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Government



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positive difference
in people's lives



DEPARTMENT OF
CORRECTIONAL SERVICES

2013-14

ANNUAL REPORT

Purpose of the Annual Report

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

The primary purpose of this annual report is accountability, in particular about the performance and key achievements of the Northern Territory Department of Correctional Services during 1 July 2013 to 30 June 2014.

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 and 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 and can be viewed online at www.correctionalservices.nt.gov.au

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

Dear Minister Elferink

I am delighted to present you with the 2013-14 Annual Report for the Northern Territory Department of Correctional Services which has been prepared in accordance with the provisions of section 28 of the *Public Sector Employment and Management Act* and section 12 of the *Financial Management Act*, for presentation to the Northern Territory Legislative Assembly.

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

- a) Proper records of all transactions affecting the Northern Territory 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 2014

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Glossary

ABS	Australian Bureau of Statistics
ASCC	Alice Springs Correctional Centre
ASYDC	Alice Springs Youth Detention Centre
ATSI	Aboriginal and Torres Strait Islander
AHD	Administrative Home Detention
BWC	Barkly Work Camp
CC	Community Corrections
CIO	Chief Industry Officer
Commissioner	Commissioner of Correctional Services
CWO	Community Work Order
CO/FO	Custodial Officer/First Class
DWC	Datjala Work Camp
DCC	Darwin Correctional Centre
DCP	Darwin Correctional Precinct
DDYDC	Don Dale Youth Detention Centre
ED	Executive Director
EM	Electronic Monitoring
FTE	Full time equivalent employee
FRC	Family Responsibility Centre
FVP	Family Violence Program
GPS	Global Positioning System
HR	Human Resources
IEP	Indigenous Employment Program
IOMS	Integrated Offender Management System
IR	Industrial Relations
Minister	Minister for Correctional Services
MLA	Member of the Northern Territory Legislative Assembly
MP&I	Major Projects and Infrastructure
NTCI	Northern Territory Correctional Industries
NGO	Non-Government Organisation
NTDCS	Northern Territory Department of Correctional Services
NTPS	Northern Territory Public Sector
OIC	Officer In Charge
PBSS	People, Business and Strategic Services
POIT	Prison Officer in Training
RTO	Registered Training Organisation
SIO	Senior Industry Officer
SLDU	Staff Learning and Development Unit
TCO	Trainee Correctional Officer

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The year in review by the Commissioner



Commissioner
Ken Middlebrook

It has been a very busy year for the Northern Territory Department of Correctional Services (NTDCS) with a number of significant achievements delivered and milestones met across all areas. Having had some time to observe and evaluate the organisation over our first year I took the opportunity, in consultation with my executive team, to realign some functions within the department resulting in a new organisational structure.

The annual report has been structured to report progress, achievements and outcomes for the period of 1 July 2013 to 30 June 2014 against each of the themes identified in the *Strategic Intent 2013 – 2016* launched in October 2013. NTDCS will report against the strategic plan in future years, developing an evidence base of quantitative and qualitative data to support our efforts to reduce recidivism in the Northern Territory.

The department received income of \$154 million in 2013-14, a \$16 million increase compared to 2012-13, predominately due to an increase in Output Appropriation for new projects, mainly for early intervention programs and residential boot camps for youth offenders, commissioning of the Darwin Correctional Precinct and enhancement of prison industries at the Alice Springs Correctional Centre.

Key results at year end were:

- An operating deficit of \$5 million primarily due to unfunded depreciation expense of \$9 million, which was offset by \$20 million increase for Output Appropriation
- Cash of \$13.2 million at year end, an increase of \$8.2 million from 2012-13.

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

Performance against key deliverables in each output group show mixed results. For Custodial Services, the daily average number of prisoners was lower than anticipated from that of 12 months ago, however over 56% of the daily average number of prisoners participated in offender programs, 64% participated in employment programs and 52 prisoners were eligible to participate in the Sentenced to a Job initiative. With more business partnerships currently under development it is expected that these figures will improve in future. While the delay in opening the Darwin Correctional Precinct meant not all milestones were met, it is a measure of our success in providing a supportive people culture and a sign of a dedicated and committed workforce that we achieved a 94.8% staff retention rate for custodial officers.

Community Corrections continued to meet or exceed key deliverables with 68% of orders successfully completed and 20,000 community work hours completed.

Youth Justice had close to the estimated daily average number of detainees during the year, with Family Responsibility Centres either meeting or exceeding the anticipated number of families case managed at any time, in both Alice Springs and Darwin. The commencement of Youth Boot Camps in June 2014 resulted in 17 young people completing a camp program. Over \$3.49 million of targeted youth grants were distributed this year.

Our core business remains focussed on reducing recidivism and is evidenced by the diversity and range of programs and services developed and delivered across the agency. The interconnections between Youth Justice, Custodial Operations and Community Corrections, underpinned by specialised corporate and governance staff is fundamental to our success over the past year.

A structured approach that begins with identifying the needs of young people in, or at risk of, entering the justice system, assisting those in custody through programs to address their behaviour, access to education and participation in Sentenced to a Job programs where appropriate, including reintegration back into the community, or through parole or community orders, persons in our care - prisoner, offender or detainee are supported and encouraged to improve and address their offending behaviour.

A key to achieving a robust, improved and flexible correctional service for the Northern Territory required a new Act to govern and administer contemporary practices. Within a tight timeframe, the culmination of efforts of this department and the Department of the Attorney-General and Justice saw the drafting of a new *Correctional Services Bill* and *Correctional Services (Related and Consequential Amendments) Bill*, which was informed by our experiences, learnings and our existing and emerging operational requirements. For the year ahead, work has already commenced to ensure we are ready for the implementation of the new Act.

This time last year I was anticipating being on track to commission the Darwin Correctional Precinct on 1 July 2014. Following consultations with the Project Consortium, the project was unfortunately delayed, however the dedicated commissioning team have been working diligently over the last year to inform the project management and developed a new, efficient operating model for the running of the new Darwin Correctional Precinct.

I would also like to take this opportunity to thank all Correctional Services staff across the Northern Territory for their dedication and efforts over the past year.

KEN MIDDLEBROOK
COMMISSIONER
30 September 2014

Highlights 2013-14

New Correctional Services Bill

The department undertook a wholesale review of the *Prisons (Correctional Services) Act*. The *Correctional Services Act* and the *Correctional Services (Related and Consequential Amendments) Act* were introduced to the Northern Territory Legislative Assembly on 19 June 2014. The purpose of the *Correctional Services Act* was to repeal and replace the *Prisons (Correctional Services) Act* with a contemporary legislative model for managing correctional services into the future. The *Correctional Services (Related and Consequential Amendments) Act* amends a number of other Acts and Regulations to ensure terminology is consistent and to ensure operational aspects of the Act are mirrored in others Acts and Regulations where appropriate. The legislation project required extensive consultation between NTDCS, government agencies and external stakeholders including the legal profession. (Editors note: Both Acts were assented to 9 September 2014)

Paperless Parole Board

During 2013-14 the completion of enhancements to the Integrated Offender Management System (IOMS) enabled the Parole Board Secretariat to focus on uploading scanned files, deployment of eScribe to the government information technology environment, end to end system testing and training. Members continued to get hard copy files at the January and February 2014 meetings while in transition to the new system. The Parole Board is now paper free.

Garma Festival – three year agreement signed

A Memorandum of Understanding (MOU) between the Yothu Yindi Foundation Aboriginal Corporation, Gumatj Corporation and NTDCS was signed on 9 August 2013 at the Garma Festival with Minister Elferink signing the Agreement on behalf of the department. The MOU agreed to provide a 30 prisoner work crew for operational work for the Garma Festival for a further three years from 2013 to 2016.

iTalk and Corrections – a winning combination

Prisoners at the Alice Springs Correctional Centre (ASCC) are involved in a unique education and training program to produce multi-media videos.

In partnership with the Alice Springs-based iTalk Library, the first productions to roll out of the studio at ASCC were work health and safety videos for use in the industry sections of both ASCC and the new Darwin Correctional Precinct (DCP).

New Staff Learning and Development Centre

The new Training Centre on site at DCP was completed in March 2014 and is now the principle centre for the department's ongoing training as well as training specific to DCP. The centre has modern facilities including interactive whiteboards, computer training rooms and a training cell to teach new recruits appropriate cell extraction and search procedures. All current custodial staff at DCC who will transition to DCP have completed site specific training.

No Smoking Good News – marking one year smoke-free

NTDCS has made a commitment to improve the health outcomes of prisoners and detainees under its care, and provide a safe, clean and healthy workplace environment for our employees. The introduction and implementation of the smoke-free policy represented a significant culture change for NTDCS. The successful implementation was an enormous achievement due to a combined commitment from staff at all levels. The Northern Territory was the first jurisdiction in Australia to introduce a smoke-free policy for all correctional facilities, and is now an expert resource for other states and territories.

