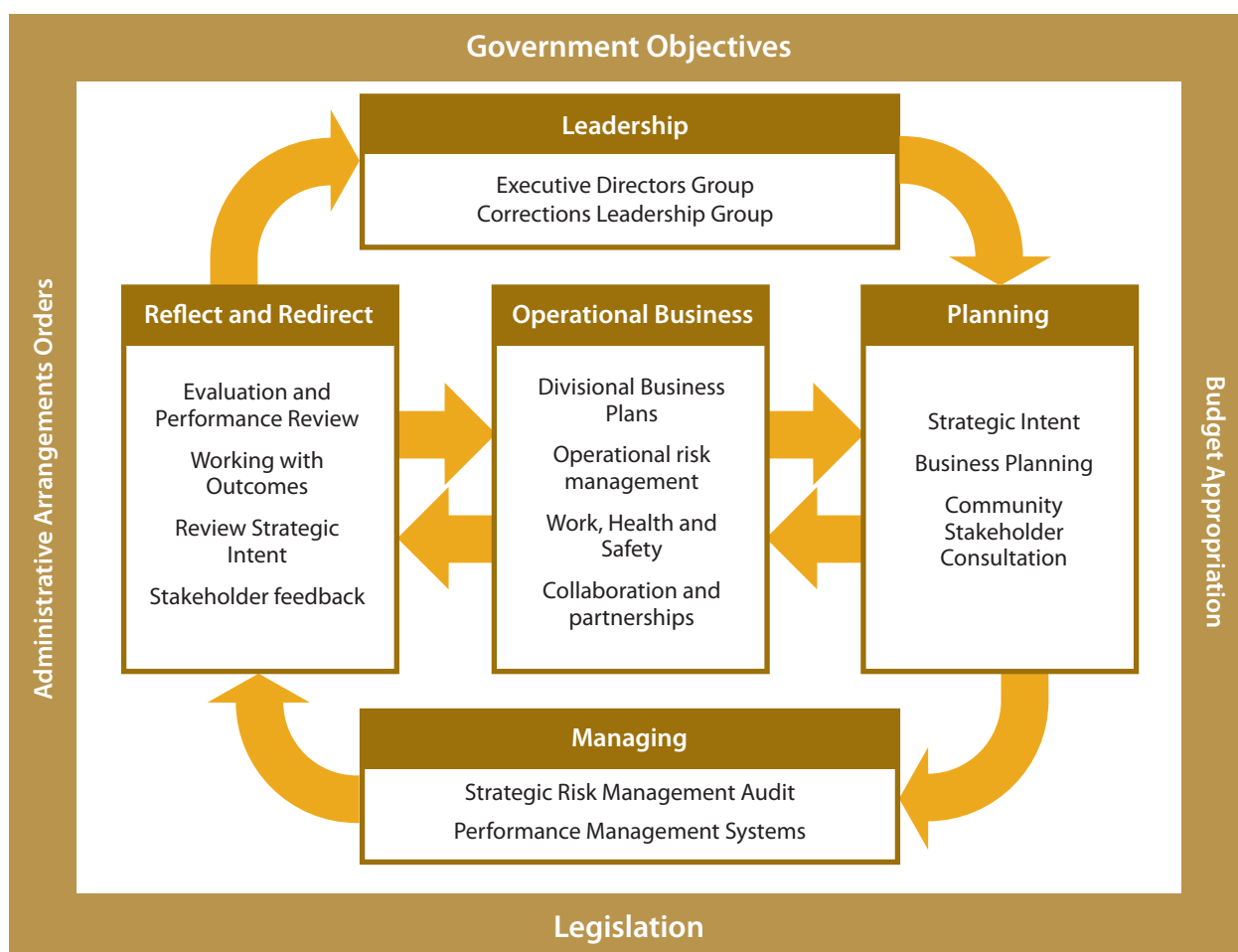
Business Planning

The diagram below shows the links between the department's top leadership group and its business planning and performance monitoring and reporting processes.

The first meeting of the Corrections Leadership Group, took place in December 2012. This was a Strategic Planning Day culminating in the development of the *Strategic Intent 2013-16* which reinforces the Government's future direction and commitment to Correctional Services. This was the first stage of a structured approach to business planning and risk management for 2013-14.

Northern Territory Department of Correctional Services (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; and
- Meet legal, ethical and public service obligations.



Enabling Legislation

The Administrative Arrangement Orders of September 2012 gave the Minister for Correctional Services responsibility for administering six Acts of the Northern Territory through the Department of Correctional Services.

The Northern Territory Department of Correctional Services (NTDCS) legislative framework includes Acts, regulations, policies and directives enabling the department and governing internal activities and external reporting requirements. The list below shows the most prominent and important legislation for the department. A full list of the legislation administered by NTDCS is on page 113.

ENABLING LEGISLATION

Prisons (Correctional Services) Act

Management of Staff/ Employment	Management of People under our care	Financial Accountability	Accountability to the Government and Citizens
<i>Public Sector Employment and Management Act</i>	<i>Criminal Code Act</i>	<i>Financial Management Act</i>	<i>Auditor General Act</i>
<i>Fair Work Act 2009</i>	<i>Justices Act</i>	<i>Procurement Act</i>	<i>Audit Act</i>
<i>NTPS Code of Conduct</i>	<i>International Transfer of Prisoners (NT) Act</i>	<i>Procurement Regulations</i>	<i>Public Interest Disclosure Act</i>
<i>NTDCS Code of Conduct</i>	<i>Parole of Prisoners Act</i>	<i>Treasurers Directions</i>	<i>Public Information Act</i>
<i>Privacy Act 1988</i>	<i>Parole Orders (Transfer) Act</i>	<i>Delegations</i>	
<i>Work, Health & Safety (National Uniform Legislation) Act</i>	<i>Prisons (Correctional Services) Act</i>		
	<i>Youth Justice Act</i>		
	<i>Serious Sex Offenders Act</i>		

Audit Framework



Audit Committee

In May 2013 the Commissioner established the Audit Committee in compliance with section 15 of the *Financial Management Act* to provide independent assurance and assistance on Northern Territory Department of Correctional Services (NTDCS) risk, control and compliance framework, and its external accountability responsibilities.

The Audit Committee Charter defines the functions and responsibilities of the Audit Committee 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 Accountable Officer;
- 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; and
- The Audit Committee has authority in relation to each of these functions across all areas of the department.

Internal Auditor

The Northern Territory Department of Correctional Services (NTDCS) audit functions were provided by arrangement with the Department of the Attorney-General and Justice who are responsible for auditing various governance processes. The Internal Auditor works closely with the Organisational Performance Unit to ensure the department complies with internal policies and procedures and also legislative requirements.

Three internal audits were conducted on behalf of the NTDCS in 2013.

Investigations and Review Committee

The Investigations and Review Committee have 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 them which may constitute a breach of the **Public Sector Employment and Management Act** or the Northern Territory Public Sector or Northern Territory Department of Correctional Services (NTDCS) Code of Conduct.

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

The Professional Standards Unit also conduct internal audit for all custodial facilities on a two year cyclical plan. These audits are reported both to the Commissioner and the Audit Committee. The unit makes recommendations to the Commissioner on proposed modifications to the internal control environment and ensures department compliance with relevant policies and procedures.

Evaluation and Review of Agency Business

The review and evaluation of the performance of the department and its operations is an integral part of its corporate governance which ensures the department learns from experience and adapts to changing environment affecting its governance structures or practices. The department is implementing systems of review and evaluation of internal governance arrangements by various parties including Human Resources, Organisational Performance, the Audit Committee and the Internal Auditor.

Audits and Reviews

Professional Standards Unit conducted a total of 75 audits during the year compared to 41 for the previous year. This increase in audit activity is a result of an additional staff member and a decline in the number of disciplinary investigations. The number of audits conducted each year will vary and all audits listed on the yearly plan are not always completed. This occurs when investigations arise, as they take priority over the audit function performed by the unit.

Complaints

In 2012-13 the total number of complaints made against the Agency was 132, of these 127 were referred from the Ombudsman. This is an increase of 40 complaints when compared to the 2011-12 total of 92 complaints.

COMPLAINTS

	Alice Springs Correctional Centre	Darwin Correctional Centre	Other Northern Territory Correctional Services
Complaints	33	97	2
Proven	0	0	0
Unresolved	0	0	0

The majority of these complaints were received by the Ombudsman via the Prisoner Telephone System. Most of the complaints were dealt with informally by the Professional Standards Unit responding directly to the Ombudsman Inquiry Officer. It should be noted that with increased prisoner numbers there is a correlation with an increase of complaints.

The five other complaints investigated came from Children's Commissioner (x2), Information Commissioner and the Health and Community Services Commission (x2). Professional Standards Unit assisted with the Information Commissioner Investigation.

Other Investigations

In accordance with section 49 of the *Public Sector Employment and Management Act*, the Professional Standards Unit has conducted 15 formal Disciplinary investigations over the past year; this is a decrease from the 19 conducted the year before. In addition the unit has also conducted a number of preliminary investigations into a variety of staff issues as well as a number of reviews into escapes, security issues, court security contract and staff training.

There were no inability investigations conducted this year pursuant to Part 7 sections 44-48 of the *Public Sector Employment and Management Act*.

Professional Standards Unit also liaised with the NT Police during the recent criminal investigation into alleged corruption within NTDCS and NT Police force.

People Under Our Care

The Northern Territory Department of Correctional Services primary responsibility is to ensure the safe and humane custody of prisoners and detainees in correctional facilities and detention centres, the supervision of offenders on community corrections orders and youth justice initiatives. A reporting structure for prisoner complaints is in place.

Community Corrections Internal Audit Framework

The Internal Audit Framework was developed to provide a framework for the management of operational risk within the division. It is an element of the department's continuous improvement process. The framework contains a set of principles which guide and underpin the division's quality assurance processes. The framework employs a number of offender and employee oversighting processes, the frequency and intensity of which is aligned to operational risk, to reduce the divisions risk exposure and to increase its' operational compliance.

Work Health and Safety Framework

The Northern Territory Department of Correctional Services is committed to achieving and maintaining a safe working environment in accordance with the requirements of the *Work Health and Safety (National Uniform Legislation) Act 2011 (NT)* and the *Northern Territory Work Health and Safety (National Uniform Legislation) Regulations 2011* with a new directive, issued by the Commissioner on 21 August 2012 (formally under the Department of Justice), committing to achieving and maintaining a safe working environment.

A new Work Health and Safety Management System, Guidelines and Accountability and Responsibility Framework have been developed specifically for the Northern Territory Department of Correctional Services. Implementation of the new Framework will be rolled out over the coming year, including the establishment of Health and Safety Committees at the request of five or more workers, or at the Department's initiative.

Work Health and Safety information is provided to all new staff through the Orientation and Induction processes, with training provided to First Aid Officers, Fire and Floor Wardens

Access to Information

The Northern Territory *Information Act (the 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.

Northern Territory Department of Correctional Services (NTDCS) 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 2012-13 the department responded to 23 formal requests under the *Information Act*. Details in the table below:

Requests for access to information 2012-13

Applications received and handled	2012-13
Applications lodged prior to 12-13 financial year that were still pending at the start of 12-13	0
Number of new Section 18 applications lodged for personal information	23
Number of applications for mixed personal and non-personal information	0
Number of new Section 31 applications lodged in the 12-13 financial year	1
Number of new Section 38 applications for review lodged in the 12-13 financial year	0
Total applications finalised	23
Applications held at 30 June 2013	0
Application outcomes	
Requests transferred to another agency	0
Requests withdrawn	0
Received all available information	4
Received part of all available information	8
Received none of the information requested	11
Timeliness	
Responses completed within 30 day period	22
Responses completed exceeding the 30 day period	1

Note: The Northern Territory Department of Correctional Services 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.

Energy Management

The supply of electricity to the Darwin Correctional Centre (DCC) and the Don Dale Juvenile Detention Centre was put to tender and a supply contract awarded to PowerWater in January 2013. This contract is for 24 months with an option to extend for an additional 12 months.

As a result of increased usage, the Alice Springs Correctional Centre (ASCC) is now classified as a contestable property and as such will need to go through the tender process.

Electricity costs have risen due to tariff increases. Increased facilities and operational activity associated with a rise in prisoner numbers have attributed to the increased costs.

Water Smart

Alice Water Smart conducted an audit of the Alice Springs Correctional Centre (ASCC) in 2012, as part of a regional assessment of homes and businesses. The audit report outlined recommendations to reduce water usage across the site, and ASCC management committed to implementing these recommendations as well as looking at future water reduction strategies.

The first priority is to relieve the pressure on the centre's sewerage system, which has been increasing due to the rise in persons held in custody. Research into solutions to the sewerage system began some time ago, and this has now become an integral part of the current water reduction initiatives. These initiatives support the goals of improving the sewerage system and reducing costs to the taxpayer, but also demonstrate Northern Territory Department of Correctional Services (NTDCS) commitment to reducing water use as a large water consumer in the region.

One new initiative trialled is "Cleverflush" a water reduction device in toilets. Alternative automatic shut-off tap ware trials are also being investigated to further reduce water wastage.

ASCC is planning to implement a treated water re-use project, which will reduce the need to use town water for irrigating the oval. Once operational, there will be a significant reduction in both water use and costs. As part of this scheme, ASCC management are investigating options for irrigating the hardwood and citrus crops to ensure long-term benefits to the centre.

Representatives from Alice Water Smart visited ASCC in January 2013 and presented the centre with the first Water Smart plaque for large commercial premises, in recognition of the work done to date and the commitment by the facility to further address and reduce its water use. ASCC staff are on board with these initiatives and are supportive of making changes to reduce water usage and protect the environment.

PERFORMANCE REPORTING

It follows the output structure outlined in *Budget Paper No.3 for 2012-13* and adjustments made in the mini budget, following the creation of a stand-alone agency with additional functions transferred under the Administrative Arrangement Orders 4 September 2012, identifies achievements during the year and provides directions for 2013-14. Trend analysis has been provided where possible.

OUTCOME

To provide a safe, secure and humane correctional system.

OUTPUT GROUPS

Custodial Services

Community Corrections

Youth Justice

As part of the criminal justice system, and in partnership with the community, contributes to individual and community safety by:

- providing for the safe, secure and humane custody of adult offenders and youth detainees and support strategies that reduce re-offending through employment, education and programs that contribute to a reduction in their likelihood of recidivism upon release;
- administering sentences and orders of the courts and the Parole Board of the Northern Territory through effective supervision and offender management in order to address risk factors that contribute to re-offending;
- providing assessments and reports to the courts and the Parole Board to assist with effective sentencing and to enhance decision making processes;
- ensuring that a range of therapeutic and re-integration interventions are available to sentenced inmates, community based clients and youth detainees, to assist in their rehabilitation; and
- providing a coordinated, strategic approach to service delivery for young people who are in the Youth Justice system and those who are at risk of entering it.

This section outlines the department's performance against planned outcomes. It also includes performance measures to demonstrate efficiency and effectiveness in achieving outcomes.

Custodial Services

The Northern Territory Department of Correctional Services (NTDCS) operates two adult correctional centres; Darwin Correctional Centre (DCC) and Alice Springs Correctional Centre (ASCC). The prisons cater for all classifications of prisoners (maximum, medium, minimum, low and open security prisoners) both male and female. NTDCS also operates the Barkly Work Camp in Tennant Creek.

Output

Description:

Provides a safe and secure custodial service including rehabilitation, reintegration and care of adult prisoners

Key Deliverables

Key Deliverables	Current Year			Targets	Previous Years		
	2012-13 Mini Budget	2012-13 Budget Estimate	2012-13 Actual	2013-14 Estimates	2009-10	2010-11	2011-12
Daily average number of prisoners	1 404	1 500	1 438 ¹	1 770	1 082	1 172	1 337
Expected peak beds required	1 435	1 581	1 575	1 850	1 137	1 283	1 373
Staff retention*	N/A*	90%	N/A*	90%	N/A	N/A	N/A
Darwin Correctional Precinct commissioning milestones achieved ²	100%	100%	0 ³	100%			
Participation in employment programs	75%	75%	60% ⁴	75%	40%	33%	47%
Participation in education	40%	21%	17% ⁵	75%	58%	81%	73%
Enrolment in offender programs*	N/A*	N/A*	N/A*	850	N/A*	N/A*	N/A*

¹ Prisoner numbers fluctuate in response to numerous variables that may include police activity, court activity, length of sentences imposed and sentencing options available.