Electronic Monitoring

The implementation of an Electronic Monitoring (EM) solution forms part of the government's *Pillars of Justice-Law Reform*. It stipulates the requirement for NTDCS and the NT Police, Fire and Emergency Services (NTPFES) to develop the capability of a comprehensive EM solution. NTDCS has been nominated as the lead agency for this project with NTPFES as a key stakeholder.

Implementation of the *Serious Sex Offenders Act*

The *Serious Sex Offenders Act* came into force on 1 July 2013. The primary objective of this *Act* is to enhance the protection and safety of victims of serious sex offences and the community generally by allowing for the control, by continued detention or supervised release, of offenders who have committed serious sex offences and pose a serious danger to the community. The Serious Sex Offender Referral Committee meets regularly to assess qualifying offenders and determine whether an application should be referred to the Attorney-General.

ASCC Infrastructure expansion

New infrastructure has provided ASCC with additional accommodation, an administration building and an industries shed in the Cottages Sector.

On 16 April 2014, Minister Elferink officially opened 40 new low-security beds at the Cottages which increased the accommodation from 130 to 180 beds. The additional beds are part of a \$4.58 million infrastructure upgrade at ASCC, which also includes a new administration building, an 800sq/m prison industries shed and improved security fencing.

The additional industries shed will provide opportunities for prisoners to gain skills to enhance their employment prospects. Prisoners will have the opportunity to participate in metalwork and woodwork and learn skills to gain entry into these areas of work in the community.

Keep Australia Beautiful – Tidy Towns Awards

On 19 October 2013, the 32nd Territory Tidy Town Awards were held in Alice Springs to recognise Territory community and individual efforts that are helping remote, rural and regional communities become environmentally, economically and socially sustainable.

The 2013 Dame Phyllis Frost Litter Control and Prevention Award was presented to the DCC Mobile Work Team Chief Prison Officer, Raymond Petrie.

ASCC won a Keep Australia Beautiful NT Tidy Town Award for Water Conservation. This award was in recognition of ASCC which have, as part of educational and vocational training, integrated wise water use into horticulture programs. There has also been a significant effort towards water conservation at the centre.



The 2013 Dame Phyllis Frost Litter Control and Prevention Award was presented to Chief Prison Officer Raymond Petrie of the DCC Mobile Work Party



ASCC staff marching in the ANZAC Day parade

ANZAC Day marches

Staff at ASCC were invited to attend the ANZAC parade held in Alice Springs on 25 April 2014. Our staff marched together in an act of solidarity and remembrance of all past and present service men and women.

The Barkly Work Camp (BWC), as per previous years, assisted the Returned Services League Club (RSL) with preparations of their grounds and club in Tennant Creek including grounds maintenance, removal of unwanted items, set up of the main area and parade ground for ANZAC Day held on 25 April 2014. The BWC work party also assisted with the packing up of the event on conclusion of the march.

Ten prisoners with Open Classifications from BWC along with two Prison Officers, Lucas O'Donoghue (Australian Indigenous from Tennant Creek) and Grahame Firth (Papuan) participated in the march, which progressed from the Greyhound Bus Depot along Patterson Street to the RSL Club. The ANZAC march and ceremony focused on remembering the contribution of Aboriginal men and women who participated in past wars and service with the Australian Defence Force. All prisoners who participated were very proud to have represented service men and women, past and present, by marching in the parade.



Staff and prisoners from Barkly Work Camp at the ANZAC Day march in Tennant Creek, 2014

New Drug Detection Dog Unit Facility in Alice Springs

A new Drug Detection Dog Squad Unit has been built at a cost of \$453 000 at ASCC. The new building replaces an old demountable that was beyond economical repair that will now be used as a training building by the Drug and Dog Squad Unit.

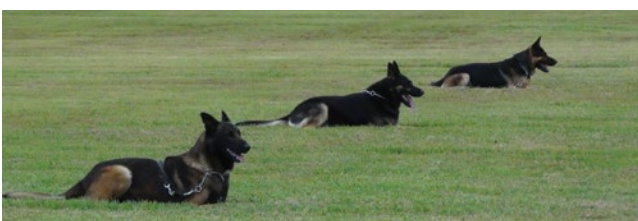
The new building incorporates numerous improvements including a purpose built dog sick bay, large training/staff room, a general office area and separate change room with locker facilities. The building has been designed and constructed to provide at least 20 years' service and to blend in with existing infrastructure at ASCC.



CO/FC Dorinda Blok and drug detection dog Nitro in Alice Springs



CO/FC Stacey Richards and drug detection dog Gypsy in Alice Springs



ASCC Drug Detection Dog Unit – dogs down



Bruno doesn't go for walks – he patrols



L-R: Dog Handler CO Kane Tisler, CO Tom Langcake and CO Binish Pulivelil Jose



ASCC new Drug Detection Dog Unit



Our goals for the next 12 months

- Commission the new Darwin Correctional Precinct
- Review and expand Northern Territory Correctional Industries throughout the correctional centres
- Provide prisoners with a pathway to reintegration and supporting industry development through the Sentenced to a Job initiative that has a target of 200 prisoners in paid employment
- Introduce Administrative Home Detention
- Partner with communities for regional work camps that enable prisoners to serve their sentence 'in community' while learning trade skills and undertaking work placements
- Enhance training, education and programs for prisoners that lead to employment opportunities
- Establish mentoring and volunteer programs and expand the Elders Visiting Program
- Improve rehabilitative outcomes by providing pre and post-release supported accommodation to prisoners and offenders
- Introduce Electronic Monitoring as a new approach for the management and monitoring of prisoners and offenders
- Develop a Youth Justice Framework that will provide a coordinated and comprehensive response to youth justice issues
- Implement Youth Boot Camps.

Strategic issues for 2014-15

- 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
- Increase participation rates in correctional centre prisoner employment programs
- Expand prisoner participation rates in the Sentenced to a Job program
- Provide well-ordered establishments in which we treat people in our care safely, securely, humanely and lawfully
- Shape community safety by:
 - developing and implementing the Youth Justice Framework, which will provide a coordinated and comprehensive cross-agency and non-government organisations response, program and service delivery to young people at risk of entering, or in, the youth justice system
 - developing and implementing a detention centre model to align with contemporary practice
 - reviewing and supporting boot camps as part of the at risk through-care model and the young offenders through-care model that are to be developed as part of the Youth Justice Framework
 - developing and implementing a community-based youth-supervision model to provide alternatives to detention
- Manage the transition of prisoners from existing facilities to the new Darwin Correctional Precinct
- 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 reoffending
- Assess options for Electronic Monitoring solutions within the Northern Territory to provide enhanced monitoring and surveillance of offenders in the community to enable offenders to return home
- Improve the health and wellbeing of people by extending their capacity to engage in their own health care and encouraging healthy lifestyles and wellbeing.

Our Organisation

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L-R Kylie Robinson Senior Communications Officer with Raymond Morrison and Semia Truan from the Family Responsibility Program in Darwin.

Role and function

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

Our multi-dimensional workforce undertakes a wide range of activities to deliver our correctional services. The significant majority of our people resources are providing services directly to the public with a small, but effective percentage invested in supporting front line positions. As at May 2014:

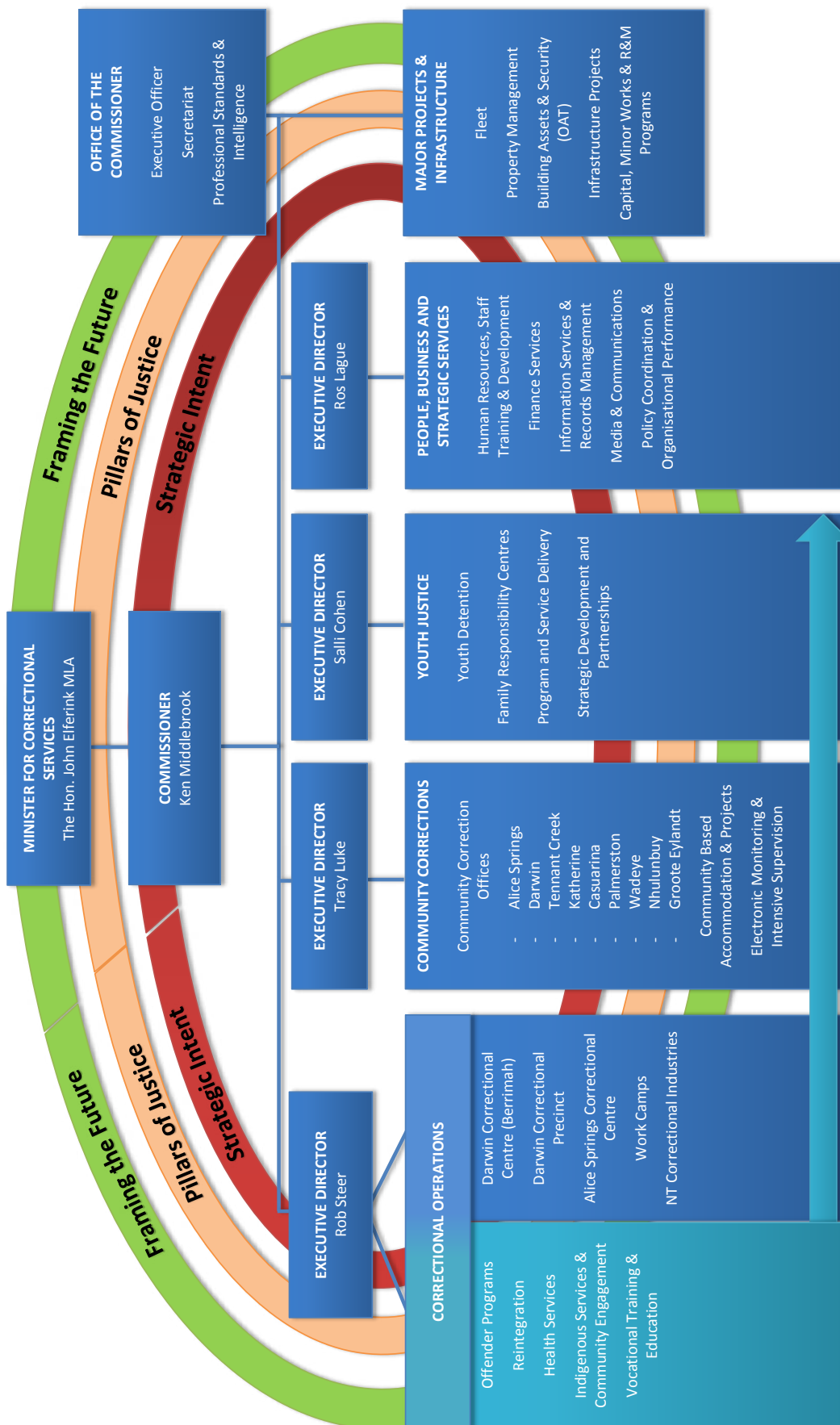
- 82% of staff provide a service directly to the public
- 14% provide essential services to those directly serving the public
- 4% provide corporate services or whole of agency support.

We expect the percentage of front line staff to increase under the new structure whilst improving the effectiveness of those roles supporting these staff.

Organisational Review

Early in 2014, there was a review of the organisation's structure following a direction from government for all agencies to find savings and efficiencies. It was determined that it was timely for an evaluation and review of the high level department structure as it had been in place since the creation of the new Department of Correctional Services pursuant to the Administrative Arrangement Orders of September 2012. The restructure integrated programs from six divisions to four new divisions streamlining reporting and consolidating efficiencies. The following diagram reflects the new NTDCS organisational structure as at June 2014.

DEPARTMENT OF CORRECTIONAL SERVICES ORGANISATION STRUCTURE



May 2014

FINAL

Executive Directors' Group



Front L-R: Rosanne Lague, Ken Middlebrook, Tracy Luke and back L-R: Lidia Di Lembo, Rob Steer, Salli Cohen, Phil Brown

Ken Middlebrook

Commissioner of Correctional Services

Ken has 37 years' experience in Correctional Services, with 25 of those years in management. His positions have included Superintendent, Chief Superintendent and Assistant Commissioner in New South Wales.

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

Rosanne Lague

Executive Director, People, Business and Strategic Services

Rosanne 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 relocated to the Northern Territory in 2008 to undertake a management position in Community Corrections. She was appointed to her current position in 2011. She holds a Bachelor of Arts and a Bachelor of Social Work and is currently a member of the Australian Association of Social Workers.

Salli Cohen

Executive Director, Youth Justice

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

Philip Brown

Executive Director, Custodial Operations

An Indigenous person born in Darwin, Philip commenced employment with NTDCS 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 DCC and in 2006 was promoted to Superintendent of ASCC until 2009. During that time 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 was appointed Deputy Director Custodial Operations. Philip was appointed Executive Director Custodial Operations in 2011. In January 2014 Phil commenced with Catholic Care NT for a 12 month executive placement as part of the Northern Territory Government's Executive Mobility Program.

Rob Steer

Acting Executive Director, Correctional Operations

Rob Steer was appointed Acting Executive Director, Correctional Operations in January 2014 after joining NTDCS in October 2012.

Rob commenced working with Corrections in 1989 and brings a unique blend of public and private correctional management experience gained in a variety of correctional centres and regional and head office locations across four jurisdictions. In 1990 Rob was responsible for establishing the first private sector operation within a correctional centre in Australasia. In 2007 Rob graduated from the Australian Institute of Police Management in Sydney where he received a Graduate Certificate in Applied Management. Rob also holds a Diploma of Export, and has undertaken post graduate studies in manufacturing management. Rob has been the President of the Correctional Industries Association of Australasia since 2010.

Lidia Di Lembo

Director, Reform Initiatives, Communications and Community Engagement

Lidia has over 27 years of public service experience working across both the Federal Government and NTPS. Lidia joined the department in June 2012 as Director Reform Initiatives. Lidia was also involved in leading the commissioning of the new DCP. 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, has completed a number of Executive Leadership programs and 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.

Divisional structure

Office of the Commissioner

Established to provide executive support to the Commissioner and includes Secretariat Unit and the Professional Standards Unit. The Office of the Commissioner undertakes a range of functions including coordination of whole-of-department information utilised within 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 staff and the Minister's office, both for formal, written correspondence and informal, verbal or emailed correspondence.

Secretariat

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

Professional Standards and Intelligence Unit

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

People, Business and Strategic Services

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

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

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

The Staff Learning and Development Unit

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

The primary training facility is the new purpose built staff learning and development centre at DCP. The centre houses both training and administrative staff who coordinate and facilitate training for all departmental staff. A training centre is also located at ASCC for Central Australian based staff.

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 three operational components:

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

Correctional Operations

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

- Two adult correctional centres, two adult work camps, mobile work camps and the commissioning of the new Darwin Correctional Precinct
- Offender Programs and Reintegration
- Health Services
- Sex Offender management
- Indigenous services
- Community engagement
- Vocational training and education
- NT Correctional Industries.

Community Corrections

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

- The management of orders of the courts and Parole Board by effective supervision of community based offenders
- Working with offenders to address factors that contribute to their offending behaviour
- Providing assessments and reports to the courts and the Parole Board to assist with effective sentencing and enhancing judicial decision-making processes
- Contributing to community safety and crime prevention through effective and timely case management of community based offenders
- Identifying 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 reoffending
- Participating with and promoting partnerships and service delivery with Indigenous organisations and remote communities to provide better rehabilitation and reintegration outcomes
- Participating with and promoting partnerships and service delivery to community based offenders and youth detainees that contribute to a safer and more secure community.

Major Projects and Infrastructure

Major Projects and Infrastructure (MP&I) provides leadership and effective planning processes for capital works, minor new works and repairs and maintenance programs for the department. 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.

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

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

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

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

Corporate Governance – committees, working groups and stakeholder engagement

Accountability, Performance and Evaluation	Planning and Implementation	Inter-Agency	External	National/ International
Commissioner				
Executive Directors' Group				
Internal Audit Committee	Pillars of Justice working groups	NT Coordination Committee of Chief Executives	Community of Safety Standing Committee	Corrective Services Ministers' Conference
Research working group	DCC Commissioning Team	Pillars of Justice steering committee	Parole Board	Corrective Services Administrators' Council
	DCC Decommissioning working group	Framing the Future – NGO partnership group	Probation and Community Corrections Officers Association	Senior Officials Committee on People Smuggling Crew Prosecutions
	Female Offenders Senior Officers' Group	Improving NTG services – Grants Mgt Review	Correctional Industries Advisory Councils	Australian Juvenile Justice Administrators
	Community Corrections working group	Living in a Home – steering committee	DCC Community Consultative Committee	Youth Justice Advisory Council
	Emerging Technologies working group	Communication and Marketing Bureau – Directors group		Inter jurisdictional Senior Officers
	Information Management committee	International engagement coordinating group		Juvenile Justice Research and Information Group
	Integrated Offender Management system	Serious Sex Offenders referral committee		Corrective Services Advisory Group
	Emergency Management WHS committees Cyclone Planning	Reportable offenders working group under the MOU		International Corrections and Prison Association working group
				National Corrective Services Statistics Unit Advisory group
				Corrections Industry Advisory Committee of Government skills, Australia

Strategic Planning Frameworks

Whole of Government – Framing the Future

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

Strong Society: Objective 3

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

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

Cross Agency – Pillars of Justice

On 16 May 2013, Chief Minister Giles, together with the Attorney-General, the Hon John Elferink MLA, announced to the Northern Territory Legislative Assembly the framework for a new justice strategy in the Northern Territory.