² Proportion of Darwin Correctional Precinct Commissioning Team milestones achieved on schedule.

³ New measure. Key milestones start from October 2013 not in this reporting period.

⁴ There was a significant increase in total prison population, without a corresponding increase in prisoner jobs, as well as a reduction in staff availability to supervise work areas.

⁵ The number of prisoners participating in accredited education and training courses as a percentage of those eligible to participate. Education figures do not include participation in non-accredited education programs, or offence related programs such as drug and alcohol programs, psychological programs and personal development courses. Current data collection processes also do not include on the job training provided to those inmates employed in the various industries sections of the two correctional centres.

* New measure. No data available.

Key Achievements in 2012-13:

Darwin Correctional Centre

The Darwin Correctional Centre (DCC), located at Berrimah, was officially opened on 21 May 1979 and has capacity for prisoners of all security ratings. The current facility doesn't allow for growth of programs and work opportunities critical for the successful rehabilitation and reintegration into the community. This will be addressed by the new Darwin Correctional Precinct which is scheduled for completion by July 2014.

Alice Springs Correctional Centre

Officially opened in July 1996, the Alice Springs Correctional Centre (ASCC) holds prisoners of all security levels and adapts a modern approach to the incarceration of prisoners with a key focus on rehabilitation and reintegration.

Barkly Work Camp

The Barkly Work Camp is a low-security correctional work camp located 2 kilometers from Tennant Creek. Officially opened in 2011 the Barkly Work Camp marked the start of a movement away from traditional forms of incarceration, to a modern corrections model which supports prisoners and Territory communities to work towards the goals of rehabilitation and reparation. Sex Offenders, High Risk and/or inmates regarded as public interest inmates are not considered for placement at the Work Camp.

Offender programs

Appropriately classified prisoners have the opportunity to participate in education and rehabilitation programs aimed at addressing their offending behaviours and providing them with the life skills to successfully reintegrate into the community.

The following rehabilitation and reintegration programs are offered to prisoners at the Correctional Centres:

- Treatment Programs such as sex offender treatment programs, violent offender treatment programs, Indigenous Family Violent Offending Program, alcohol and other drugs programs and problem solving programs.
- Education and Vocational Training Programs include QuickSmart literacy and numeracy, art, music, mechanics, horticulture, drink driver, driver training, pre-release program, occupational health and safety courses (White Card), construction courses and other vocational courses to assist with employment opportunities.
- Community Work and Reintegration Programs that provide unpaid and paid employment to develop work ethics and provide repatriation to the community.
- Cultural Program with Traditional Elders.

In 2012-13, Northern Territory Department of Correctional Services (NTDCS) delivered Certificate I in Entry to General Education, with 11 prisoners at Darwin Correctional Centre (DCC) and 13 prisoners at Alice Springs Correctional Centre completing the Certificate during 2012-13.

Elders Visiting Program

The Northern Territory Elders Visiting Program recognises that cultural contact with Community Elders can improve the reintegration prospects of Indigenous offenders by maintaining links to the community and their culture while in a correctional centre. The Program provides an important cultural link between Indigenous prisoners and corrections staff by advising staff on cultural and community issues that may impact on a prisoner's behaviour or ability to address their offending.

The Elders keep the community informed of the prisoner's progress and correctional centre processes, such as attending funerals and conducting sorry business. They assist corrections staff and prisoners to work through the difficulties that a prisoner is likely to face upon their release. Elders strive to continue assisting prisoners while they transition back into their community.

The Aboriginal Liaison Officers in both the Darwin and Alice Springs Correctional Centres facilitate the Elders' visits and work closely with the Elders to ensure that the appropriate prisoners access the program.

Female Offenders

Northern Territory Department of Correctional Services (NTDCS) recognises that the experience of female offenders in the criminal justice system is vastly different from that of their male counterparts. While acknowledging that neither group is homogenous, the differences between male and female criminality are profound and female offenders present with distinct psychological, health and socio-economic characteristics.

Many of the key issues facing female offenders relate to their position in the community before and after their experience in the correctional system, therefore it is essential that female offenders are recognised in their own right and correctional responses are based on their identified needs.

Female prisoners at the Alice Springs Correctional Centre were employed in the following activities Textile Industry Section, H Block Laundry, Block Cooks, General Block Cleaners and Breakfast packing.

At the Darwin Correctional Centre there were two female prisoners on volunteer employment at Greening Australia during the period of 1 July 2012 to 30 June 2013 and one female prisoner in paid employment at Kokoda Industries, on release she returned to her home state.

Female prisoners were also engaged in the following work activities on a regular basis as Community Support Work Party, General Block Cleaners and Gardening duties.



Female prisoners develop new skills on sewing course.

Women's Employment

From 1 July 2012 to 30 June 2013 a total of three female prisoners have been in paid employment with two participating in volunteer employment programs.

Darwin Correctional Centre – the new fashion capital?

18 female prisoners showcased their handiwork from a sewing course, at a J Block Fashion parade at the Darwin Correctional Centre in December 2012.

Some of these multi-skilled women even had to come out of a forklift training course to attend the presentation, so they could accept their certificates of achievement.

During the 10 week course, the women produced clothing, bags, pillow cases and stuffed toys to give to children.

The women involved had never sewn prior the course.

Darwin Correctional Precinct



Aerial view of the Darwin Correctional Precinct.

The Territory Government entered into a project deed with Sentinel Partnership Pty Ltd for the design, construction and finance of the new Darwin Correctional Precinct (DCP). Construction began on the site in November 2011 and is required to be completed by June 2014. The General Manager, Darwin Correctional Precinct was appointed in January 2013.

The DCP provides a significant change to the Department's core business of managing offenders into the future.

The Northern Territory Department of Health is responsible for the commissioning and operating of the mental health and behavioural management unit. The DCP secure Mental Health Behavioural Facility is a purpose built accommodation and treatment centre for adult prisoners with severe mental health or behaviour management issues, and for people who have been found not guilty of an offence due to mental impairment.

Darwin Correctional Precinct Commissioning Team

With the appointment of the General Manager in January 2013, a commissioning team has been established aligned to the two interrelated, but separate processes:

- Physical commissioning ensuring the contracted parties involved in the construction deliver as contracted; and
- Operational commissioning includes the planning for and implementing steps necessary for the effective functioning of the Darwin Correctional Precinct (DCP).

A Project Control group, responsible for the planning and oversight of the commissioning of all projects has been established. This group has met each fortnight during 1 March 2013 to 30 June 2013.

Six working groups have been set up to progress planning, delivery and completion of all project activities as follows:

- 1 Operations.
- 2 Health services.
- 3 Business systems and services.
- 4 Workforce planning and development.
- 5 Offender programs and services.
- 6 Decommissioning DCC team, in effect from January 2014.

To achieve its objectives it is imperative for the commissioning team to train and develop its own staff to ensure they have the necessary skills, attributes and behaviours to manage offenders within the new framework and the new facilities.

Smokefree Program

Ten Correctional Officers have been trained by QUIT Victoria. As part of the transition to a smoke-free correctional centre environment, the following has occurred:

QUIT educational sessions are available to staff and prisoners; and

QUITLINE is available to all prisoners free, on the public telephone system.

Key Milestones:

Building completion	Oct/Nov 2013
Installation of security system	March 2014
Training Centre completion	March 2014
Testing of facility	3 June 2014
Available for occupation	1 July 2014

Mobile Work Camps

There are now eight permanent prisoner work parties operating from Darwin Correctional Centre (DCC) and six from Alice Springs Correctional Centre (ASCC). In January 2013, the eighth DCC work party commenced. The sixth work party in ASCC commenced on 29 May 2013 after the Prison Officers in Training graduation where sufficient staffing levels increased permitting an officer to be allocated. These provide community work to remote/regional areas in Central Australia.

Offender Education

Delivered Certificate I in Entry to General Education, with 11 prisoners at Darwin Correctional Centre (DCC) and 13 prisoners at Alice Springs Correctional Centre completing the full course Certificate during 2012-13.

- 46 prisoners including four prisoner tutors, participated in QuickSmart programs with 114 sessions being delivered.
- 276 prisoners have participated in the QuickSmart program since July 2012.
- Five prisoners have completed the full QuickSmart Numeracy program since July 2012.

Indigenous Family Violent Offending Program Review and Transfer

The Indigenous Family Violent Offending Program (IFVOP) aims to impact on the behaviour of perpetrators of family violence decrease the likelihood of re-offending and increase community safety. An external review was undertaken in 2012 to assess the integrity and sustainability of the program. One recommendation, which was supported, was to transfer the program from Community Corrections to Offender Programs where the program is more aligned with core business. The transfer of the "Family Violence Program" took place in May 2013 following the recruitment of a Program Manager and Clinician.

On 23 February 2013, the Barkly Work Camp received a 2013 Territory Tidy Towns Appreciation Clean Community Award in recognition of the strong partnerships and support the Barkly Work Camp has within the community and the hard work staff and offenders have been involved in throughout the town.

Community Corrections

Northern Territory Community Corrections (NTCC) is a significant division within the Northern Territory Department of Correctional Services (NTDCS). NTCC is accountable and responsible for:

- The management of orders of the Courts and Parole Board by effective supervision of community based offenders and 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;
- Identifying those offenders who are at risk of causing significant harm to others to provide assessment, offender management and brokering therapeutic interventions to provide an enhanced level of offender management that will reduce their risk of re-offending;
- Participating with, and promoting partnerships and service delivery with Indigenous organisations and remote communities to provide better rehabilitation and reintegration outcomes; and
- Participating with, and promoting partnerships and service delivery to community based offenders and youth detainees that contribute to a safer and more secure community.

Output

Description:

This output provides assessment, monitoring and supervision services to community-based adult and youth clients in line with orders issued by the courts and the parole board.

Key Deliverables

Key Deliverables	Current Year			Targets	Previous Years		
	2012-13 Mini Budget	2012-13 Budget Estimate	2012-13 Actual	2013-14 Estimates	2009-10	2010-11	2011-12
Daily average number of offenders under supervision:							
adult	1 220	1 218	1 232	1 332	1 466	1 088	1 144
youth	186	192	197	203	N/A	39	181
Order commencements: ¹							
adult	1 648	1 660	1 722	1 759	1 125	945	1 286
youth	212	300	310	307	N/A	180	187
Proportion of orders completed successfully	65%	64%	64%	65%	76%	64%	65%
Community work hours completed	13 356	17 351	20 520 ²	18 000	N/A	N/A	15 000

¹ Orders completed and not breached during the year.

² The number of hours completed by Community Work offenders is 40 per cent higher than the previous period due to the allocation of designated staff to work in the Communities.

Key Achievements in 2012-13

New Sentencing Options

Under amendments made to the *Sentencing Act*, from 27 February 2012, two new sentencing options are now available to courts:

- **Community-Based Orders** for low level offenders not facing an imprisonment period.
- **Community Custody Order** for offenders sentenced to a term of imprisonment of up to 12 months.

Offenders serve their sentences in the community, under the strict supervision of Community Corrections. Offenders are required to attend rehabilitation and training programs, and participate in employment and community work.

Throughout the reporting period these orders were implemented across the Northern Territory, including in remote locations. The implementation has been supported through the expansion of registered community work projects and additional operation staff in urban and remote locations.



Community Corrections staff working in remote areas.

Community Work Crews

The introduction of the Community Work Crews provides additional options in sentencing by supporting the two new sentences. The new sentences available to the Court, Community Custody Orders and Community Based Orders both have community work as a component of them. The Crews allow more serious offenders to make general reparation to the community through unpaid work, under the supervision of a Northern Territory Department of Correctional Services (NTDCS) staff member, known as Community Work Supervisors. Community Work Supervisors provide oversight of the Crews each day on the work site. Additionally they can, at times, provide on the job training for offenders when the project requires some technical “know how”.

Community Work Hours

The number of hours completed by Community Work offenders in the 2012-13 year is 40 per cent higher than the previous period. This has been attributed to having designated staff allocated for Community Work, which in turn has led to an increase in the number of projects and coverage, and as a result there are more placement positions for offenders.

As a result of the increased success of this program, the courts now have more options available in sentencing. With the additional staff non-compliance with Court Orders are being addressed in a more timely manner, with offenders being held to account for any non-compliance. While the focus of community work is about an offender making “general reparation” to the community through unpaid work, it also provides opportunities for offenders to acquire practical skills and knowledge that will assist them finding paid employment.

A 40 per cent increase in community work hours performed by offenders over the preceding 12 months illustrates the success of the program.

Total community hours worked



Positive Outcome for Community Work Offenders

Through Community Work financial grants Community Corrections has funded a six month trial project with the Baptist Bush Church which comes under the umbrella of the Gathering in Humpty Doo. The Alternative Christian Education (ACE) Trades Training and Mentoring project's objectives were to provide accredited trades training for offenders who were subject to sentences requiring them to complete community work hours. (Community Work Order, Community Custody Order and Community Based Order).

The project exceeded expectations in the first three months, with eight White Cards and 21 statements of achievement awarded. Two offenders have secured full time employment in the building industry and one has started his own gardening and landscaping business.

Relocation of Offices – New Remote Office

Tennant Creek Community Corrections relocated into new premises in Leichhardt Street in November 2012. Palmerston's new location is the former Territory Insurance Office (TIO) building and this took effect in January 2013. The growth in offender and staffing numbers over the last decade necessitated these moves as Community Corrections had outgrown the original offices.

Both offices were purpose designed to suit the operations of Community Corrections. Tennant Creek has a dedicated video conferencing room to allow prisoner's families to link with their relatives in Darwin and Alice Springs Correctional Centres. Other Correctional Services staff are also located within these offices.

Community Probation and Parole Officer's in Remote Communities

In January 2013, a remote Community Corrections office was opened in Maningrida. This extends the number of Community Probation and Parole Officers (CPPO) to 13 across the Northern Territory. CPPO locations include: Wadeye, Nhulunbuy, Tennant Creek, Nguiu, Alice Springs x 3, Timber Creek, Lajamanu, Barunga, Hermannsburg, Alyangula and now Maningrida.

Improving Support for Parole Board

The Parole Board is an independent statutory body created under the *Parole of Prisoners Act*. Administrative support is provided by a small unit within Community Corrections. In 2012-13 the structure of this unit was reviewed and two permanent positions were recruited and appointed to provide additional secretariat and management support to the Parole Board.

Community Work Grants Program

Distributed Community Work Grant Program funding to 18 organisations in 2012-13. These grants are provided to approved organisations to facilitate community based projects aimed at assisting offenders to meet the requirements of court orders. Refer to page 115 for a full list of grant recipients.

Tjuwanpa Women's Centre Official Opening

On January 2013, the Tjuwanpa Outstation Resource Centre in Hermannsburg, Central Australia opened the Tjuwanpa Women's Centre. Eight offenders on Community Custody Orders helped build the Centre through labour services such as concreting, brick laying, painting, landscaping and general construction at the site.

Two male offenders were offered full time employment with the centre on completion of their orders.

Youth Justice

Changes to the Administrative Arrangements Orders took effect on 4 September 2012, giving primary responsibility for the *Youth Justice Act* to the Minister for Correctional Services. Additionally, the Youth Justice Division transferred from the former Department of Justice to the Department of Correctional Services (NTDCS).

The Youth Justice Division has assumed responsibility for youth detention and those youth justice functions previously located in the former departments of Children and Families; and Justice, creating a centralised model of service delivery.

Output

Youth Detention

Description:

Provide a safe and secure youth detention service including rehabilitation, reintegration and care of youth detainees.