Pillars of Justice is a comprehensive framework for the integration of police, justice and correctional services. The framework will deliver strengthened and coordinated responses to target repeat offending, violence, alcohol related crime and ensure community safety.

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

Pillars of Justice aligns with the Northern Territory Government's overarching blueprint for economic, social, environmental and cultural development through *Framing the Future*.

In doing so, *Pillars of Justice* strives to build an inclusive society that supports the most vulnerable, and is safe for all.

Pillars of Justice will streamline the service continuum between the police, courts and the correctional systems and reframe the way in which justice is delivered.

The five fundamental pillars are police, courts, youth justice, corrections and victims. These will be supported by the sixth pillar, statutes reform.

Pillars of Justice will be implemented over the next 12 months by key justice and related agencies in the Northern Territory Government. There are a number of core strategies such as **Sentenced to a Job** that are well under way.

The Attorney-General will report to the Northern Territory community and the Legislative Assembly on further progress as reforms take place over the coming year.

Pillar three: Youth Justice reform

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

Pillar four: Corrections reform

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

Strategic Intent 2013-2016

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

NTDCS Annual Report is structured to report progress, achievements and outcomes against each of the strategic themes identified, for the period of 1 July 2013 to 30 June 2014.

Strategic Themes

The plan is built around four strategic themes:

Reduce reoffending 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.

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.

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

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 service 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

NTDCS Code of Conduct 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.



DEPARTMENT OF CORRECTIONAL SERVICES

STRATEGIC INTENT 2013–2016

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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 reoffending

Strategic Themes

Reduce reoffending 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

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

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Professional Excellence

Represent positively the department and the Northern Territory Government

Accountability

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



Commitment

Strive to achieve the department's business and strategic intent

Delivering justice, changing attitudes

Corporate Governance Framework

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

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

Elements of the department’s system of governance include:

- Leadership and management
- Strategic and business planning
- Community stakeholder consultation

- Risk management
- Performance and information management
- Evaluation and Performance review
- Legislative and statutory compliance
- Audits, reviews and evaluations.

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

The *Corporate Governance Framework* was approved by the Commissioner in January 2014, following extensive consultation.

NTDCS Corporate Governance

The *Corporate Governance Framework*, under the direction and responsibility of the Commissioner, ensures the department:

- Provides strategic direction
- Achieves objectives
- Manages risks
- Uses resources responsibly and with accountability.

Leadership, Ethics and Culture

Legislative Framework

Risk Management

External
Accountability

Planning and
Performance Reporting

Internal
Accountability

Stakeholder Engagement and Communications

Information and Decision Support

Evaluate and Review Governance Arrangements

Leadership

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

- Understand their roles and responsibilities
- Continuously improve performance and minimise risks
- Enhance stakeholder and public confidence in the department
- Meet legal, ethical and public service obligations.

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

Executive Directors' Group

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

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. 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.

Strategic risk management

Risk management underpins the department's approach to achieving both performance and conformance objectives. NTDCS fosters and promotes a risk management culture at all levels within the department with senior management being responsible for ensuring the principles of risk management are applied and integrated, as appropriate, into their planning and administration of activities, functions or processes.

Ethics and culture

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

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

The Office of the Commissioner of Public Interest Disclosures can, and will, independently investigate matters of improper conduct brought to their attention and refer them for appropriate handling by the responsible authority. All NTPS employees are protected against unfair or improper treatment which may occur as a result of reporting integrity issues.

NTDCS offers a supportive learning environment to all staff to ensure their awareness and understanding of their role and responsibilities under this framework.

Our Values

The department operates within the values structure set in the *Strategic Intent 2013–2016*.

Legislative Framework

NTDCS legislative framework includes Acts, policies, directives and regulations enabling the department and governing internal activities and external reporting requirements.

The list below is not exhaustive, however, it does highlight the most prominent and important legislation for the department.

Enabling Legislation 2013-14 <i>Prisons (Correctional Services) Act</i>			
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>
NTPS Code of Conduct	<i>International Transfer of Prisoners (NT) Act</i>	Procurement Regulations	<i>Public Interest Disclosure Act</i>
NTDCS Code of Conduct	<i>Parole of Prisoners Act</i>	Treasurers Directions	<i>Public Information Act</i>
<i>Privacy Act 1988</i>	<i>Parole Orders (Transfer) Act</i>	Delegations	
<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>		

Risk Management Framework

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


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

The framework is reviewed annually and comprises the following documents:

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

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

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

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

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

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

External accountability

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

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

Reporting

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

External accountability institutions

There are several external agencies which NTDCS is accountable to or required to provide information regarding performance and conformance with regulatory requirements. These include, but are not limited to, the Minister for Correctional Services, the Office of the Commissioner for Public Employment and Department of Treasury and Finance.

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. NTDCS planning and performance framework is aligned to assist in demonstrating how the department performs to meet its strategic and operational objectives.

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

Internal accountability

Investigations and Review Committee

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

Professional Standards Unit

The Professional Standards Unit provides a central referral point for allegations or incidents.

People under our care

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

The department is advancing contemporary technologies and modern approaches to the rehabilitation and reintegration of people within the correctional system. New initiatives aimed at targeting reoffending behaviours and more supported reintegration options are being implemented.

Media and enquiries

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

Exit survey

Online information and a cessation checklist is available to assist staff exiting the department. An exit survey is included on CorrectNET designed to provide an opportunity to explore the reasons for an employee's departure and to identify areas for improvement.

Human Resources collates all feedback and uses the data received to inform the People Plan.

Stakeholder engagement and communications

External stakeholders

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

Internal stakeholders

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

The table on page 18 articulates the diversity and breadth of internal and external stakeholder consultations and committees reflected in NTDCS performance and success in community engagement.

Information and decision support

Records management system

In an increasingly complex operating environment, public sector organisations have to manage their information in more sophisticated ways. Good record keeping is essential for transparency and accountability for NTDCS. All significant decisions or actions made need to be documented so the decisions or actions can withstand independent scrutiny. Proper recordkeeping allows others to understand the reasons why a decision was made or an action taken and can guide future decision-makers.

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

Information release

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.

The *Information Act* also defines strict timeframes for dealing with these requests for information. Requests are processed by the Information Officer, Office of the Commissioner.

Evaluate and review governance arrangements

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

NTDCS has implemented systems of review and evaluation of internal governance arrangements by various parties including the Organisational Performance Unit, the Audit Committee and the Internal Auditor. The Organisational Performance Unit conducts annual reviews of the Governance Framework and all relating documents to ensure information is kept up-to-date with government changes and internal policy/guideline changes.

Outputs and Performance

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- Output Group: Community Corrections 32
- Output Group: Youth Justice 33



DCC Acting Senior Industry Officer Gavin Leski supervising woodwork training in December 2013

Snapshot Statistics

Escapes and absconds during 2013-14

ADULT FACILITIES

Alice Springs Correctional Centre escapes

Year	Location	Number of Escapes	Returned
2013-14*	Alice Springs region	2	2

Darwin Correctional Centre escapes

Year	Location	Number of Escapes	Returned
2013-14*	Darwin region	4	4

Barkly Work Camp escapes

Year	Location	Number of Escapes	Returned
2013-14*	Barkly Work Camp	18	18

YOUTH FACILITIES

Don Dale Youth Detention Centre escapes

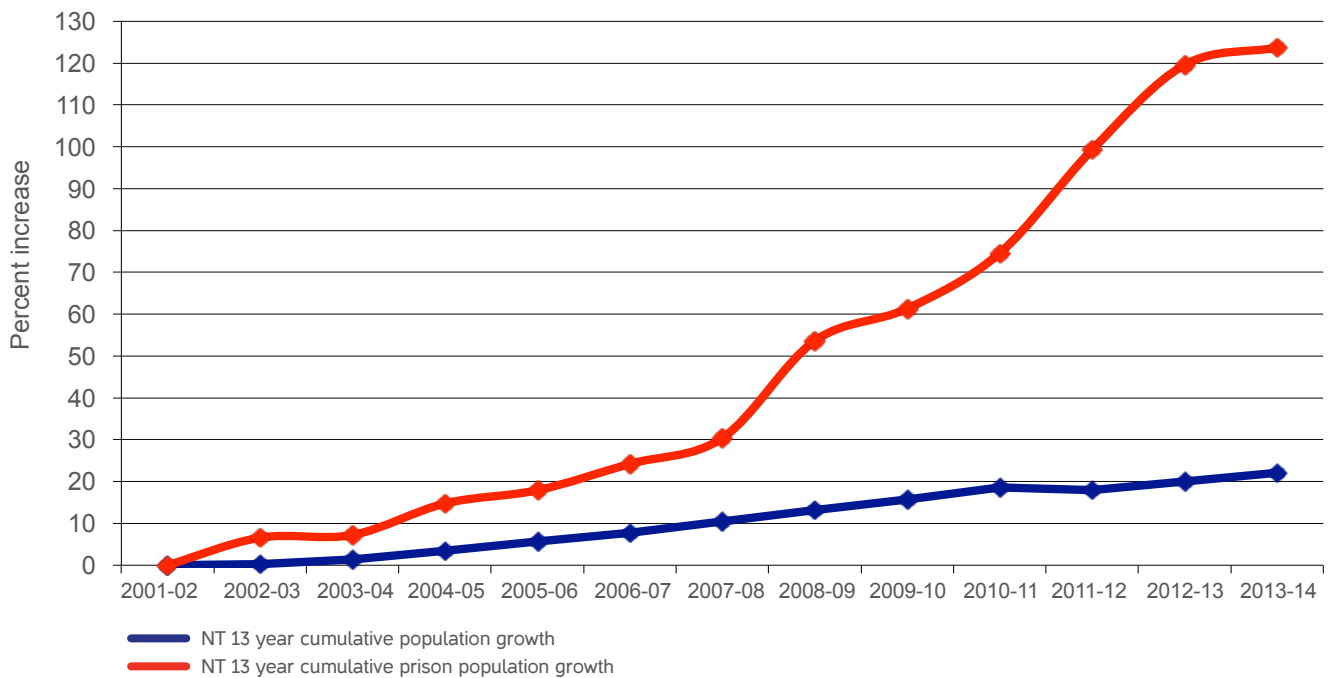
Year	Location	Number of Escapes	Returned
2013-14*	Darwin	1	1

Alice Springs Youth Detention Centre escapes

Year	Location	Number of Escapes	Returned
2013-14*	Alice Springs	4	4

Note: * As at 30 June 2014

Northern Territory population growth vs. prison population growth 2001-02 to 2013-14



The Australian Bureau of Statistics (ABS) released its publication *Corrective Services, Australia March quarter 2014* on 12 June 2014.

Persons imprisoned

The Northern Territory recorded the highest imprisonment rate in Australia, at 863.7 prisoners per 100,000 adult population in the March quarter 2014. This is almost five times the national rate of 184.3 prisoners per 100,000 adult population. The Territory's March quarter 2014 imprisonment rate was virtually unchanged from the March quarter 2013 rate.

In the March quarter 2014, the NT Indigenous imprisonment rate was 34.7% higher than the national Indigenous imprisonment rate. The NT Indigenous imprisonment rate was ranked second highest among Australian jurisdictions, behind Western Australia. Indigenous people are imprisoned nationally at 16 times the rate of non-Indigenous people. At 24.9%, the population of Indigenous adults in the NT's adult population is 11 times the national figure of 2.3%. This disparity drives our high rate of imprisonment relative to the national rate it is likely if the NT had the same demographic profile as the nation as a whole, our overall imprisonment rate would be approximately 20% greater, instead of 369% greater, than the national rate.

The daily average number of female prisoners in the NT for the March 2014 quarter was 121. Females represented 8% of all adults in custody in the NT during this period. Subsequently, the daily average imprisonment rate for females in the NT was 144.2 persons per 100,000 adult female population for the March 2014 quarter.

The imprisonment rate of females in the NT for this period was five times the national average rate of 28.6 persons per 100,000 adult female population. The daily average number of females in custody in the NT in the March 2014 quarter increased by 33% compared with the December 2014 quarter.

The daily average number of Indigenous females in custody in the March 2014 quarter was 106, which comprises 88% of total daily average number of adult females in custody during this period. The imprisonment rate of Indigenous females in the NT in the March 2014 quarter was 462.2 persons per 100,000 adult Indigenous females, which was 11% more than the national rate of 416.1 persons.

Persons in community based corrections

The NT recorded the highest rate of persons in community based corrections for the March quarter 2014, at 740 per 100,000 adult population. This is 2.4 times the national rate of 308.8 per 100,000 population across

Australia. In the March quarter 2014, 79.5% of the NT's people in community based corrections were Indigenous. This is almost four times the national proportion of 20.4%.

If the NT had the same demographic profile as the nation as a whole, our rate of persons in community based corrections in the March quarter 2014 would be approximately 251.1, or 18% less than the national rate of 308.8.

NOTE: The calculations of the impact of the NT's demographic profile on our rate of persons in prison and community based corrections are estimates based on information provided by the ABS, but are not part of the ABS population.

The estimated¹ daily average number of adult females in community based corrections for the March 2014 quarter was 242, which comprises 18% of the estimated daily average number of all adults in community based corrections during this period, as published by ABS. Subsequently, the estimated daily average rate for females in community based corrections in the NT was 288.4 persons per 100,000 adult female population for the March 2014 quarter. This rate was 2.6 times the national rate of 112.4 persons per 100,000 adult female population

Snapshot of 30 June 2014 – adult prisoners

- There were 108 adult females in custody in a NT Correctional Centre. This represented 7.3% of the adult prisoners held in custody.
- 50 of the female prisoners were located at ASCC and the remaining 58 were located at DCC
- Indigenous females comprised 88% (95) of the female prisoners.
- 36% of the female prisoners held in custody on this day were unsentenced.
- The median aggregate sentence of the sentenced female prisoners held in the NT was 448 days.
- 29% of the sentenced females had an aggregate sentence of less than six months. 19% of the sentenced females held had an aggregate sentence of greater than five years (including indefinite sentence).
- The average age of female prisoners held in custody on was 34 years.

Snapshot of 30 June 2014 – youth detainees

- There were seven youth females in custody in a NT youth detention centre. This represented 13.7% of the youths held in detention.
- Of the seven females in youth detention, six (86%) were unsentenced.
- The most serious offences recorded for the females in youth detention on 30 June 2014 were 'acts intended to cause injury', 'unlawful entry with intent' and 'theft and related offences'.

¹ Calculated by averaging the number of people in community based corrections on the first day of each month

Cost of managing prisoners/detainees

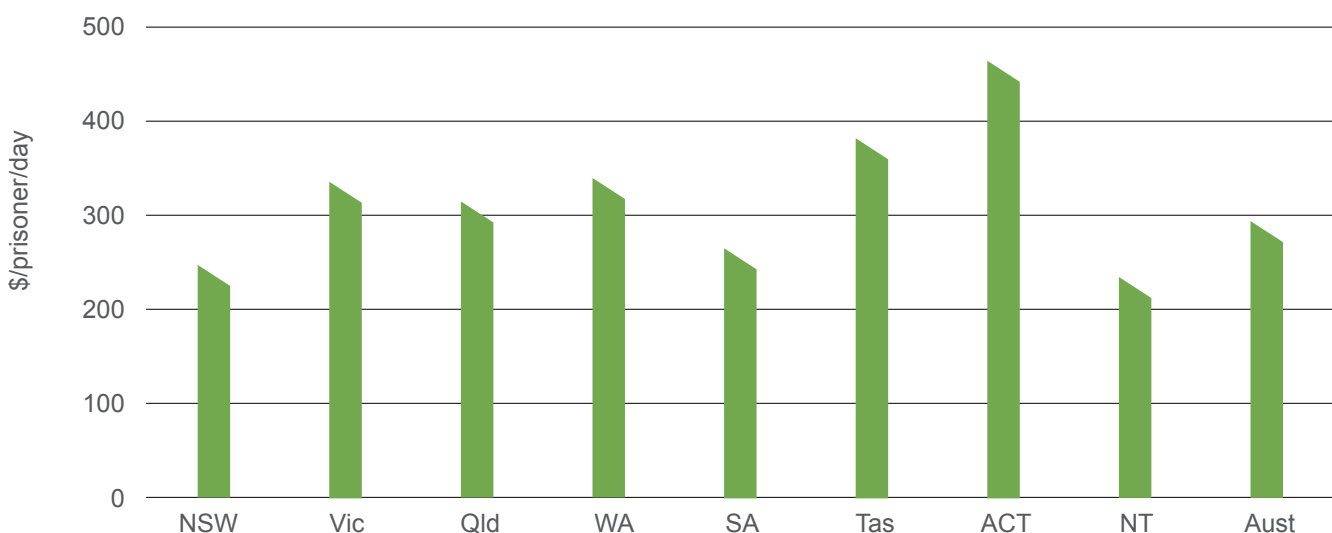
Table 1: Cost per prisoner per day

	2010-11 (\$)	2011-12 (\$)	2012-13 (\$)	2013-14 FY (\$)
Cost per prisoner per day – NTDCS	192.75	195.16	194.82	206.08
Cost per prisoner per day – ROGS	186.25	217.77	235.73	N/A

1. NTDCS definitions of the cost per prisoner per day, is that it is the 'net operating expenditure per prisoner' and does not include capital costs.
2. Data for ROGS 2014 (relating to the 2013-14 period) will be published in January 2015. As at 30 June 2014, these are the most current figures at the time of print.
3. Projection based on figures as at 31 March 2014, then extrapolated to the full year figure.