Key Deliverables

Key Deliverables	Current Year			Targets	Previous Years		
	2012-13 Mini Budget	2012-13 Budget Estimate	2012-13 Actual	2013-14 Estimates	2009-10	2010-11	2011-12
Daily average number of youth detainees ¹	50	65	49	75	28	39	38
Expected peak beds required	60	75	73	90	36	60	48
New admissions for the year	60	85	141	95	89	91	109

¹. Budget estimate was made on year end detainee numbers not an average for 2012-13. Numbers increased throughout 2012-13 from a monthly average of 39 in August 2012 to 60 in January 2013. Detainee numbers levelled off in February and March 2013 and decreased slightly towards the end of 2012-13 financial year.

Output

Family Responsibility Centres

Description:

Develop and deliver initiatives that improve the wellbeing of young people and their families, including access to outreach, diversionary and other support services through the operation of Family Responsibility Centres.

Key Deliverables

Key Deliverables	Current Year			Targets	Previous Years		
	2012-13 Mini Budget	2012-13 Budget Estimate	2012-13 Actual	2013-14 Estimates	2009-10	2010-11	2011-12
Family responsibility Agreements	56	56	84 ¹	80	N/A	N/A	60
Number of families case managed at any time:							
- Alice Springs	14	14	16	16	N/A	N/A	N/A
- Darwin	25	25	87	32			
Number of active cases:							
- Alice Springs	90	90	40 ²	99	N/A	N/A	N/A
- Darwin	180	180	229	198			

¹ The 2012-13 estimates were calculated by the former Department of Children and Families prior to responsibility for the program being transferred to Northern Territory Department of Correctional Services (NTDCS) in September 2012. Based on the positive variance in Family Responsibility Agreements achieved and cases managed, NTDCS will reconsider the methodology for future estimates.

² The variance in Alice Springs is due to the Family Responsibility Centre having carried a vacancy for an Advanced Practitioner for a significant period during the 2012-13 financial year, this has affected capacity and resulted in fewer active cases.

Notes:

Family Responsibility Centres transferred from the former Department of Justice to NTDCS under the Administrative Arrangements Orders, 4 September 2012.

Output

Youth Boot Camp Programs

Description:

Implement and monitor the Youth Boot Camp models for young people in or at risk of entering the youth justice system.

Key Deliverables

Key Deliverables	Current Year			Targets
	2012-13 Mini Budget	2012-13 Budget Estimate	2012-13 Actual	2013-14 Estimates
Number of young people who started a camp¹	New deliverable	10	0 ¹	60
Number of young people who completed a camp¹	New deliverable	8	0 ¹	48

¹ The tender process for Youth Boot Camp providers was not able to commence until May 2013. This meant that the Youth Boot Camps did not commence until 2013-14 financial year.

Notes:

New measure: The Youth Boot Camp program trial was scheduled to commence in late May 2013. The trial program commenced in July 2013 and will be completed in November 2013.

Output

Grants

Description:

Monitor and administer targeted youth diversion and rehabilitation programs through the provision of grants for initiatives including the Register of Appropriate Support Persons.

Key Deliverables

Key Deliverables	Current Year			Targets
	2012-13 Mini Budget	2012-13 Budget Estimate	2012-13 Actual	2013-14 Estimates
Value of grants distributed for Youth Diversion and Register of Appropriate Support Persons	\$3.6M	\$3.6M	\$3.1M ¹	\$3.7M

¹ 1 In July 2012 Youth Diversion included Therapeutic Camps administered by the Department of Justice (DoJ) and was subject to a reform agenda, commitment for funding Therapeutic Camps post 31 December 2012 ceased by DoJ, resulting in \$0.5 million underspend on Therapeutic Camps. Refer to the page 116 for a list of distributed grants.

Notes:

The Youth Justice Division administers the grant funding for the Register of Appropriate Support Persons. Budgets for 2010-11 and 2011-12 were held in former Department of Children and Families.

Key Achievements in 2012-13:

Youth Community Work Crews

In May 2013, a Youth Work Crew was established as a pilot. The Crew operates on a Saturday morning and targets youth who are required to be at school during the week and those who require a higher level of supervision to ensure they complete the community work hours as set by the Court.

Youth Diversion and Register of Appropriate Support Persons Grants

Distributed a total of \$3.1 million in grant funding for community based programs and services to divert young people from the youth justice system and detention. Grants include Youth Boot Camps, diversion services and the Register of Appropriate Support Persons (RASP). A list of grant recipients is on page 116.

Youth Detention

The Northern Territory has two permanent youth detention centres, one in Darwin and one in Alice Springs. The number of young people in detention in the Northern Territory has increased from an average daily number of 18 in 2005-06, to 38 in 2011-12. This number trended upwards in 2012-13 and between January and June 2013 there were frequently 60 detainees at any one time, with a peak of 73 being realised on 28 January 2013.

During 2011-12, the increasing number of detainees meant it was not possible for all detainees to be held in the Don Dale Youth Detention Centre in Darwin. In March 2011, new minimum security accommodation was completed in the Alice Springs Correctional Centre and this was converted into the Alice Springs Youth Detention Centre (ASYDC).

In 2012, the Department received additional funding of \$670 000 to cover a shortfall of the then known and foreseeable costs of operating the ASYDC. It became apparent over the course of the year that the additional funding would not suffice to appropriately respond to increasing detainee numbers that resulted in higher operational costs (including the requirement for greater staffing numbers) and the need to reopen the Alice Springs Youth Holding Centre on a number of occasions as capacity peaked at both Darwin and Alice Springs.

Boot Camps

The Territory Government's *'Law and Order – Corrections Policy'* statement includes boot camps for young people who offend or are at risk of offending and/or becoming 'career criminals'. It is intended that the camps be evidence based, aligned with current trends in youth justice and include:

- structure, discipline and physical activity;
- personal development and self-esteem building;
- addressing the causes of crime; and
- ongoing support to young people and their families.

Two types of boot camps have been considered:

- an Early Intervention Youth Boot Camp Program targeting young people at risk of entering the youth justice system; and
- a Youth Boot Camp Program for Sentenced Youths targeting young people subject to orders under the *Youth Justice Act 2012*.

As at 24 May 2013, there were approximately 160 young people who were subject to formal diversion, through non-government organisations.

Boot camps to commence July 2013

After several rounds of community consultation and two industry briefings, service providers with the skills, knowledge and capacity to deliver the programs were invited to submit proposals outlining their model for establishing and operating boot camps. Submissions were assessed in April 2013 and in May 2013 the Commissioner signed agreements with Tangentyere Council and Operation Flinders to provide pilot programs for Early Intervention Youth Boot Camp Program.

The pilot programs will cater for a total of 20 at risk young people across the Territory. Discussions are still ongoing in relation to the delivery of a Youth Boot Camp Program for Sentenced Youths and Northern Territory Department of Correctional Services continues to work towards identifying options for piloting the model.

A competitive grants round to award funding under the NT Youth Diversion Program opened on 10 May 2013. Applications were sought from suitable organisations to operate youth diversion services for a period of two years. Applications closed on 24 May 2013 and service delivery commenced in early July 2013.

Register of Appropriate Support Persons

Administered Register of Appropriate Support Persons (RASP) grant funding totalling \$56 730 per annum excluding GST. The amount increases in line with indexation each financial year. Life Without Barriers ceased providing this service on 6 March 2013. The Department subsequently negotiated with Mission Australia to provide the service for an interim period of three months and Red Cross was selected to provide this service for the 2013-14 financial year.

Diversion Programs

Youth Diversion programs are central to the operation of the youth justice model and youth diversion programs are those programs that are formally registered with Northern Territory Police and are funded through the Youth Justice Division. These programs target young people who are likely to escalate in offending risk without intervention.

Family Responsibility Centres

Northern Territory Department of Correctional Services operates two Family Responsibility Centres (FRCs), one in Darwin and one in Alice Springs. The FRCs have been established under Section 6A of the *Youth Justice Act* and the FRCs are responsible for the management and delivery of Family Responsibility Agreements and Family Responsibility Orders.

The purpose of Family Responsibility Agreements and Family Responsibility Orders is to build stronger parental/caregiver responsibility through a variety of interventions. A Family Responsibility Agreement is voluntary and is negotiated with the parent or caregiver and a FRC. A Family Responsibility Order is imposed by the Youth Justice Court and as at 24 May 2013, there has been only one Order. Under the Family Responsibility Program there is currently capacity to case manage 20 families in Alice Springs and up to 40 in Darwin.

The purpose of Family Responsibility Agreements and Family Responsibility Orders is to build stronger parental/caregiver responsibility through a variety of interventions.

OUR PEOPLE

This section provides an overview of our staff demographics, their achievements during 2012-13 and some initiatives and policies that were implemented to provide them with the right skills and development, a safe and fair workplace and the right frameworks to keep them engaged and feeling valued. We also report on our compliance with Employment Instructions issued by the Commissioner for Public Employment (CPE).

Overview

Our people are the key to fulfilling the department's purpose; to contribute to community safety by reducing re-offending. Therefore our focus is to find the right people with the right skills and provide them with a supportive and safe work environment, so they can deliver those crucial services to the community. We encourage a collaborative workplace culture that reflects our values of integrity, courage, accountability, respect, professional excellence and commitment.

Staff Profile

The following table provides a snapshot of our workforce demographics. All figures in this section are based on the FTE or paid headcount of the final pay period 2012-13 (pay 26).

Total paid headcount¹	963
Full-time equivalent staff ²	925.57
Average age of employees	42 Years
% female employees ¹	39%
Average length of service	6 Years
% part-time employees ¹	6%
Employees of Aboriginal or Torres Strait Islander background ^{1 3}	72
Employees with a disability ^{1 3}	7
Employees from Non-English speaking background ^{1 3}	32

¹ Total paid headcount refers to the number of employees who were being paid during the pay period 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.

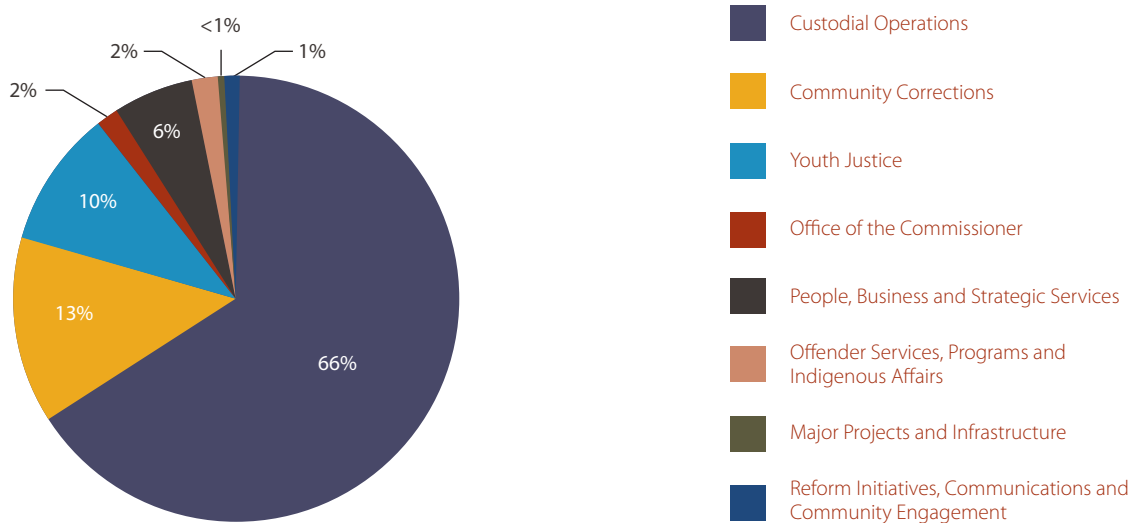
³ Numbers of employees of Aboriginal or Torres Strait Islander background, from a Non-English speaking background and employees with disabilities include only self-identified individuals.



*Industry Training Officer,
Alice Springs Correctional Services.*

An illustrative breakdown of our employees is as follows:

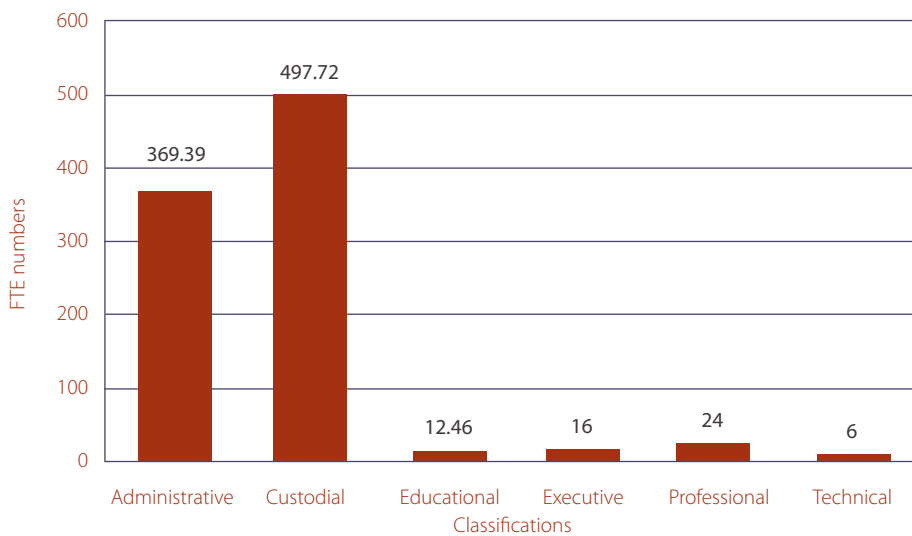
FTE Staffing Percentage by Division



FTE: 925.57

Note: Figures in the above chart are based on FTE of the final pay period 2012-13 (pay 26).

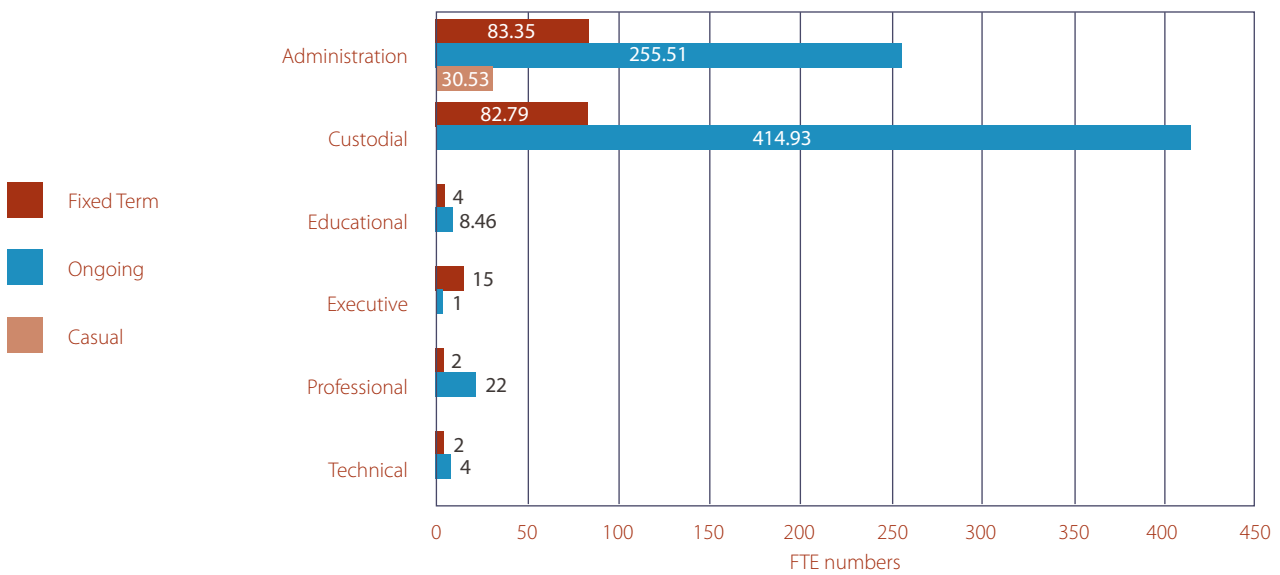
FTE Numbers by Classification



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 2012-13 (pay 26).

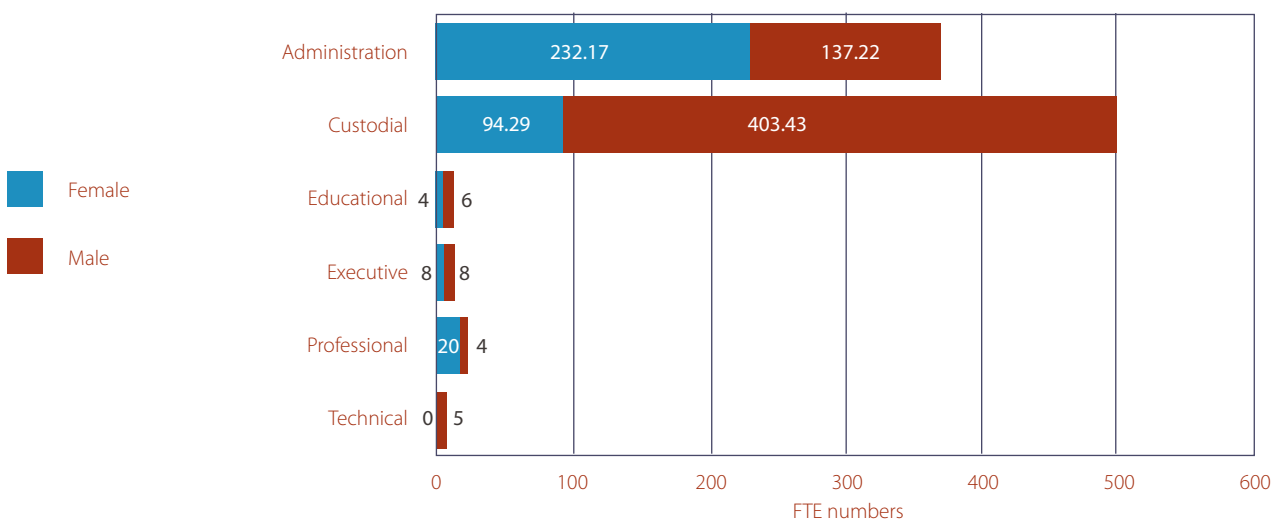


FTE Numbers by Employment Status and Classification



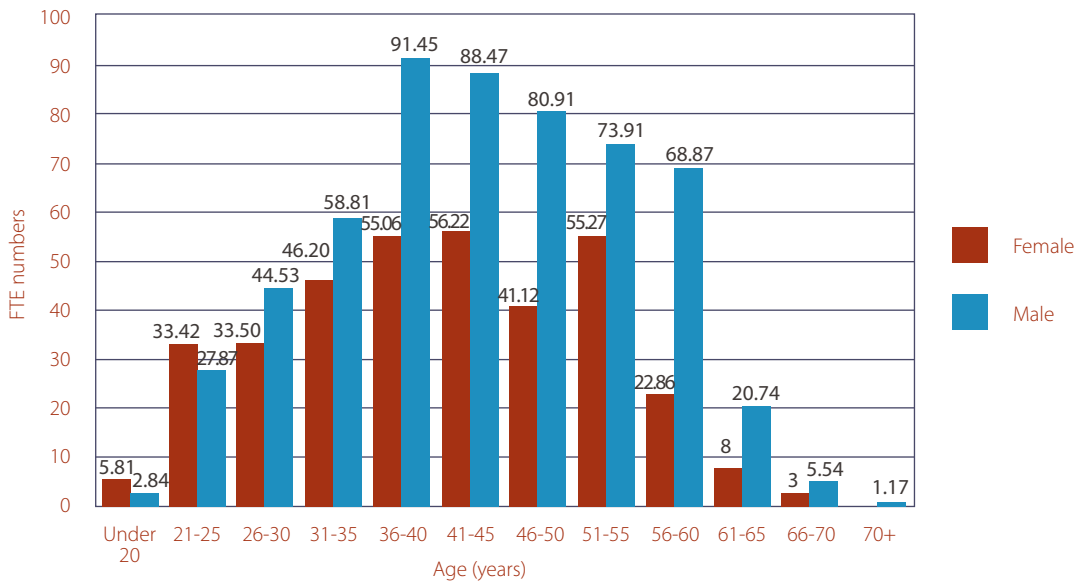
Note: Administrative category includes Surveillance Officers, Probation and Parole Officers and Youth Justice Officers. Figures in the above chart are based on FTE of the final pay period 2012-13 (pay 26).

FTE Numbers by Gender and Classification



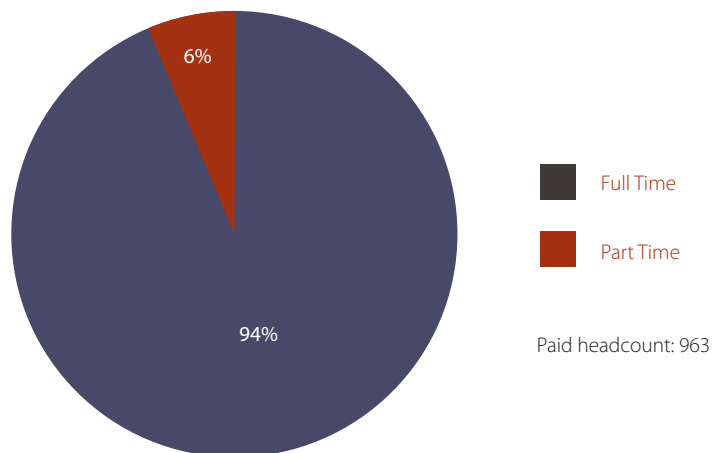
Note: Administrative category includes Surveillance Officers, Probation and Parole Officers and Youth Justice Officers. Figures in the above chart are based on FTE of the final pay period 2012-13 (pay 26).

FTE Numbers by Age and Gender



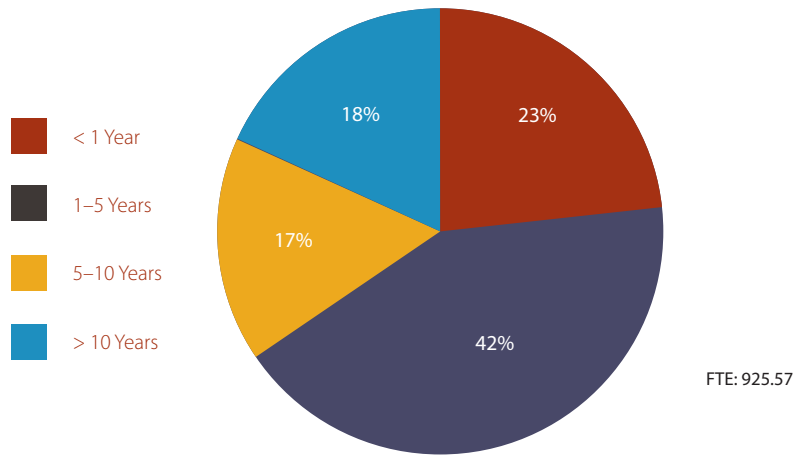
Note: Figures in the above chart are based on FTE of the final pay period 2012-13 (pay 26).

Percentages for Part Time / Full Time Employees



Note: Figures in the above chart are based on paid headcount of the final pay period 2012-13 (pay 26).

FTE Staffing Percentage by Length of Service



Note: Figures in the above chart are based on FTE of the final pay period 2012-13 (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 Department of Justice and at NTDCS (for those who have transferred across).



Alice Springs Correctional Services staff.



Staff driving buggy which was custom built by prisoners at 2013 Finke Desert Race.

Employee and Agency Achievements

- The department honoured a number of staff who had reached milestones in their employment with Correctional Services.

	Alice Springs	Darwin
10 year service	1	16
20 year service	2	3



- In 2012-13, three employees were awarded a National Medal, which recognises long and diligent service by members of government and voluntary organisations who risk their lives or safety to protect or assist the community in enforcement of the law or in times of emergency or natural disaster:
 - One employee receiving a 15 year National Medal
 - Two employees receiving a 20 year National Medal
- NTDCS was awarded the '2012 NT Defence Reserves Support Employer of the Year Award' in February 2013.
- Phil Brown, Executive Director Custodial Operations, attended the Asian and Pacific Conference of Correctional Administrators in Brunei where he presented the Australian Jurisdictional Report in October 2012 on behalf of the Australian delegation.
- Four staff participated in the Australian Correctional Leadership Program in October 2012 in NSW which forms part of obtaining their Advanced Diploma of Correctional Management.
- In May 2013, the department rolled out a Career Progression Scheme for Community Corrections that enables employees performing the role of Probation and Parole Officer (AO4), who have completed their Certificate IV in Correctional Practice (or equivalent), to apply for progression to the role of Probation and Parole Case Manager (AO5).
- NT Prison Officers Emergency Fund 'Stand by Your Mate' fundraising auction in May 2013 raised approximately \$10 000 for two Prison Officers' families with health issues.
- NTDCS won the trophy for 'Best Government Stand' at the Tennant Creek Show in July 2013 with a purpose built trailer made by prisoners at the Alice Springs Correctional Centre.
- NTDCS participated in the two-day Finke Desert Race in June 2013 with a buggy built by prisoners and called 'Fugly' (driven by Chief Prison Officer Rick Schembri and navigated by the Hon Minister John Elferink for one of the two days) and achieved 38th place. NTDCS also entered a bike (driven by Acting Senior Industries Officer, Jared Ewin) that achieved 22nd place.

Health and Wellbeing

We are committed to providing a safe and secure work environment for our employees and have developed initiatives and programs to increase their health and wellbeing. The following are examples of these 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.

Flu Vaccinations

In April 2013, free flu vaccinations were offered to employees across a number of locations to support our wellbeing strategy.

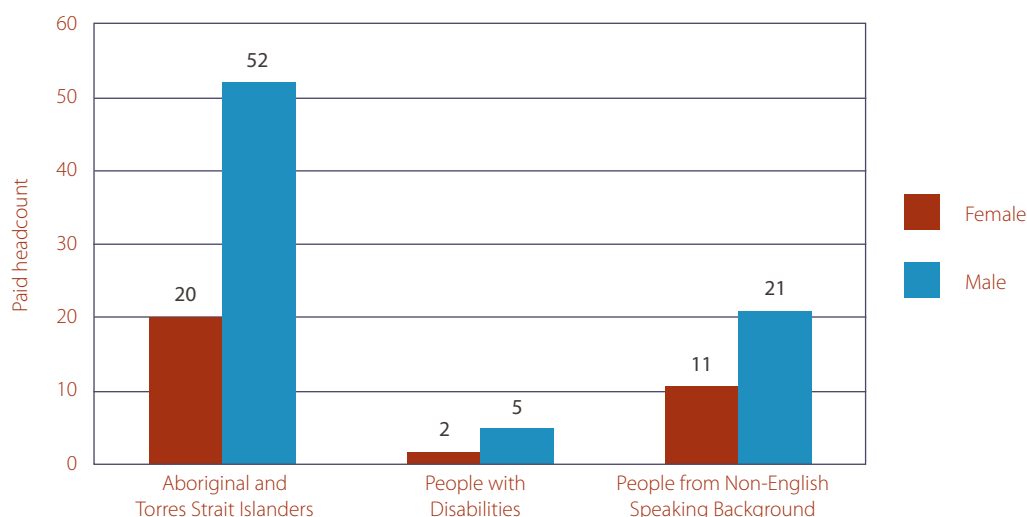
No Smoking Policy

The department developed a ***Smoke Free Policy*** which was implemented 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. With this ***Policy***, the department took a lead role in instituting ground breaking health reforms in its approach to providing a healthy work environment and promoting a healthy lifestyle for staff and prisoners.

Diversity and Inclusion

We have a diverse workforce, including employees from a range of countries, cultures and backgrounds. We encourage workplace diversity and support our people with various programs and initiatives to ensure they are feeling included and appreciated.

Currently, 38.9 per cent of the department's employees are female, 7.5 per cent of staff declare they are Indigenous, 3.3 per cent declare they are from non-English speaking backgrounds and 0.7 per cent declare they have a disability.



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 2012-13 (pay 26).

Flexible Working Arrangements

The department offers flexible working arrangements to create an appropriate work-life balance for its staff. These arrangements have been used 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 or to travel overseas.

Cross Cultural Training

As approximately 85 per cent of the correctional centre population is Indigenous, cross cultural awareness training is delivered and tailored for prison staff so they are aware of cultural issues that they may encounter when interacting with prisoners, visitors and Elders. There are also cross cultural training sessions available for non-custodial employees.





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 2013, NTDCS Head Office hosted a lunch where employees shared food, recipes and stories about their culture and background.

NAIDOC Week Celebrations

National Aboriginal and Islanders Day Observance Committee (NAIDOC) Week celebrations are held throughout Australia to mark the celebration of the culture, history and achievements of Indigenous Australians. The department celebrated NAIDOC week by hosting various events throughout its facilities, including presentations by Elders, family BBQs, concerts, painting activities and Aboriginal focussed DVDs.

Indigenous Employment Program

This program has been designed in collaboration with the Department of Corporate and Information Services. The Indigenous Employment Program is a targeted entry level program that enables participants to transition into the Prison Officer in Training (POIT) course upon successful program completion. Career Progression Scheme

Community Corrections developed a Career Progression Scheme for Probation and Parole Officers. A range of key stakeholders were involved in the design of the scheme and it was approved by the Commissioner for Public Employment in February 2013. The scheme enables employees performing the role of Probation and Parole Officer (AO4), who have completed their Certificate IV in Correctional Practice (or equivalent), to apply for progression to the role of Probation & Parole Case Manager (AO5).

Probation & Parole Officers will no longer have to compete with colleagues for a Case Manager vacancy. Instead when they believe they are working at Case Manager level they can put their hand up to be considered for progression. This scheme will also be a retention tool as it enables Community Corrections to recognise and value the skills, knowledge and experience gained by Probation and Parole Officers over their first 12-18 months employment.

Industrial Relations

A consultation framework has been established so that meaningful consultation can continue to take place between the department, its employees and their representatives, particularly so that obligations for the management of change (set out in Enterprise Agreements) are met. This committee was established in November 2012 to support the management of change across NTDCS and facilitate consultation for employees represented by the CPSU.

The Northern Territory Prison Officers Association (NTPOA) and United Voice represent the designations of Prison Officers in Training, Prison Officers, Prison Officers First Class, Senior Prison Officers and Senior Industries Officers. Local IR (Industrial Relations) meetings take place at the correctional centres approximately every 6 weeks where NTPOA delegates and Union delegates meet with the correctional centre management and HR to discuss workplace issues.

On a quarterly basis the Executive Director Custodial Operations holds a meeting with delegates from both locations. United Voice representatives, NTPOA representatives and management attend to consult and provide information on new initiatives, corporate issues and matters referred from local meetings.

As the current NTPS General Enterprise Agreement is coming to an end in 2013-14, the department is working with unions and the Office of the Commissioner for Public Employment to achieve a positive outcome from the negotiations.

The department is committed to working in partnership with the unions and values their contribution and cooperation in workplace matters and changes affecting our employees.



Employment Instructions

Under the *Public Sector Employment and Management Act*, Employment Instructions provide direction to agencies on human resource management matters. Each instruction specifies required reporting in agency annual reports. The department's performance against each instruction is reported in the table following.

The department has reviewed all Human Resources related policies, procedures and governance frameworks to ensure an effective and compliant organisation.