Cost per prisoner per day jurisdictional comparative

Table 2: Total cost per prisoner per day, 2012-13^a



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

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

Cost per detainee per day

Table 3: Cost per detainee per day

	2011-12 (\$)	2012-13 (\$)	2013-14 at 31 March 2014 (\$)	2013-14 FY Projection ² (\$)
Cost per detainee per day – NTDCS	672.48	628.39	650.43	656.09
Cost per detainee per day – ROGS	526.00	698.39	N/A ¹	N/A

¹ Data for ROGS 2015 (relating to the 2013-14 period) will be published in January 2015.

² Projection based on figures as at 30 April 2014, then extrapolated to the full year figure.

Cost per detainee per day jurisdictional comparative

Table 4: Cost per day, per young person subject to detention-based supervision on an average day, 2012-13^{a,b,c}



^a Data reported for this indicator are not comparable and need to be interpreted with caution.

^b Unit costs presented in this Report are not necessarily comparable to local unit costs reported in jurisdiction-specific annual reports due to different methods of calculation

^c Refer to table 16A.24 for detailed footnotes.

Source: State and Territory governments (unpublished); table 16A.24

Official Visitors Program

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 has approved for Official Visitors to visit the correctional centres twice monthly. Official Visitors visit youth detention centres at least once a month. The Barkly Work Camp is visited at least once a month and a report is provided to the Minister after each visit to the correctional facilities.

Appointment as an official visitor is open to all eligible adult members of the public who are of good character and have no significant criminal record. They are appointed for a period of three years. The Official Visitor is eligible for consideration for re-appointment at the expiration of the appointment period.

The main objective of the Official Visitor Program is to maintain public confidence in correctional facilities and the management of prisoners in those facilities. The Official Visitor Program provides the Minister for Correctional Services with an independent view of the treatment, behaviour and conditions of prisoners and youth detainees in accordance with Section 23 of *Prisons (Correctional Services) Act* and Section 169 of the *Youth Justice Act*.

The majority of the complaints to the Official Visitors are of a minor nature and are addressed at the prison or detention centre on the day of the visit. Complaints of a more serious nature, such as those providing evidence of misconduct or inappropriate behaviour on the part of staff are generally directed to the Superintendent of the relevant correctional centre or youth detention centre for further investigation and followed up through the monthly report to the Minister.

An Official Visitors Program (Adult Correctional Facilities) meeting was held on 7 April 2014 at Parliament House. The meeting was attended by Official Visitors from Barkly Work Camp, DCC and ASCC. Also in attendance were the Superintendents from DCC and ASCC, General Manager DCP, Chief Prison Officer Barkly Work Camp, Executive Director Custodial Operations and the Official Visitors Program Coordinator for Adult Correctional Facilities.

The overarching issue that came out of the meeting was that the framework that underpinned the program has evolved over the years resulting in the role and responsibilities of the Official Visitors being indeterminate. The framework needs to be revisited and a robust system put in place for the future development of the Official Visitors Program. An action list has been developed and will be implemented over the coming year.

Official Visitors

1 July 2013 – March 2014	Darwin Correctional Centre	Alice Springs Correctional Centre	Don Dale Youth Detention Centre	Alice Springs Youth Detention Centre	Barkly Work Camp
Number of Official Visitors appointed	1	1 ¹	3	3	0
Number of Official Visitors resigned	1 ²	0	1 ³	0	0
Total number of Official Visitors	5	3	3	3	2
Total number of official visits by Official Visitors	18	18	9	9	9

Notes:

¹ An Official Visitor resigned in May 2014.

² An Official Visitor resigned due to competing priorities.

³ An Official Visitor resigned before undertaking any visits.

Output Groups

For the 2013–14 financial year NTDCS was funded through three output groups: Custodial Services, Community Corrections and Youth Justice.

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

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

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

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

Youth Justice is comprised of Youth Justice Grants, Family Responsibility Centres, Youth Boot Camps and

Youth Detention. This output group contributes to community safety and the repair of harm to victims by supporting young people and their families to develop socially and responsibly. The output group:

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

As of 1 July 2014, NTDCS will be funded through five Output Groups:

1. Custodial Services
2. Correctional Industries
3. Community Corrections
4. Youth Justice
5. Corporate and Governance.

Output Group: Custodial Services

Outcome: Provide a safe, secure and humane correctional system.

Custodial Operations

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

Key Deliverables	Actual				2013-14			2014 -15
	2009-10	2010-11	2011-12	2012-13	Budget	Estimate	Actual	Budget Estimate
Daily average number of prisoners	1 082	1 172	1 337	1 438	1 770	1 599	1501 ¹	1 794
Expected peak beds required	1 137	1 280	1 373	1 575	1 850	1 677	1582 ¹	1 882
Staff retention	n/a	n/a	n/a	new	90%	94%	94.8%	90%
Darwin Correctional Precinct milestones achieved.	n/a	n/a	n/a	new	100%	100%	90% ²	n/a

Notes:

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 Due to technical delays some of the deliverables were not achievable during 2013-14.

Employment Programs

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

Key Deliverables	Actual				2013-14			2014 -15
	2009-10	2010-11	2011-12	2012-13	Budget	Estimate	Actual	Budget Estimate
Participation in employment programs	40%	33%	47%	60%	75%	75%	64%	75%
Prisoners participating in Sentenced to a Job						100	52 ¹	150

Notes:

¹ The actual number of prisoners participating in Sentenced to a Job and volunteer employment are shown as a weekly average, based on figures gathered over the entire 2013-14 period. The difference in the Estimated and Actual figure is due to business partnerships still being in the development stage. It is anticipated the figures will increase to expected levels in 2014-15.

Education and Offender Programs

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

Key Deliverables	Actual				2013-14			2014 -15 Budget Estimate
	2009-10	2010-11	2011-12	2012-13	Budget	Estimate	Actual	
Participation in education	58%	81%	73%	17%	30%	25%	13% ¹	30%
Participation in offender programs	n/a	n/a	n/a	n/a	75%	75%	56% ²	75%

Notes:

- ¹ The number of participants in education is for accredited education only. Non accredited programs such as QuickSmart and QuickStart are not counted in this percentage figure. There has been a decrease due to the preparation for the move to the new Darwin Correctional Centre and no new enrolments were taken on as they would have been unable to complete the required amounts of hours to achieve a result in any units of competency.
- ² Based on a prisoner daily average of 1501 during the period of 2013-14. Approximately 56% of the prison population has participated in prison programs/rehabilitation during this period.

Output Group: Community Corrections

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

Community Corrections

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

Key Deliverables	Actual				2013-14			2014 -15
	2009-10	2010-11	2011-12	2012-13	Budget	Estimate	Actual	Budget Estimate
Daily average number of offenders under supervision:	1 466	1 088	1 144	1 232	1 332	1 343	1 327	1 376
• adult	n/a	39	181	197	203	217	207	226
• youth								
Order commencements:	1 125	945	1 286	1 722	1 759	1 588	1 351	1 734
• adult	n/a	180	187	310	307	312	253	320
• youth								
Proportion of orders completed successfully*	76%	64%	65%	64%	65%	65%	68%	65%
Community work hours completed	n/a	n/a	15 000	20 520	18 000	20 000	19 465	22 000

* Orders completed and not breached during the year.

Output Group: Youth Justice

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

Grants

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

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

Notes: Remaining funds were uncommitted during the reporting period.

Family Responsibility Centres

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

Key Deliverables	Actual		2013-14			2014 -15 Budget Estimate
	2011-12	2012-13	Budget	Estimate	Actual	
Family responsibility Agreements	60	84	56	60	57	70
Number of families case managed at any time:						
• Alice Springs	n/a	16	16	20	47	20
• Darwin		87	32	40	76	40
Number of active cases:						
• Alice Springs	n/a	40	99	128	120	130
• Darwin		229	198	215	178	220

Notes: Darwin FRC had one position vacant for an extended period of time during 2013-14 this explains the variance between estimated 215 active cases and actual 178 active cases.