Employment Instructions	Our Actions
<p>1. Filling Vacancies</p> <p>Department to develop procedures on recruitment and selection for internal use.</p>	<p>The department has reviewed procedural guidelines for advertising, selection and appointment processes.</p> <p>Selection panel training is mandatory for all employees participating on selection panels. The training focuses on the principles and processes of recruitment and selection and is delivered by the Office of the Commissioner for Public Employment (OCPE) while NTDCS is developing their own training.</p>
<p>2. Probation</p> <p>Chief Executive Officer to develop a probationary process for their department and convey details of the process to employees as soon as practicable after commencing duty.</p>	<p>The department has reviewed the probation policy, procedure and supporting forms. Information about the probation policy and procedure is provided to all new employees covered by probation.</p>
<p>3. Natural Justice</p> <p>The rules of natural justice to be observed in all dealings with employees.</p>	<p>The principles of natural justice are observed in all dealings with employees and are written into all relevant policies and procedures.</p>
<p>4. Employee Performance Management and Development Systems</p> <p>Chief Executive Officer to report annually on management training and staff development programs. Chief Executive Officer to develop and implement performance management systems for their department.</p>	<p>The department has reviewed the performance management framework so that an updated, consistent and compliant process can be implemented that provides employees and managers with effective tools to participate. It is also intended to build in effective monitoring procedures to the new framework.</p> <p>Additionally, the department includes these topics in the orientation and runs refresher workshops on appropriate workplace behaviour as required.</p>

5. Medical Incapacity

No agency action or reporting requirements.

Divisions/managers liaise with the HR team for advice on resolving any medical related staffing issues on a case by case basis.

6. Performance and Inability

Chief Executive Officer to provide OCPPE with information on the extent to which this Employment Instruction has been used by the department. Chief Executive may establish procedures regarding this Employment Instruction within their department.

Divisions/managers liaise with the HR team for advice on resolving any performance related staffing issues on a case by case basis.

In 2012-13 the department did not have any new inability or unsatisfactory performance cases, nor were any cases carried over from 2011-12.

7. Discipline

Chief Executive Officer to provide OCPPE with information on the extent to which this Employment Instruction has been used by the department. Chief Executive Officer may establish procedures regarding discipline within their department.

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 ensures the integrity of the department by investigating complaints and breaches of discipline in conjunction with the IRC.

Code of Conduct and appropriate workplace behaviour are discussed during orientation (by HR and PSU) and in refresher workshops for staff.

In 2012-13 the department had 3 cases of disciplinary action brought forward from the previous year, commenced 15 new cases and completed 10 cases, resulting in 8 cases to be brought forward into 2013-14.

8. Internal Agency Complaints and Section 59 Grievance Reviews

Chief Executive Officer to establish written grievance settling procedures for the department that are available to employees and outline process for dealing with grievances.

The department has reviewed the complaints resolution policy and promotes sound workplace practices with workshops encouraging appropriate workplace behaviour, delivered as part of orientation and as required.

9. Employment Records

Agencies to maintain appropriate employee records and implement procedures for maintaining and accessing these records.

All staff employment records are securely maintained and stored by the Department of Corporate and Information Services on behalf of NTDCS.

Access to electronic employee records through online systems is restricted.

The department conducts a biannual audit of staff's access rights to ensure compliance.

10. Equality of Employment Opportunity Programs

Chief Executive Officer to devise and implement programs to ensure equal employment opportunities and outcomes are achieved. Chief Executive Officer to report annually on programs and initiatives the department has developed. Report to include details on specific action in relation to Indigenous employment and career development, and measures to enable employees to balance work and family responsibilities.

The department provides cross cultural awareness training to new and existing staff as well as appropriate workplace behaviour training to ensure equal and appropriate treatment of all staff and prisoners.

The department also provides an Indigenous Employment Program, as outlined on page 64, Prison Officer in Training Program and Career Progression Scheme in Community Corrections.

Flexible working arrangements are available to assist employees to maintain a healthy work-life balance, eg for those with family care responsibilities. In 2012-13, the department approved 62 flexible working arrangement applications.

11. Occupational Health and Safety

Chief Executive Officer to develop programs to ensure employees and their representatives are consulted in the development and implementation of occupational health and safety programs in the department.

A Chief Executive Officer must report annually on occupational health and safety programs in their department and keep appropriate OH&S records.

The *Work Health and Safety (WH&S) policy* has been reviewed and is promoted in the department's orientation program to ensure new employees are aware of WH&S rights and responsibilities.

Employees working in high risk areas (eg correctional centres, Community Corrections) receive WH&S training specific to their work environment.

The Employee Assistance Program is promoted widely across the department and to employees who may be experiencing work and non-work related difficulties.

12. Code of Conduct

Chief Executive Officer may issue a department specific Code of Conduct.

The department has a specific Code of Conduct in addition to the NTPS Code of Conduct.

Code of Conduct training is mandatory for all staff and is included in all orientation programs. Prison Officer in Training, Probation and Parole Officers and Youth Justice Officers receive in-depth training due to their work environment. Ad hoc training sessions are arranged on request.

13. Appropriate Workplace Behaviour

Chief Executive Officer must develop and implement an agency policy and procedure to foster appropriate workplace behaviour and a culture of respect, and to deal effectively with inappropriate workplace bullying.

Appropriate workplace behaviour training is mandatory for all staff and is included in all orientation programs. Ad hoc sessions are arranged on request or if required for specific workplace purposes.

Supporting Our People

The Human Resources (HR) team provides support and advice to executives, managers and staff in all workplace relations matters, such as recruitment, conditions of service, performance management, and workforce planning to name a few. The following is a snapshot of HR achievements in 2012-13:

- Reviewed HR related policies and procedures as a result of becoming a standalone department;
- Developed the People Plan that provides the strategic framework in relation to talent and resources, performance, leadership, diversity and inclusion;
- Undertaken two recruitment campaigns for POIT positions, resulting in two POIT courses in Alice Springs with a total of 37 new employees and three POIT courses in Darwin with 50 new employees; and
- Developed new monthly and quarterly HR Reports for the executive team and managers to inform human resource management and highlight staff numbers and trends.

Future Priorities

Once the negotiations for the 2013-17 NTPS General Enterprise Agreement have been completed, the Human Resources (HR) team will work on implementing the outcomes, which could be ensuring that changes to employment conditions are being applied correctly, amending departmental policies and procedures or communicating significant entitlement changes to employees.

In 2013-14, consultation and negotiations for a new Prison Officer Enterprise Agreement will commence, as the current agreement is due to expire in 2014-15. The HR team will work with Northern Territory Prison Officer Association (NTPOA), United Voice and Office of the Commissioner for Public Employment (OCPE) to achieve a positive outcome from the negotiations.

HR will also develop workforce planning initiatives to accommodate increased recruitment activities/skill demand for upcoming projects (e.g. opening of the Darwin Correctional Precinct and enhanced prison industries and sentenced to job initiatives).

Staff Learning and Development

The Department of Correctional Services 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 department also actively supports the Indigenous Employment Program (IEP) which involves providing on the job work experience in the correctional centres to interested candidates and consequently providing successful graduates with places on the Prison Officer in Training (POIT) Programs. An IEP commenced in both Darwin and Alice Springs during the 2012-2013 period which will result in successful graduates gaining a place in an upcoming POIT Program.

The Staff Learning and Development Unit delivers both accredited and non-accredited training to all staff and negotiates with external providers for delivery of appropriate courses and professional development where required.

The Staff Learning and Development Unit

The Staff Learning & 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 centre for the Northern Territory is based at Berrimah and houses the Staff Learning & Development training and administration staff. It co-ordinates and facilitates the training to all staff. A training centre is also located at the Alice Springs Correctional Centre 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 a Registered Training Organisation (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.

The Prison Officer in Training (POIT) Program offers the Certificate III in Correctional Practice and permanent employment as a Prison Officer is subject to the successful completion of the twelve month program. During the 2012-13 year 70 POIT's successfully completed their Certificate III in Correctional Practice and were offered permanent employment as Prison Officers.

Probation and Parole Officers are required to complete the Certificate IV in Correctional Practice during their initial twelve month contract. 19 Probation and Parole Officers completed their Certificate IV during this period.

As a result of the Prison Officer (NTPS) 2011-2013 Enterprise Agreement, the Senior Prison Officer Promotional examination and course was replaced by officers undertaking the mandatory units from the Certificate IV in Correctional Practice. Eligible officers commence with a group of 5 units from the qualification. Successful completion of these units results in a place on the Senior Prison Officer's Promotional course which covers the next group of 5 units. Officers are then awarded the rank of Prison Officer First Class and are then able to act in senior positions, enabling them to complete the remaining 8 units of competence back in the workplace. Entry into this program is offered to eligible officers twice a year and 70 Prison Officers enrolled in the Certificate IV during 2012-13.

There has also been more focus on the maintenance of core skills for Prison Officers, resulting in a more structured approach to on-going training. Since April 2013, each week, 5 prison officers from both correctional centres have been 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.

The department initiated ongoing Orientation courses which began in March 2013 with 23 employees participating in this program up to July 2013. Similarly, there has been a stronger focus on Appropriate Workplace Behaviour training during this period with 69 people attending the sessions. Appropriate Workplace Behaviour is also delivered as part of the Prison Officer in Training Program and the Senior Prison Officers Promotional Course.

Community Corrections conducts its own Induction courses for new staff. These induction courses comprise the necessary core skills and knowledge required to work in their respective areas. Since October 2012, a structured quarterly approach to core training for Community Corrections Officers has also been implemented.

Youth Justice Officers also undertake an Induction course which is coordinated through the SLDU. This includes Predict, Assess and Respond to Challenging Behaviour (PART) training 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.

The department is very pro-active in its support of staff undertaking professional development activities and since it was formed it has invested \$826,075 in training and study.

During 2012-2013, 36 people, comprising Youth Workers and non-uniform prison staff were trained in PART. In June 2013, 12 participants from Community Corrections, Youth Justice and the Training Centre were qualified as PART instructors and PART training is to be re-introduced for Community Corrections staff.

Staff at the Don Dale Youth Detention centre were also provided with on the job training by the Youth Detention Training Officer. in order to meet the requirements of new procedures and departmental standards. Through this one-to-one process up to 100 staff were up-skilled in this manner.

Externally Provided Courses and qualifications

To increase its management capacity, the department fully supports its staff to undertake courses and qualifications at a Diploma level or higher. The Staff Learning and Development Unit negotiated with external providers to deliver the Diploma of Management on its behalf with 13 participants from across all divisions completing this qualification during 2012-13.

The unit has also liaised extensively with Brush Farm Correctional Services Academy in New South Wales to have NTDCS staff participate in their Executive Leadership course, which results in an Advanced Diploma of Correctional Administration and four people participated in this course during 2012-13.

In recent years there has been an increased focus on on-the-job training in the workplace and the need for workplace assessors to assist with the implementation of the Certificates III and IV in Correctional Practice. Consequently, 12 people completed the full Certificate IV in Training and Assessment (TAE40110) with a further 25 completing the TAE Skills set which comprises 5 units of competence from this qualification.

Community Corrections Training Plan

In October 2012, Community Corrections recruited a dedicated Senior Training Officer to the division which enabled the implementation of a structured approach to delivering core training on a rolling basis. Core training includes the following modules: CC102 Introduction to Offender Management, CC103 Courts, CC104 Parole Board and CC105 Offender Management and is delivered to all new staff. Motivational Interviewing is also a core requirement.

Refresher training has been offered in all regional offices during 2013. A two-day course on offender management and risk assessment tools was provided to existing staff. A half day refresher program on Community Custody Orders (CCO) was rolled out in the first quarter of 2013 to all regional and remote staff. More refresher training is scheduled for the remainder of the year.

A week long intensive Team Leader training program was conducted for new Team Leaders with follow up support in the office.

The 2013 Community Corrections Training Plan links with the Business Plan and prioritises key areas for core and refresher training for staff and was completed in early 2013.

FINANCIAL STATEMENTS

FINANCIAL STATEMENT OVERVIEW

For the Year Ended 30 June 2013

The 2012-13 financial statements and notes for the Department of Correctional Services have been prepared on an accrual basis. The statements provide information on the financial operations, balance sheet, changes in equity and cash flows of the department for the year ended 30 June 2013.

Key results at year end for the department were:

- In 2012-13, there was some restructure of some Northern Territory Government agencies. Functions such as Courts and Legal Services have been transferred to the new Department of the Attorney-General and Justice; business and other regulators such as Licensing Regulation and NT Worksafe transferred to the Department of Business. The former Department of Justice is now renamed Department of Correctional Services.
- An operating deficit of \$7.7 million for the 2012-13 financial year includes \$9.8 million attributed to depreciation expense which is not funded from income.
- Net equity of \$117 million as at 30 June 2013. This is a decrease in equity of \$224.9 million from the balance reported at 30 June 2012. The net movement was primarily attributable to the transfers of Courts land and buildings to the new Department of the Attorney General and Justice.
- Cash of \$5 million at year end represents an increase of \$0.9 million from 2011-12. The increase in cash held is primarily due to the return of the unspent grants funds to the Youth Justice Unit.

OPERATING STATEMENT

The operating statement provides information on the financial performance of the department during the year. The surplus or deficit for the year is calculated by subtracting the expense items from the revenue items.

Operating Summary Statement

	2013 \$'000	2012 \$'000	Variation \$'000	%
Operating Income	137 509	257 356	(119 847)	(46.6)
Operating Expenses	145 215	273 215	(128 000)	(46.8)
Net Deficit	(7 706)	(15 859)	(8 153)	(51.4)

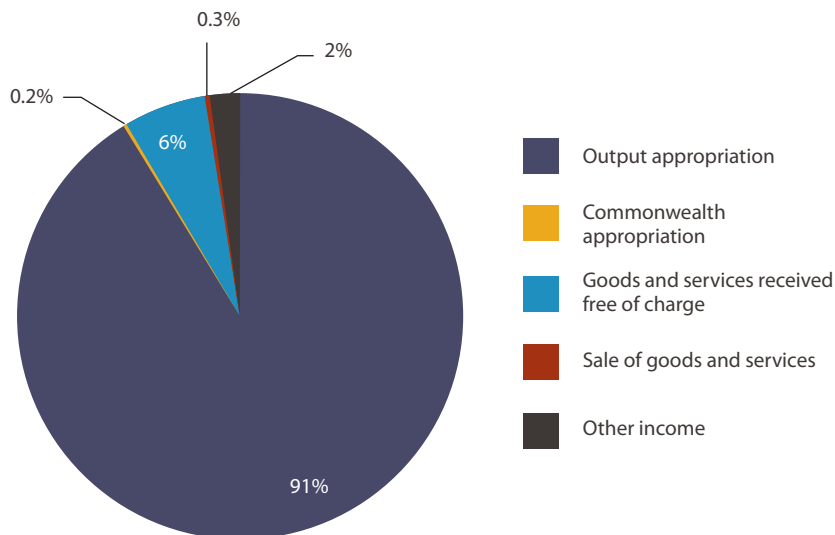
For the year ended 30 June 2013, the department's operating statement recorded a deficit of \$7.7 million, which was an improvement compared to a deficit of \$15.9 million in 2011-12.

A financial deficit outcome is expected within the Northern Territory Government's financial management framework. Government Agencies are not funded for non-cash items such as depreciation and some expenses are funded from the approved use of cash balances from the end of the previous year (i.e. not current year income). Unfunded depreciation was \$9.8 million for the year.

OPERATING INCOME

	2013 \$'000	2012 \$'000	Variation \$'000	%
Output appropriation	125 507	215 285	(89 778)	(41.7)
Commonwealth appropriation	280	7 742	(7 462)	(96.4)
Goods and services received free of charge	8 187	11 784	(3 597)	(30.5)
Sale of goods and services	481	9 136	(8 655)	(94.7)
Grant revenue	0	631	(631)	(100)
Taxation revenue	0	2 127	(2 127)	(100)
Other income	3 054	10 651	(7 597)	(71.3)
	137 509	257 356	(119 847)	(46.6)

Total operating income for 2012-13 was \$137.5 million a decrease of \$119.8 million compared to 2011-12 due to the split of Department of Justice and the formation of the Northern Territory Department of Correctional Services as a separate department.



Operating Income

The Department of Correctional Services' principal source of revenue (91.3 per cent or \$125.5 million in 2012-13) is output appropriation from the Northern Territory Government. The decrease in Output Revenue is primarily attributable to the Northern Territory restructure, with the transfer of courts and business regulatory functions transferred to other departments.

The remaining revenue is comprised of Commonwealth appropriation (0.2 per cent or \$0.28 million), sale of goods and services (0.3 per cent or \$0.5 million) and other income (8.2 per cent or \$11.2 million), which is made up of goods and services free of charge and other income.

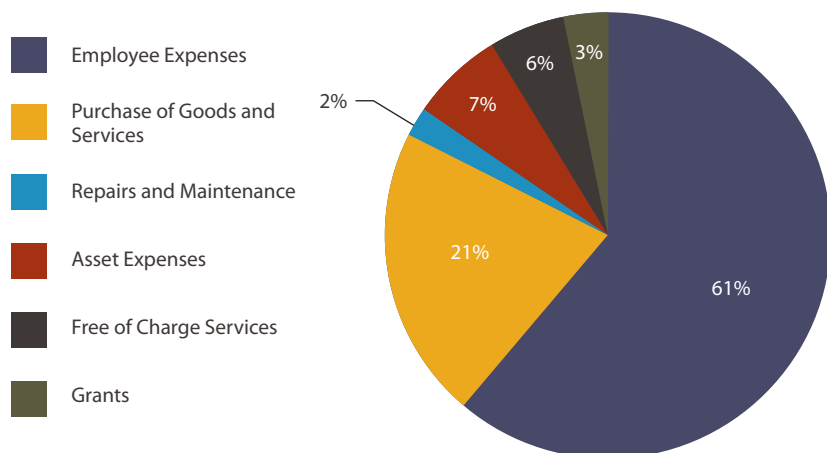
The \$7.6 million decrease in the other income category relates to the agency transfers.

In addition, there was a notional income to recognise the corporate service value, provided free of charge, by the Department of Corporate and Information Services of \$8.2 million, a decrease of \$3.6 million compared to 2011-12. This revenue is offset by notional expenditure to the same value.

OPERATING EXPENSES

Operating Expenses

	2013 \$'000	2012 \$'000	Variation \$'000	%
Employee Expenses	88 868	147 381	(58 513)	(39.7)
Purchase of Goods and Services	31 040	64 469	(33 429)	(51.9)
Repairs and Maintenance	2 790	3 944	(1 154)	(29.3)
Asset Expenses	9 821	14 781	(4 960)	(33.6)
Free of Charge Services	8 187	11 911	(3 724)	(31.3)
Grants	4 509	30 729	(26 220)	(85.3)
	145 215	273 215	(128 000)	(46.8)



Total operating expenses for 2012-13 was \$145.2 million. The total movement in expenses between 2011-12 and 2012-13 was a decrease of \$128 million. This is due to the Northern Territory restructure, with a significant proportion of the previous Department of Justice functions transferred to other agencies.

Administration expenses comprise the purchase of goods and services, repairs and maintenance and depreciation of assets. It also reflects the notional cost of shared services provided by the Department of Corporate and Information Services to Correctional Services as an agency.

In 2012-13 personnel costs decreased by \$58.5 million representing a reduction of 45.7% of the total decrease in expenses from 2011-12 and the purchase of goods and services decreased by \$33.4 million compared with 2011-12, this represents 26.1 per cent of the total decrease in expenses. The asset expenses in 2012-13 were \$4.9 million less than 2011-12, representing 3.9 per cent of the total decrease in expenses.

BALANCE SHEET

The Balance Sheet shows the department's financial position. The balances reported are the net worth to the Northern Territory Government of the department's asset holdings (what is owned) against liabilities (what is owed). A positive balance in the Balance Sheet indicates that the department owns sufficient assets to meet any debts it owes as a result of operation. This balance is known as Net Equity.

Balance Sheet Trend

	2013 \$'000	2012 \$'000	Variation	
			\$'000	%
Financial Position				
Total assets	136 452	375 380	(238 928)	(63.6)
Total liabilities	19 443	33 479	(14 036)	(41.9)
Net Equity	117 009	341 901	(224 892)	(65.8)

The Net Financial position of the department at 30 June 2013 was \$117 million. This represents a decrease of \$224.9 million compared to the previous financial year.

During 2012-13 the department's total assets decreased from \$375.3 million to \$136.4 million. The \$238.9 million decrease is mainly attributed to the departmental restructure.

The department held liabilities totalling \$19.4 million at 30 June 2013, a decrease of \$14 million from 2011-12. This is also due to the departmental restructure.

In 2012-13, the department continued to maintain a strong financial position, with liabilities representing 14.2 per cent of total assets.

STATEMENT OF CHANGES IN EQUITY

The statement of Changes in Equity reflects movements in equity balances during the year.

Statement of Changes in Equity

	2013 \$'000	2012 \$'000	Variation \$'000	%
Capital	149 799	198 598	(48 799)	(24.6)
Reserves	67 281	235 656	(168 375)	(71.4)
Accumulated Funds	(100 070)	(92 353)	(7 717)	8.3
Balance of Equity	117 010	341 901	(224 891)	(65.8)

Equity decreased by \$224.9 million in 2012-13 to \$117 million. Equity movements were in relation to the agency transfer.

CASH FLOW STATEMENT

The statement of Cash Flows shows reflects total cash payments and receipts during the financial year.

Statement of Cash Flows Summary

	2013 \$'000	2012 \$'000	Variation \$'000	%
Cash at beginning of reporting period	4 147	20 403	(16 256)	(79.7)
Net movement	917	(16 255)	17 172	105.6
Cash at end of reporting period	5 064	4 148	916	22.1

The net movement of the cash balance from the end of 2011-12 to the end of 2012-13 is \$0.9 million. The cash and deposits held at the end of 2011-12 were utilised in 2012-13 to meet the department's obligations under externally funded programs.

Cash of \$5 million is held at 2012-13 year end, an increase of \$0.9 million from 2011-12. The increase in cash held is primarily due to the return of the unspent grants funds to the Youth Justice Unit.

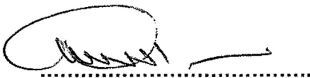
**DEPARTMENT OF CORRECTIONAL SERVICES
FINANCIAL REPORT**

CERTIFICATION OF THE FINANCIAL STATEMENTS

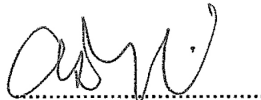
We certify that the attached financial statements for the Department of Correctional Services have been prepared from proper accounts and records in accordance with the prescribed format, the *Financial Management Act* and Treasurer's Directions.

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 2013 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
30 August 2013



Alan Buckingham
A/Chief Finance Officer
30 August 2013

COMPREHENSIVE OPERATING STATEMENT

For the year ended 30 June 2013

	Note	2013 \$000	2012 ¹ \$000
Income			
Taxation revenue		0	2 127
Grants and subsidies revenue			
Current		0	631
Appropriation			
Output		125 507	215 285
Commonwealth		280	7 742
Sales of goods and services ²		481	9 136
Goods and services received free of charge ³	4	8 187	11 784
Other income ⁴		3 054	10 651
Total Income	3	137 509	257 356
Expenses			
Employee expenses		88 868	147 381
Administrative expenses			
Purchases of goods and services	5	31 040	64 469
Repairs and maintenance		2 790	3 944
Depreciation and amortisation	9,10	9 821	14 781
Other administrative expenses ³		8 187	11 911
Grants and subsidies expenses			
Current		4 509	30 684
Capital		0	45
Total Expenses	3	145 215	273 215
Net Surplus/(Deficit)		(7 706)	(15 859)
Other Comprehensive Income			
Items that will not be reclassified to net surplus/deficit			
Changes in asset revaluation surplus		(168 375)	
Total Other Comprehensive Income		(168 375)	0
Comprehensive Result		(176 081)	(15 859)

¹ 2012 - Was the former Department of Justice. 2013 - Restructure of some Northern Territory Government agencies. Functions such as Courts, Legal Services have been transferred to the new agency Attorney-General and Justice; business regulators such as Licensing Regulation and NT Worksafe has transferred to the Department of Business. Department of Justice is now renamed to Department of Correctional Services.

² Includes sales for motor vehicle number and name plates.

³ Includes Department of Corporate and Information Services service charges.

⁴ Includes Prisoner canteen sales.

The Comprehensive Operating Statement is to be read in conjunction with the notes to the financial statements.

BALANCE SHEET

As at 30 June 2013

	Note	2013 \$000	2012 ¹ \$000
Assets			
Current Assets			
Cash and deposits	6	5 064	4 147
Receivables	7	434	2 996
Inventories	8	463	248
Prepayments		75	434
Total Current Assets		6 035^(a)	7 825
Non-Current Assets			
Property, plant and equipment	9	130 417	366 896
Heritage and cultural assets	10	0	659
Total Non-Current Assets		130 417	367 555
Total Assets		136 452	375 380
Liabilities			
Current Liabilities			
Deposits held ^(b)		487	1 304
Payables	11	4 082	8 539
Borrowings and advances	12	2	0
Provisions	13	9 466	16 104
Total Current Liabilities		14 037	25 947
Non-Current Liabilities			
Borrowings and advances	12	18	0
Provisions	13	5 388	7 532
Total Non-Current Liabilities		5 406	7 532
Total Liabilities		19 443	33 479
Net Assets		117 009	341 901
Equity			
Capital		149 797	198 598
Reserves	14	67 281	235 656
Accumulated funds		(100 069)	(92 353)
Total Equity		117 009	341 901

¹ 2012 - Was the former Department of Justice. 2013 - Restructure of some Northern Territory Government agencies. Functions such as Courts, Legal Services have been transferred to the new agency Attorney-General and Justice; business regulators such as Licensing Regulation and NT Worksafe has transferred to the Department of Business. Department of Justice is now renamed to Department of Correctional Services.

^(a) Minor variation due to rounding.

^(b) Includes prisoner monies held in trust.

The Balance Sheet is to be read in conjunction with the notes to the financial statements.

STATEMENT OF CHANGES IN EQUITY

For the year ended 30 June 2013

	Note	Equity at 1 July	2012 ¹	Transactions with owners in their capacity as owners	Equity at 30 June
		\$000	\$000	\$000	\$000
2012-13					
Accumulated Funds		(92 353)	(7 708)		(100 061)
Transfers from reserves			(9)		(9)
		(92 353)	(7 717)	0	(100 070)
Reserves	14	235 656	(168 375)		67 281
		235 656	(168 375)	0	67 281
Capital – Transactions with Owners					
Equity injections		198 598			198 598
Capital appropriation				656	656
Equity transfers in				6 519	6 519
Other equity injections				14 579	14 579
Equity withdrawals					
Capital withdrawal				(3 316)	(3 316)
Equity transfers out				(67 237)	(67 237)
		198 598	0	(48 799)	149 799
Total Equity at End of Financial Year		341 901	(176 092)	(48 799)	117 010
2011-12					
Accumulated Funds		(76 493)	(15 860)		(92 353)
		(76 493)	(15 860)	0	(92 353)
Reserves	14	235 656			235 656
		235 656	0	0	235 656
Capital – Transactions with Owners					
Equity injections		197 616			197 616
Capital appropriation				736	736
Equity transfers in				313	313
Equity withdrawals					
Capital withdrawal				(67)	(67)
		197 616	0	982	198 598
Total Equity at End of Financial Year		356 779	(15 860)	982	341 901

¹ 2012 - Includes the former Department of Justice. 2013 - Restructure of some Northern Territory Government agencies. Functions such as Courts, Legal Services have been transferred to the new agency Attorney-General and Justice; business regulators such as Licensing Regulation and NT Worksafe have transferred to the Department of Business. Department of Justice is now renamed to Department of Correctional Services.

The Statement of Changes In Equity is to be read in conjunction with the notes to the financial statements.

CASH FLOW STATEMENT

For the year ended 30 June 2013

	Note	2013 \$000	2012 ¹ \$000
CASH FLOWS FROM OPERATING ACTIVITIES			
Operating Receipts			
Taxes received		0	2,127
Current			631
Appropriation			
Output		125 507	215 285
Commonwealth		280	7 742
Receipts from sales of goods and services		11 340	26 773
Total Operating Receipts		137 127	252 558
Operating Payments			
Payments to employees		98 774	143 370
Payments for goods and services		42 254	79 789
Grants and subsidies paid			
Current		4 509	30 684
Capital			45
Total Operating Payments		145 537	253 888
Net Cash From/(Used in) Operating Activities	15	(8 410)	(1 330)
CASH FLOWS FROM INVESTING ACTIVITIES			
Investing Payments			
Purchases of assets		1 771	1 887
Advances and investing payments			
Total Investing Payments		1 771	1 887
Net Cash From/(Used in) Investing Activities		(1 771)	(1 887)
CASH FLOWS FROM FINANCING ACTIVITIES			
Financing Receipts			
Proceeds of borrowings			
Deposits received		(817)	(13 707)
Equity injections			
Capital appropriation		656	736
Other equity injections		14 579	
Total Financing Receipts		14 418	(12 971)
Financing Payments			
Finance lease payments		(4)	
Equity withdrawals		(3 316)	(67)
Total Financing Payments		(3 320)	(67)
Net Cash From/(Used in) Financing Activities		11 098	(13 038)
Net increase/(decrease) in cash held		917	(16 255)
Cash at beginning of financial year		4 147	20 403
CASH AT END OF FINANCIAL YEAR	6	5 064	4 148

¹ 2012 - Includes the former Department of Justice. 2013 - Restructure of some Northern Territory Government agencies. Functions such as Courts, Legal Services have been transferred to the new agency Attorney-General and Justice; business regulators such as Licensing Regulation and NT Worksafe have transferred to the Department of Business. Department of Justice is now renamed to Department of Correctional Services.

The Cashflow Statement is to be read in conjunction with the notes to the financial statements.

INDEX OF NOTES TO THE FINANCIAL STATEMENTS

Note

1. Objectives and Funding
 2. Statement of Significant Accounting Policies
 3. Comprehensive Operating Statement by Output Group
- INCOME**
4. Goods and Services Received Free of Charge
- EXPENSES**
5. Purchases of Goods and Services
- ASSETS**
6. Cash and Deposits
 7. Receivables
 8. Inventories
 9. Property, Plant and Equipment
 10. Heritage and Cultural Assets
- LIABILITIES**
11. Payables
 12. Borrowings and Advances
 13. Provisions
- EQUITY**
14. Reserves
- OTHER DISCLOSURES**
15. Notes to the Cash Flow Statement
 16. Financial Instruments
 17. Commitments
 18. Contingent Liabilities and Contingent Assets
 19. Events Subsequent to Balance Date
 20. Accountable Officer's Trust Account
 21. Write-offs, Postponements, Waivers, Gifts and Ex Gratia Payments
 22. Schedule of Territory Items

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 who need assistance to live cooperatively and effectively in the community.

The Department has three main output groups:

- (a) Custodial Services – provides a safe, secure and humane correctional system, including rehabilitation and care of adult prisoners. The employment programs provide targeted and relevant employment opportunities to adult prisoners including paid, volunteer and prison-based employment. The education and offender programs provided targeted and relevant educational and training opportunities to adult prisoners. These programs provide adult prisoners with access to rehabilitation support, including pre-release support, to assist in reducing the rate of recidivism.
- (b) Community Corrections – provides assessment, monitoring and supervision services to community-based adult and youth clients in line with orders issued by the courts and the parole board.
- (c) Youth Justice – provides a safe, secure, supportive and humane youth correctional system and implements initiatives targeted to youth at risk of entering and youth entrenched in the criminal justice system. Youth Justice also provides support for youth to reintegrate into the community upon completion of a detention order. The Family Responsibility Centres develop and deliver initiatives that improve the wellbeing of youth, including access to outreach, diversionary and other support services through the operation of Family Responsibility Centres. Boot Camps develop and implement *Youth Justice Strategy* and implement and monitor the Youth Boot Camp models for youth at risk of entering, and youth entrenched in, the criminal justice system.

The department is predominately 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.