Boot Camps

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

Key Deliverables	2013-14			2014 -15 Budget Estimate
	Budget	Estimate	Actual	
Number of young people who commenced a camp program	60	60	18	100
Number of young people who complete a camp program	48	48	17	92

Notes: The Camp Program was not operational for the full year. The first boot camp was in June 2014

Youth Detention

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

Key Deliverables	Actual	2013-14			2014 -15 Budget Estimate
	2012-13	Budget	Estimate	Actual	
Daily average number of detainees	49	75	50	48	60
Expected peak beds required [^]	73	90	59	54	75

[^] The maximum number of beds required to accommodate fluctuations in the daily average of youth detainees

Performance, Achievements and Outcomes

Strategic Theme:
Reduce reoffending through employment,
education and programs 36

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Supportive People Culture 64

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Integrated and Accountable Organisation ..88

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Strong Community Partnerships 138

This section provides information on how we are progressing against the strategic themes identified in *Strategic Intent 2013–2016*. As part of the business planning process success indicators were identified to provide a measure of our performance, achievements and outcomes. The reporting is structured around each of the strategic themes providing qualitative and quantitative data and information.



Strategic Theme: Reduce reoffending through employment, education and programs

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

Success indicators for 2013 -14

No Smoking – Good Story

As of 1 July 2013, tobacco products were totally banned at correctional and youth detention facilities which included any part of the land making up the precinct, or in community corrections offices. There continues to be little evidence of disruption in any of the correctional facilities. NTDCS has become a key expert and currently advises other Australian correctional jurisdictions on a weekly basis to assist them in their own smoke free introduction. Nicotine replacement therapy continues to be available for those new prisoners who are assessed as being nicotine dependent and to all staff. Now that smoke free correctional centres is embedded into NTDCS operational management, the second phase involves starting to record how prisoners are feeling now they are smoke free.

Whilst staff allocated to this facility come from the overall staffing component of DCC, they work on an independent roster at Darwin Magistrates Court.

The impetus for this change in management came from a number of avenues including:

- An independent review of in-custody and in-court security of this (and other) facilities
- Coroners Court findings
- A doubling up of government resources making the previous operation inefficient
- An acknowledgement that custody management was better suited to NTDCS than NT Police
- The need to free up NT Police resources for a return to traditional police roles.

Each day, eight staff work in this area, with a Senior Prison Officer responsible for the day to day operation of the courts. Staff work in staggered shifts commencing from 7 am to 10 am which provides coverage for the courts on a daily basis from 7 am to 6 pm.

Apart from managing the courts cells and in-court security requirements, staff also provide transport to and from DCC as required and twice daily escorts from the Darwin Police Watch House to court. Further, all staff have an Ochre Card which allows them to supervise youth detainees on an as needs basis which in turn minimises the need for Youth Workers to remain at court.

Darwin Magistrates Court

On 9 December 2013, NTDCS commenced a handover of operation of the in-custody and in-court security components of the Darwin Magistrates Court from NT Police. This handover period was for three weeks, with NTDCS taking over full operation of this facility on 31 December 2013.

Upgraded facilities and improved infrastructure

Katherine Community Corrections relocation

Katherine Community Corrections moved into new premises in 2014. Situated on the first floor of the Katherine Government Centre, the tenancy is a vast improvement over the previous. The cost of the new fit-out was \$300 000 and includes a large reception area, a number of meeting rooms with video conferencing facilities, three offices, large open plan design and adequate storage space for filing. The new tenancy accommodates up to 21 staff members which meets current and future operational requirements.

Medical centre upgrade

The existing medical centre in ASCC has been upgraded at a cost of \$375,000. The upgrades include a new renal room which will accommodate a dialysis chair for prisoners to use onsite rather than be transported to Alice Springs Hospital when required. The upgrade of the medical centre also included three additional offices to accommodate up to eight staff members when needed.

Fire system upgrade

A complete overhaul of the ASCC fire detection system was undertaken in 2014. Stage 1 of the works, which was completed in June 2014 at a cost of \$540 000, included a Safety InDesign Report, all electrical and control systems, cabling, labelling of all systems, corrosion protection and painting of all plant and equipment associated with the project.

Stage 2, which was expected to commence in July 2014 at a cost of \$260 000, includes replacement of the existing Honeywell AS 1603 Fire Control and indicating equipment

so it complies with the latest standards, AS 7240 and AS 4428. The new system will be installed in numerous accommodation buildings/blocks throughout ASCC.

A new fibre network will also be installed with new visual displays in F Block. All point detectors, manual call points, duct smoke detectors and new level interface for existing VESDA units will also be installed.

Cottages upgrade

Works at ASCC to add an additional 50 beds was completed in May 2014 at a cost of \$4.48 million. The works included two new cottages which add an additional 24 beds plus another 26 beds in existing refurbished cottages.

New administration building

ASCC officers have moved into a new administration and gate house building which was completed in June 2014.

New female industries shed at ASCC

The female industries shed has been designed and constructed by ASCC staff and prisoners. The shed is 70% complete and will include two offices, training/multipurpose room and amenities. Food packaging, textiles and a ragging operation will operate from the shed and involve 30 female prisoners.



ASCC female industries shed

Industries upgrades

A new industries shed has been built in the low security cottages area and was due to be completed in July 2014. The shed will be used to train and educate prisoners in various trades such as cabinet and carpentry, as well as construction and concrete products.

The construction of a metal fabrication shed in the ASCC Industries Sector is being managed by the centre as per contract requirements. The Shed has been completed and the fit out is being undertaken by ASCC staff and prisoners (photo below) which includes the office, ablutions and training/meals/multipurpose room. The Shed will be used to manufacture metal products such as cattle yard panels under the Sentenced to a Job initiative.



L-R: CIO Rick Schembri, Kevin Brokus, Gavin Arabie, Sid Impu, Mervyn Ragget and SIO Danny Crack



Sustainability and environmental performance

ASCC solar photovoltaic system

ASCC is undertaking a feasibility study to provide a solar photovoltaic (PV) system to the facility. The department is currently investigating ways to reduce power costs without any capital outlay through purchase of electricity generated through a solar PV system. An option that is currently being explored is to supply electricity through a Power Purchase Agreement (PPA) with an initial term of 5-15 years which could provide the following benefits to ASCC:

- An immediate and significant reduction in power costs, through the purchase of electricity at a tariff 13% – 46% less than current PowerWater (PWC) rates
- Reduce exposure to future electricity price rises
- Opportunity for prisoner utilisation/employment
- Reduction in carbon emissions and enhanced public image.

ASCC power consumption from July 2011 to June 2012 was 2,170MWh at an approximate cost of \$680 000 which is expected to rise significantly with the new electricity contract renewal. The feasibility study identified the power cost savings with solar PV supplied over a 5-10 year PPA term:

ASCC – Duration of solar PPA term and financial savings				
PPA Term (years)	Solar Tariff (% less than grid cost)	Avg. PPA Term Savings p.a. (\$)	Post PPA Term Savings p.a. (\$)	20yr Cumulative Savings (\$)
5	13%	\$41,000	>\$168,000	\$3,300,000
10	46%	\$129,000	>\$195,000	\$3,500,000

The proposed solar PV system is expected to generate 566Wh p.a. which is equivalent to a reduction of 396 tonnes of CO₂. The department is currently in discussion with PWC to establish how solar PV will affect existing contracts between PWC network and retail sections of the business and awaiting to see what changes to both the network and retail sections of PWC will occur before committing to a solar PV system.

ASCC sewerage upgrade

The department has undertaken works to improve and increase the existing sewerage system at ASCC. These works will assist in making the system more efficient through waste management as well as assist with NTDCS' commitment to improving the environment. With the rise in prisoner numbers an increase in facilities works commenced in June 2014 to desludge existing ponds. When completed, this will improve the operations of the pond making it more efficient as well as reducing the likelihood of any environmental impact damage i.e. pond overflow.

As well as desludging the existing ponds, the department has tendered for a new and larger pond to be built to replace one of the existing ponds. The new pond will become the primary pond and incorporate a new bypass design that will allow any pond to be taken offline and cleaned when required. This will significantly improve the day to day management and improve the efficiency of the sewerage system. More importantly it will provide capacity for an increase in infrastructure and prisoner numbers both now and in future.