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:

- (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 2011-9 Amendments to Australian Accounting Standards – Presentation of Items of Other Comprehensive Income [AASB 1, 5, 7, 101, 112, 120, 121, 132, 133, 134, 1039 & 1049]

The amendments, as reflected on the comprehensive operating statement, require entities to group items presented in other comprehensive income on the basis of whether they are potentially reclassifiable to profit or loss subsequently.

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.

Standard/Interpretation	Summary	Effective for annual reporting periods beginning on or after
AASB 9 <i>Financial Instruments (Dec 2010)</i> , AASB 2010-7 <i>Amendments to Australian Accounting Standards arising from AASB 9 (Dec 2010)</i> [AASB 1, 3, 4, 5, 7, 101, 102, 108, 112, 118, 120, 121, 127, 128, 131, 132, 136, 137, 139, 1023 & 1038 and Interpretations 2, 5, 10, 12, 19 & 127], AASB 2012-6 <i>Amendments to Australian Accounting Standards – Mandatory Effective Date of AASB 9 and Transition Disclosures</i> [AASB 9, 2009-11, 2010-7, 2011-7 & 2011-8]	AASB 9 incorporates revised requirements for the classification and measurement of financial instruments resulting from the IASB's project to replace IAS 39 <i>Financial Instruments: Recognition and Measurement</i> (AASB 139 <i>Financial Instruments: Recognition and Measurement</i>).	1 Jan 2015
AASB 13 <i>Fair Value Measurement</i> , AASB 2011-8 <i>Amendments to Australian Accounting Standards arising from AASB 13</i> [AASB 1, 2, 3, 4, 5, 7, 9, 2009-11, 2010-7, 101, 102, 108, 110, 116, 117, 118, 119, 120, 121, 128, 131, 132, 133, 134, 136, 138, 139, 140, 141, 1004, 1023 & 1038 and Interpretations 2, 4, 12, 13, 14, 17, 19, 131 & 132]	Replaces the guidance on fair value measurement in existing AASB accounting literature with a single standard. The Standard defines fair value, provides guidance on how to determine fair value and requires disclosures about fair value measurements.	1 Jan 2013

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 Territory Items.

d) Comparatives

Where necessary, comparative information for the 2011-12 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.

f) Changes in Accounting Policies

There have been no changes to accounting policies adopted in 2012-13 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.
- Allowance for Impairment Losses – Note 2(o), 7: Receivables and 16: Financial Instruments.
- Depreciation and Amortisation – Note 2(k), Note 9: Property, Plant and Equipment, and Note 10.

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.

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 Special 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.

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.

The estimated useful lives for each class of asset are in accordance with the Treasurer's Directions and are determined as follows:

	2013	2012
Buildings		
Public Buildings	50 years	50 years
Sheds / 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 -10 years	5 – 10 years
Power Generators	5 -10 years	5 -10 years
Security Systems	5 -10 years	5 -10 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.

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 agency 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;
- buildings;
- infrastructure assets;
- heritage and cultural assets;
- biological assets; and
- intangibles.

Fair value is the amount for which an asset could be exchanged, or liability settled, between knowledgeable, willing parties in an arms-length transaction.

Plant and equipment are stated at historical cost less depreciation, which is deemed to equate to fair value.

The unique nature of some of the heritage and cultural assets may preclude reliable measurement. Such assets have not been recognised in the financial statements.

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.

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 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.

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.

3. COMPREHENSIVE OPERATING STATEMENT BY OUTPUT GROUP

	Note	Custodial Services		Community Corrections		Youth Justice		Miscellaneous ²		Total	
		2013	2012 ¹	2013	2012 ¹	2013	2012 ¹	2013	2012 ¹	2013	2012 ¹
		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
INCOME											
Taxation revenue											
Grants and subsidies revenue											
Current					13						13
Capital											
Appropriation											
Output		89 457	81 292	20 919	20 528	15 131	6 782			125 507	108 603
Commonwealth		224	206	42	51	14	19			280	276
Sales of goods and services		481	668	(0)	3	(0)	2			481	673
Interest revenue											
Goods and services received free of charge	4	5 895	2 403	1 392	2 512	901	211			8 187	5 126
Other income		2 825	2 330	88	43	141	48			3 054	2 422
TOTAL INCOME		98 882	86 900	22 440	23 151	16 187	7 062	0	0	137 509	117 113
EXPENSES											
Employee expenses		66 769	59 176	12 501	10 303	9 599	6 210			88 868	75 690
Administrative expenses											
Purchases of goods and services	5	23 934	23 435	4 716	5 130	2 391	1 718			31 040	30 283
Repairs and maintenance		2 347	1 943	200	166	244	283			2 790	2 392
Depreciation and amortisation	9 10	8 252	8 738	806	532	763	761			9 821	10 030
Other administrative expenses ²		5 895	2 461	1 392	2 526	901	216			8 187	5 204
Grants and subsidies expenses											
Current		551	358	579	361	3 379	34			4 509	753
Capital											
Community service obligations											
TOTAL EXPENSES		107 747	96 112	20 192	19 017	17 277	9 222	0	0	145 216	124 352
NET SURPLUS/(DEFICIT)		(8 865)	(9 212)	2 248	4 133	(1 090)	(2 160)	0	0	(7 707)	(7 239)
OTHER COMPREHENSIVE INCOME											
Items that will not be reclassified to net surplus/deficit											
Changes in asset revaluation surplus		0	0	0	0	0	0	(168 375)	0	(168 375)	0
Items that may be reclassified subsequently to net surplus/deficit											
Changes in accounting policies											
Correction of prior period errors											
TOTAL OTHER COMPREHENSIVE INCOME		0	0	0	0	0	0	(168 375)	0	(168 375)	0
COMPREHENSIVE RESULT		(8 865)	(9 212)	2 248	4 133	(1 090)	(2 160)	(168 375)	0	(176 082)	(7 239)

¹ 2012 figures include only amounts applicable to the Custodial Services, Community Corrections and Youth Justice Outputs. Other Outputs transferred upon agency restructure.

² Includes Department of Corporate and Information Services (DCIS) service charges.

³ Represents amounts transferred from the Asset Revaluation Reserve to other agencies during agency restructure.

This Comprehensive Operating Statement by output group is to be read in conjunction with the notes to the financial statements.

	2013	2012
	\$000	\$000

4. GOODS AND SERVICES RECEIVED FREE OF CHARGE

Corporate and information services	8 187	11 784
	8 187	11 784

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⁾	1 794	5 547
Advertising ⁽²⁾	30	27
Marketing and promotion ⁽³⁾	130	1 815
Document production	55	244
Legal expenses ⁽⁴⁾	217	6 671
Recruitment ⁽⁵⁾	325	615
Training and study	826	2 046
Official duty fares	786	2 227
Travelling allowance	336	948
Fuel	487	731
Other	26 053	43 598
	31 040 ⁽⁶⁾	64 469

6. CASH AND DEPOSITS

Cash on hand	41	47
Cash at bank	5 023	4 100
On call or short-term deposits	0	0
	5 064	4 147

7. RECEIVABLES

Current

Accounts receivable	79	1 689
Less: Allowance for impairment losses	(22)	(123)
	57	1 566

Interest receivables		
GST receivables	312	1 238
Accrued Revenue	65	192
	376 ⁽⁶⁾	1 430

Non-Current

Other receivables	0	0
-------------------	---	---

Total Receivables	434	2 996
--------------------------	------------	--------------

⁽¹⁾ Includes marketing, promotion and IT consultants.

⁽²⁾ Does not include recruitment, advertising or marketing and promotion advertising.

⁽³⁾ Includes advertising for marketing and promotion but excludes marketing and promotion consultants' expenses, which are incorporated in the consultants' category.

⁽⁴⁾ Includes legal fees, claim and settlement costs.

⁽⁵⁾ Includes recruitment-related advertising costs.

⁽⁶⁾ Minor inconsistency due to rounding.

	<u>2013</u>	<u>2012</u>
	<u>\$000</u>	<u>\$000</u>
8. INVENTORIES		
General Inventories		
At cost	463	248
At net realisable value	0	0
Total Inventories	<u>463</u>	<u>248</u>
9. PROPERTY, PLANT AND EQUIPMENT		
Land		
At fair value	23 073	73 243
Buildings		
At fair value	204 192	460 315
Less: Accumulated depreciation	(99 702)	(178 229)
	<u>104 490</u>	<u>282 086</u>
Construction (Work in Progress)		
At capitalised cost	19	0
Plant and Equipment		
At fair value	6 704	20 973
Less: Accumulated depreciation	(4 040)	(9 644)
	<u>2 664</u>	<u>11 329</u>
Computer Hardware		
At Capitalised Cost	102	1 261
Less: Accumulated depreciation		(1 023)
	<u>102</u>	<u>238</u>
Leased Plant and Equipment		
At capitalised cost	24	0
Less: Accumulated depreciation	0	0
	<u>24</u>	<u>0</u>
Transport Equipment		
At capitalised cost	67	0
Less: Accumulated depreciation	(22)	0
	<u>45</u>	<u>0</u>
Total Property, Plant and Equipment	<u>130 417</u>	<u>366 896</u>

Impairment of Property, Plant and Equipment

Agency property, plant and equipment assets were assessed for impairment as at 30 June 2013. No impairment adjustments were required as a result of this review.

9. PROPERTY, PLANT AND EQUIPMENT (continued)

2013 Property, Plant and Equipment Reconciliations

A reconciliation of the carrying amount of property, plant and equipment at the beginning and end of 2012-13 is set out below:

	Land	Buildings	Construction (Work in Progress)	Plant and Equipment	Leased Plant and Equipment	Computer Hardware	Transport Equipment	Total
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Carrying Amount as at 1 July 2012	73 243	282 086		11 329	0	238	0	366 896
Additions		1 441		244	24		67	1 776
Depreciation		(9 053)		(737)		(19)	(13)	(9 822)
Additions/(Disposals) from asset transfers	(50 170)	(169 984)		(8 172)		(118)		(228 444)
Revaluation increments/(decrements)							(9)	(9)
Other movements (Capitalised Expenditure)			19					19
Carrying Amount as at 30 June 2013	23 073	104 490	19	2 664	24	102 ⁽¹⁾	45	130 417 ⁽¹⁾

2012 Property, Plant and Equipment Reconciliations

A reconciliation of the carrying amount of property, plant and equipment at the beginning and end of 2011-12 is set out below:

	Land	Buildings	Construction (Work in Progress)	Plant and Equipment	Leased Plant and Equipment	Computer Hardware	Transport Equipment	Total
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Carrying Amount as at 1 July 2011	73 243	294 303	0	11 486	0	446	0	379 478
Additions				1 838		39		1 877
Depreciation		(12 522)		(2 003)		(247)		(14 772)
Additions/(Disposals) from asset transfers		305		8				313
Revaluation increments/(decrements)								
Carrying Amount as at 30 June 2012	73 243	282 086	0	11 329	0	238	0	366 896

⁽¹⁾ Minor inconsistency due to rounding.

2013	2012
\$000	\$000

10. HERITAGE AND CULTURAL ASSETS

Carrying amount

At valuation	828
Less: Accumulated depreciation	(169)
Written down value – 30 June	<u>0</u> <u>659</u>

Reconciliation of movements

Carrying amount at 1 July	657
Additions	10
Depreciation	(8)
Carrying amount as at 30 June	<u>0</u> <u>659</u>

Impairment of Heritage and Cultural Assets

Agency heritage and cultural assets were assessed for impairment as at 30 June 2013. No impairment adjustments were required as a result of this review.

11. PAYABLES

Accounts payable	1 017	2 493
Accrued expenses	3 065	6 046
Other payables	0	0
Total Payables	<u>4 082</u>	<u>8 539</u>

12. BORROWINGS AND ADVANCES

Current

Loans and advances	0	0
Finance lease liabilities	2	0
	<u>2</u>	<u>0</u>

Non-Current

Loans and advances	0	0
Finance lease liabilities	18	0
	<u>18</u>	<u>0</u>

Total Borrowings and Advances

<u>20</u>	<u>0</u>
-----------	----------

2013	2012
\$000	\$000

13. PROVISIONS

Current

Employee benefits

Recreation leave	6 585	10 990
Leave loading	555	1 193
Other employee benefits	73	35

Other current provisions

Fringe Benefit Tax	146	299
Payroll Tax and Oncost	799	1 253
Superannuation	1 308	2 334
	<u>9 466</u>	<u>16 104</u>

Non-Current

Employee benefits

Recreation leave	5 388	7 532
------------------	-------	-------

Total Provisions

14 854	23 636
---------------	---------------

Reconciliations of Provisions

Fringe Benefit Tax

Balance as at 1 July	299	282
Additional provisions recognised	661	1 146
Reductions arising from payments	(814)	(1 129)
Balance as at 30 June	146	299

Payroll Tax and Oncost

Balance as at 1 July	1 253	1 154
Additional provisions recognised	11 943	7 545
Reductions arising from payments	(12 397)	(7 446)
Balance as at 30 June	799	1 253

Superannuation

Balance as at 1 July	2 334	1 660
Additional provisions recognised	14 322	10 680
Reductions arising from payments	(15 348)	(10 006)
Balance as at 30 June	1 308	2 334

Total Reconciliations of Provision

2 253	3 886
--------------	--------------

The Agency employed 1 047 employees as at 30 June 2013 (1 426 employees as at 30 June 2012).

	2013	2012
	\$000	\$000

14. RESERVES

Asset Revaluation Surplus	67 281	235 656
----------------------------------	--------	---------

(i) Nature and purpose of the asset revaluation surplus

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.

(ii) Movements in the asset revaluation surplus

Balance as at 1 July	235 656	235 656
Increment/(Decrement) – land	(42 680)	
Increment/(Decrement) – buildings	(125 695)	
Balance as at 30 June	67 281	235 656

15. NOTES TO THE CASH FLOW STATEMENT

Reconciliation of Cash

The total of agency 'Cash and deposits' of \$5,064 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

Net Surplus/(Deficit)	(7 708)	(15 859)
<i>Non-cash items:</i>		
Depreciation and amortisation	9 821	14 781
R&M - Minor New Work Non Cash	10	0
<i>Changes in assets and liabilities:</i>		
Decrease/(Increase) in receivables	2 562	(1 263)
Decrease/(Increase) in inventories	(215)	0
Decrease/(Increase) in prepayments	359	(10)
Decrease/(Increase) in other assets	0	0
(Decrease)/Increase in payables	(4 457)	(2 132)
(Decrease)/Increase in provision for employee benefits	(7 149)	2 363
(Decrease)/Increase in other provisions	(1 633)	790
(Decrease)/Increase in other liabilities	0	0
Net Cash from Operating Activities	(8 410)	(1330)

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 Department of Correctional Services financial assets and liabilities by category are disclosed in the table below.

	<u>2013</u>	<u>2012</u>
	<u>\$000</u>	<u>\$000</u>
Financial Assets		
Cash and deposits	5 064	4 147
Loans and receivables	122	1 758
	<u>5 186</u>	<u>5 905</u>

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 Receivables ^(a)	Aging of	Aging of	Net
	Receivables	Receivables	
	\$000	\$000	\$000
2012-13			
Not overdue	37	0	37
Total	37	0	37
2011-12			
Not overdue	703	0	703
Total	703	0	703
External Receivables^(a)			
	Aging of	Aging of	Net
	Receivables	Receivables	
	\$000	\$000	\$000
2012-13			
Not overdue	8	0	8
Overdue for less than 30 days	10	0	10
Overdue for 30 to 60 days	0	2	-2
Overdue for more than 60 days	24	20	4
Total	42	22	20
Reconciliation of the Allowance for Impairment Losses^(b)			
Opening		123	
Increase/(Decrease) in allowance recognised in profit or loss		(101)	
Total		22	
2011-12			
Not overdue	736	0	736
Overdue for less than 30 days	33	0	33
Overdue for 30 to 60 days	71	23	48
Overdue for more than 60 days	146	100	46
Total	986	123	863
Reconciliation of the Allowance for Impairment Losses^(b)			
Opening		95	
Increase/(Decrease) in allowance recognised in profit or loss		28	
Total		123	

<^(a) Internal receivables are from entities within the NTG whereas external receivables are from third parties external to the NTG.>

<^(b) Reconciliations to be disclosed in the 'Aging of Impaired Receivables' column.>

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.

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.

e) Interest Rate Risk

The Department of Correctional Services has limited exposure to interest rate risk as Agency financial assets and financial liabilities are non-interest bearing.

f) Net Fair Value

The fair value of financial instruments is estimated using various methods. These methods are classified into the following levels:

Level 1 – derived from quoted prices in active markets for identical assets or liabilities.

Level 2 – derived from inputs other than quoted prices that are observable directly or indirectly.

Level 3 – derived from inputs not based on observable market data.

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:

	2012		
	External \$000	Internal \$000	External \$000
Within one year	177	2 414	545
Later than one year and not later than five years	288	1 902	1 067
Later than five years		26	
	465	4 343⁽¹⁾	1 612

(ii) Other Expenditure Commitments

Other non-cancellable expenditure commitments not recognised as liabilities are payable as follows:

Within one year	1 094	1 381
Later than one year and not later than five years	31 065	0
Later than five years	483 965	521 300
	516 124	0 522 681

⁽¹⁾ Minor inconsistency due to rounding.

18. CONTINGENT LIABILITIES AND CONTINGENT ASSETS

a) Contingent Liabilities

The Department of Correctional Services has entered into a number of contracts or agreements with the Australian Government and other private organisations. Included in these contracts and agreements are terms and conditions requiring the agency to provide either guarantee or indemnity to the beneficiaries.

The Department of Correctional Services maintains a register of contingent liabilities. Contingent liabilities are not accounted for on the agency's financial statements as they are difficult to quantify and the likelihood of occurrence is uncertain.

The contingent liability resulting from these undertakings is unquantifiable and no claims have arisen to date. The NT Government cannot avoid involvement in litigation that may potentially result in exposure to liability. Each indemnity provides has been assessed and approved by either the Accountable Officer or the Treasurer, with Ministerial endorsement, not to pose a significant risk to the Territory.

b) Contingent Assets

The Department of Correctional Services had 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.

20. ACCOUNTABLE OFFICER'S TRUST ACCOUNT

In accordance with section 7 of the *Financial Management Act*, an Accountable Officer's Trust Account has been established for the receipt of money to be held in trust. A summary of activity is shown below:

Nature of Trust Money	Opening Balance 1 July 2012	Receipts	Payments	Closing Balance 30 June 2013
Prisoner ¹	344	5 879	5 760	463
Bond money ²	273	0	273	0
Unclaimed monies	21	0	21	0
Other	626	0	626	0
	1 264	5 879	6 680	463

¹ Prisoner Trust monies include prisoner monies, money received for sale of artworks, gifts and earnings held in trust by the Northern Territory Government on behalf of prisoners.

² Bail and Courts trust monies held for bail and other court monies.

21. WRITE-OFFS, POSTPONEMENTS, WAIVERS, GIFTS AND EX GRATIA PAYMENTS

Agency		Agency		Territory Items		Territory Items	
2013	No. of Trans.	2012	No. of Trans.	2013	No. of Trans.	2012	No. of Trans.
\$000		\$000		\$000		\$000	

Write-offs, Postponements and Waivers Under the Financial Management Act

Represented by:

Amounts written off, postponed and waived by Delegates

Irrecoverable amounts payable to the Territory or an agency written off

Losses or deficiencies of money written off

Public property written off

Waiver or postponement of right to receive or recover money or property

Total Written Off, Postponed and Waived by Delegates	0	0	1	2	0	0	0	0
---	----------	----------	----------	----------	----------	----------	----------	----------

Amounts written off, postponed and waived by the Treasurer

Irrecoverable amounts payable to the Territory or an agency written off

Losses or deficiencies of money written off

Public property written off

Waiver or postponement of right to receive or recover money or property

Total Written Off, Postponed and Waived by the Treasurer	0	0	0	0	0	0	0	0
---	----------	----------	----------	----------	----------	----------	----------	----------

22. SCHEDULE OF 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)).

	<u>2013</u>	<u>2012</u>
	<u>\$000</u>	<u>\$000</u>
TERRITORY INCOME AND EXPENSES		
Income		
Taxation revenue		
Grants and subsidies revenue		
Current		
Capital		
Fees from regulatory services		1 457
Royalties and rents		
Other income		12 284
Total Income	<u>0</u>	<u>13 741</u>
Expenses		
Central Holding Authority income transferred		
Doubtful debts		
Bad debts		13 741
Other administrative expenses		
Total Expenses	<u>0</u>	<u>13 741</u>
Territory Income less Expenses	<u>0</u>	<u>0</u>

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 currently achieved through policy and guidance documentation and reviews in areas such as staff wellbeing and occupational health and safety, motor vehicle usage, building maintenance and travel procedures.

Classification	2012 – 13 (Total Value in \$)
Workers Compensation – total costs as provided by Department of Corporate and Information Services	\$1 356 629.25 ¹
Workers Compensation – early intervention program	\$ 3 568
Employee Assistance Program ²	\$ 73 029 ²
Motor Vehicles – total costs as provided by NT Fleet	\$41 392
Damaged Clothing Compensation	\$480
Total	\$1 475 098.25

¹ This figure is calculated as the sum of all payments (including weekly salary) processed through the Figtree Injury Management System for that period.

² Individuals divisions were responsible for coding early intervention data; previously this was completed centrally. This has resulted in variations in coding, specifically where Employee Assistance Program (EAP) costs have been incorrectly coded to early intervention, instead of the discreet EAP ledger code. As a result early intervention and EAP figures have been reported separately for 2012-13.

APPENDIXES

Legislation

Acts administered by the Department of Correctional Services 2013 (as per Administrative Arrangements Order 20 March 2013) are as follows:

Prisons (Correctional Services) Act 2013

Governs prison operations, prisoner management and provides for the control of all prisons including police prisons, and the custody of all prisoners in the Northern Territory. The Act also deals with Official Visitors, Chaplains, Visitors, Female prisoners and Employment of prisoners requiring surveillance.

Prisoners (Interstate Transfer) Act 2010

Allows Northern Territory participation in the national scheme under which prisoners can seek transfer between the Territory and a State or another Territory of the Commonwealth.

International Transfer of Prisoners (Northern Territory) Act 2000

The Act enables the transfer of prisoners, to and from Australia, in accordance with the *Commonwealth's International Transfer of Prisoners Act 1997*.

Youth Justice Act 2012

The Act provides for justice in relation to youth (persons under 18 years of age) who have committed or alleged to have committed offences, youth diversion activities, including establishment of Youth Detention Centres, Family Responsibility Agreements and the Register of Appropriate Support persons. The Act also establishes the Youth Justice Court and the Youth Justice Advisory Committee.

Parole of Prisoners Act 2013

Establishes the Parole Board of the Northern Territory; enables the Minister to appoint Parole Officers and sets out their functions, sets out the requirements for releasing prisoners to parole and revoking or cancelling Parole Orders if conditions are breached.

Parole Orders (Transfer) Act 1996

Allows offenders completing their prison sentences on parole to register interstate where they then become subject to the parole law of the 'receiving' state or territory and establishes the mechanism so that Parolees from other states and territories can register here in the Northern Territory.

Sentencing Act 2013

This Act is administered by the Northern Territory Department of the Attorney-General and Justice except for section 26, divisions 4 and 4A, subdivisions 2, 2A, 3 and 4 of division 5; and divisions 6A and 6B which are administered by Northern Territory Department of Correctional Services. These relate to Fine Default and Community Work Orders, Custodial Orders, and Mandatory Imprisonment for violence offences and mandatory imprisonment for sexual offences.

Contracts Awarded 2012-13

Title of requisition	Contractor	Value	Date
Alice Springs Correctional Centre – design and document expansion to Cottage Precinct	Best Designs Pty Ltd	\$138 083	3/08/2012
Darwin Correctional Centre – Admin Block A replace air conditioners	United Air Conditioning and Mechanical Services	\$59 104	9/12/2012
Alice Springs Correctional Centre – supply and delivery of frozen vegetables for a period of 36 months	Blaine Pty Ltd	\$391 956	7/06/2013
Darwin Consultancy – Website development (Intranet)	Simient	\$44 939	7/6/2013
All Centres – Consultancy – Development of Indigenous Language Community Legal Education Resources for Community Corrections	NLINK	\$44 000	17/05/2013
Drafting Legislation	Mr David Mills	\$24 000	17/05/2013
Alice Springs – Correctional Centre and Barkly Work Camp – Delivery of Vocational Training for a period of 12 months	Charles Darwin University	\$165 240	19/04/2013
Darwin Correctional Centre – Stores, Supply and Delivery of navy shorts for a period of 12 months	The Cricket and Football Shop	\$34 375	5/04/2013
Alice Springs Correctional Centre – Supply and delivery of milk and dairy products for a period of 36 months	Parmalat Australia Ltd	\$313 509	22/03/2013
Darwin Correctional Centre – supply and delivery of S.W.A.T. boots metro air 9'123201 for a period of 24 months	The Cricket and Football Shop	\$34 750	15/03/2013
Delivery of QuickSmart Program in NT Correctional Centres for a period of 24 months	University of New England	\$704 000	8/03/2013
Delivery of BSB51107 Diploma of Management to Prison Officers	Alana Kaye Education and Training Specialists	\$60 300	8/03/2013
Alice Springs Correctional Centre – supply and install various kitchen equipment	David Heinzl	\$158 310	22/02/2013
Darwin Correctional Centre – supply and delivery of men's briefs, socks and caps for a period of 12 months - for prisoner issue	Geminex Northern Territory	\$27 018	15/02/2013
Darwin Correctional Centre – supply and delivery of T-shirts for a period of 12 months – for prisoner issue	The Cricket and Football Shop	\$32 850	15/01/2013
Darwin Correctional Centre – Provision of Driver Education for a period of 12 months	IS Australia Winnellie NT Training Plus NT	\$50 600	18/01/2013
Darwin – New QTOL Enabled – Supply of Electricity to Darwin Correctional Centre, Berrimah and the Don Dale Juvenile Detention Centre for a period of 24 months	Power and Water Corporation	\$1 441 938	11/1/2013
Alice Springs Correctional Centre – Supply and delivery of non-perishable foods including portion control for a period of 36 months	Lay and Sons Organisation Pty Ltd	\$1 789 295	30/11/2012
Alice Springs Correctional Centre – supply and delivery of Number Plate Manufacturing Equipment and Associated Goods for a period of 36 months	LicenSys Pty Ltd	\$697 386	6/07/2012
Alice Springs Correctional Centre – supply and delivery of fresh bread, rolls and buns for a period of 36 months	Quality Bakers Australia	\$1 141 119	6/07/2013

Grants Administered

Community Work Grants

Grant funding is available to help organisations establish Community Work projects to assist offenders in successfully meeting the requirements of these court orders. The following Community Work Grants were distributed to the following organisations:

Recipient	2012-13 Grant (excl gst)
Tiwi Islands Shire Council	\$54 000
Salvation Army Sunrise Centre	\$500
Belyuen Community Council	\$5 500
Blatherskite Park Trustees	\$1 691
Arlpwe Artists	\$7 000
BBC - The Gathering	\$4 130
Paws Darwin	\$5 002
Naiiyu Nambiyu	\$7 500
Pulikutjarra Aboriginal Corporation	\$ 4 200
Maningrida Progress Association	\$9 000
Groote Eylandt and Milyakburra Youth Development Unit Inc	\$4 000
West Arnhem Shire	\$17 890
East Arnhem Shire	\$5 300
Ltyentye Apurte -Community Care	\$3 000
BBC - The Gathering	\$39 000
NT Rugby League	\$4 000
Historical Society of Katherine	\$ 1 563
Parks and Wildlife Commission of the Northern Territory	\$3 030
Total	\$176 306

Youth Justice Grants

Provided for youth diversion and rehabilitation programs which are targeted to youth at risk of entering and youth entrenched in the criminal justice system. This includes provision of support for youth to reintegrate into the community upon completion of a detention order.

Register of appropriate support persons

Funds the provision of a 24 hour support service to young people being questioned or interviewed by police as per the Part 2 of the *Youth Justice Act*.

Recipient	2012-13 Grant (excl gst)
Life Without Barriers	\$35 000.00
Mission Australia Limited	\$21 730.00

Youth Diversion

Community based Diversion grants are funded under Part 3 of the *Youth Justice Act*. The aim of the program is to divert young people away from the formal justice system and the courts.

Recipient	2012-13 Grant
Young Men's Christian Association Katherine Inc.	\$198 056.38
Young Women's Christian Association Inc.	\$502 546.46
Groote Eylandt and Milyakburra Youth Development Unit (GEMYDU)	\$136 701.90
The Synod of the Diocese of the NT Inc. (Anglicare NT)	\$260 000.00
Roper Gulf Shire Council	\$205 053.00
MacDonnell Shire Council	\$89 733.56
Julalikari Council Aboriginal Corporation	\$247 573.98
Tiwi Islands Shire Council	\$142 057.29
Relationships Australia Northern Territory Inc.	\$319 420.90
Ngaanyatjarra Pitjantjatjara Yankunytjatjara Women's Council Aboriginal Corporation	\$118 484.53
The Australian Children's Music Foundation Limited	\$35 000.00
Darwin Aboriginal Women's Shelter	\$64 950.00
Barkly Youth Services	\$200 000.00

Rehabilitation Camps

Fund organisations to provide Rehabilitation Camps for young people who were demonstrating anti-social and offending behaviour. Youth Rehabilitation Camps grants ceased in 2012 with the transition to the Rehabilitation and Services Diversion model. Funding arrangements ceased in December 2012 with the development of the Northern Territory Youth Boot Camp Program.

Recipient	2012-13 Grant
Balunu	\$372 150.46
Tangentyere Council	\$179 837.28

Note: any surplus grant funds are a result of the delays caused by the recalibration due to the reform agenda for Youth Justice Grants.

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 Centre Tivendale Road Berrimah NT 0820	GPO Box 1407 Darwin NT 0801	8922 0111	8947 1306
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	89623273
Nhulunbuy Mobile Work Camp	PO Box 1407 Darwin NT 0801	0417 879 983	N/A
Community Corrections			
Head Office 68 The Esplanade, Darwin NT 0800 CommunityCorrectionsNTCS.doj@nt.gov.au	GPO Box 3196 Darwin NT 0801	8935 7777	8935 7461
Alice Springs Ground Floor, Greateorex Building Cnr Bath and Parsons Streets, Alice Springs	PO Box 2407 Alice Springs NT 0871	8951 5631 1800 030 334	8951 5169
Casuarina Cas Com Centre, Shop 4, 13-17 Scaturchio Street, Casuarina	PO Box 40696 Casuarina NT 0811	8922 6501 1800 006 165	8922 6555
Groote Eylandt Cnr of Arnhem Crescent and Taylor Street, Alyangula	PO Box 623 Alyangula NT 0885	8987 6077	8987 6589
Katherine First Floor, Government Centre, First Street, Katherine	PO Box 2031 Katherine NT 0851	8973 8743 1800 684 873	8973 8757
Nhulunbuy Shop 6, Endeavour Square, Nhulunbuy	PO Box 471 Nhulunbuy NT 0881	8939 2800 1800 002 887	N/A
Palmerston 6 Frances Dr, Palmerston	PO Box 1180 Palmerston NT 0831	8939 0100 1800 002 255	8939 2888
Tennant Creek 33 Leichardt Street, Tennant Creek	PO Box 1069 Tennant Creek NT 0861	8962 4466 1800 688 520	8962 4468
Wadeye Lot 491, Port Keats	PMB Wadeye NT 0822	8978 2309 0401 117 010	8978 2322
Youth Justice			
Head Office	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	PO Box 8469 Alice Springs NT 0870	8951 1022	N/A
Family Responsibility Centre Darwin	PO Box 3196 Darwin NT 0801	8944 8605	8927 1120
Family Responsibility Centre Alice Springs	PO Box 721 Alice Springs NT 0870	8951 5867	8951 5870