Water conservation at ASCC

A technical tour was held as part of a quarterly professional and technical networking session known as the Alice Springs X-change, initiated by Engineers Australia. It provided ASCC with the opportunity to showcase the initiatives they had put in place to conserve water at the facility. The technical tour was held on 3 April 2014 at the ASCC and the bores, tanks, waste water system and water efficiency measures were shown to the participants. ASCC relies on bore water and allocates 330 kilolitres per day for use at the centre. As part of educational and vocational training, water use has been integrated into horticulture programs and there has been a significant effort towards water conservation. To this end NTDCS won a Keep Australia Beautiful Award (NT) for Water Conservation held on 19 October 2013.

Mobile work camps

Datjala Work Camp, Nhulunbuy

In July 2013, the mobile work camp relocated from Adelaide River to Nhulunbuy to begin extensive site maintenance and to set up and dismantle the Garma Festival infrastructure.

In July and August 2013, the mobile work camp undertook projects specific to Keep Australia Beautiful while located in Nhulunbuy. The mobile work camp participated in the Special Events Place Recycling pilot trials and successfully collected approximately 12 CuM of recyclables, which equates to approximately 750kgs of CO₂ saved.

Keep Australia Beautiful NT worked with the mobile work camp to try and positively influence and create community 'ownership' and 'responsibility' for binning rubbish in the Nhulunbuy community.

In September 2013, the Datjala Work Camp was established in Nhulunbuy. A partnership between NTDCS and the Gumatj Corporation has been established and forms an important part of the Sentenced to a Job initiative. The Datjala Work Camp is located at the Gulkula site, 30km outside of Nhulunbuy.



Datjala Work Camp



Ian Gambling (Chief Industry Officer) Ray Petrie (Chief Prison Officer) at Datjala Work Camp with Commissioner Ken Middlebrook and Rob Steer, A/Executive Director Correctional Operations. Source: Arafura Times.

The aim of the Datjala Work Camp is to provide support to the East Arnhem Land community by providing opportunities for offenders to reintegrate positively back into society with real jobs and provide reparation to the community for their offending behaviour. Furthermore, the Arnhem Land region is benefiting by significant community work being undertaken by the prisoners.

The Datjala Work Camp has an opportunity to tap into possible skill shortages in the Nhulunbuy area by enabling prisoners to undertake sustainable employment. The work parties work collaboratively with Keep Australia Beautiful through their partnerships with Brittjimi, Gonyungara, Yirrkala and the Nhulunbuy townships beautification projects. Contractual labour fee for service has been undertaken by the prisoners at the Datjala Work Camp. The work camp has provided assistance with the setup and dismantling and general clean-up work for the following events and organisations during 2013-14:

- Nhulunbuy Rotary Cricket Championships (five day event)
- Nhulunbuy Beach Volleyball Championship (three day event)
- NT Junior Swimming Championships
- Nhulunbuy NT Surf Lifesavers Championship
- Anzac Day Nhulunbuy/Yirrkala
- Refurbishment Nhulunbuy BMX track
- Assistance to Gove Junior Football Club
- Assistance to various organisations and clubs.

Barkly Work Camp

The Barkly Work Camp has provided assistance with the setup, dismantling and general clean-up work for the following events and organisations during 2013-14:

- Desert Harmony Festival
- Golden Hearts Awards
- NAIDOC Week
- Barkly Australian Football League Umpire Assistance program
- Barkly Beef Festival
- Waitangi Day
- NT Primary School Netball Championships
- Cultural Events Women's Camp at Kunjara
- Barkly Community Graduation Ceremony
- Department of Land Research Management Weed eradication program
- Clearing of debris at Gilbert Swamp
- Show Society and Tennant Creek Show Day
- Tennant Creek Turf Club
- Tennant Creek Rodeo Association
- Ongoing maintenance of historical sites – Tennant Creek Telegraph Station, Bonney Well, Attack Creek, Renner Springs Graves
- Assistance to prepare Historic Battery Hill Mine Site.

Adelaide River Community Support Work Party

Two work parties travel to Adelaide River once a week to undertake allocated tasks for the Adelaide River Town Council and the Friends of North Australian Railways. The prisoners carry out maintenance work around the Railway Precinct and general ground maintenance for the Adelaide River War Cemetery, community reserves and the Adelaide River Show Society.

Regular meetings are convened between Custodial Operations and the Adelaide River Consultative Committee, which assigns a list of tasks to be undertaken including the continued restoration of the historic railway corridor to Batchelor and associated sites in the dry season.



Darwin Correctional Precinct, June 2014

Darwin Correctional Precinct

The Northern 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) on a greenfield site on Willard Road, Holtze, approximately 29km from the Darwin Central Business District. Construction began in November 2011 with expected completion due by late 2014. Local industry participation has been a key requirement of construction; 78% of the total works have been contracted to local suppliers which is 3% above the contract terms. In April 2014 there was approximately 455 construction workers on site each day. The General Manager, Project Control Group, working groups and Commissioning Team have continued to progress key activities to ensure both the physical and operational commissioning of DCP. DCP embodies the innovation upon which the department prides itself. A few of the innovations at DCP are detailed below.

- A Diesel Rotary Uninterrupted Power Supply (DRUPS) has been operational on site since September 2013. This system provides the facility with 100% site wide power in the event of a mains power blackout, ensuring no activity, work or system is affected and also eliminates the need for battery back-up on any system or equipment. Additionally, DCP will utilise alternative power options such as solar power which will realise significant savings as well as reduce the site's ecological footprint.



Darwin Correctional Precinct – Low security area at May 2014

- DCP provides a significant change to the department's core business of managing prisoners into the future as the infrastructure and operational procedures have been specifically designed to enable the growth of programs and work opportunities critical for the successful rehabilitation and reintegration into the community.
- DCP has cutting edge industries facilities including kitchen, laundry, metal fabrication and wood working operations that will not only train prisoners to achieve a minimum of a Certificate 1 qualification, enhancing their employability upon release but will fully service the facility and have the potential to generate revenue through external contracts thus reducing costs for tax payers.
- The Prisoner Educator Listener Scheme (PELS) has been identified as an appropriate support service to be provided by prisoners for prisoners. The idea behind PELS is that appropriately identified and trained prisoners will offer information and support to prisoners in the correctional setting. Peer educators will provide information to prisoners around achieving and maintaining good health and how to safely deal with some physical health risks. Peer listeners will provide support to prisoners in relation to psychological and emotional issues such as grief and loss, relationship issues, difficulties with the prison environment and so on. Training will be provided by corrections clinical staff.
- The Volunteer Fire Brigade Unit (VFBU) at DCP is an initiative to fight local grass and wild land fires which will be manned by trained staff and prisoners. NTDCS and the Northern Territory Fire and Rescue Service (NTFRS) will work cooperatively to actively promote and develop learning opportunities and skills for staff and prisoners relating to wild fire and land management. Once operational, the VFBU could expand its capability at DCP to become involved in community support for fighting fires within the Howard Springs area when called upon by the NTFRS.
- DCP encompasses the first purpose built mental health behavioural facility in the Northern Territory. The Complex Behaviour Unit (CBU) is a secure 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. NTDCS will operate the CBU in line with the current practice principles of managing high needs persons in custody. NTDCS continues to work collaboratively with the Department of Health (Aged and Disability Services and Forensic Mental Health Services) to develop an in-reach model of delivery for the CBU.

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

Success indicators for 2013-14

Youth Justice Framework

NTDCS has led the development of the Youth Justice Framework (the framework) in collaboration with government, non-government and community stakeholders from over 40 organisations. The framework aligns with the Government's *Pillars of Justice: Law Reform for Territorians*.

A Steering Committee was established to supervise the development of the framework and membership includes representatives from the departments of: Chief Minister, Attorney-General and Justice, Children and Families, Education, Health, Housing, Treasury and Finance and NT Police. The Steering Committee members have met monthly since November 2013 to represent their respective organisations and to relay youth justice matters to their colleagues.

The draft framework identifies and articulates:

- The principles of the Northern Territory's *Youth Justice Act*
- Key strategic objectives to be achieved in the five year period
- Opportunities to streamline programs and services for children, young people and their families, in or at risk of, entering the youth justice system
- Initiatives to actively combat risk factors for children, young people and their families, in or at risk of, entering the youth justice system
- A through-care case management model to reduce youth offending and reoffending in the Northern Territory by 20% by 2016.

Register of Appropriate Support Persons

The Register of Appropriate Support Persons assists, and is present, with young people who may need to be interviewed or questioned by NT Police. This service aims to ensure that young people are appropriately supported during Police interview if no other appropriate person (parent/carer) can be located to fill the role. The Youth Justice Advisory Committee (YJAC) is responsible under the *Youth Justice Act* for establishing and maintaining this register. The Australian Red Cross is currently administering this service in Darwin and Alice Springs. Administered Register of Appropriate Support Persons (RASP) has grant funding totalling \$72 660 per annum excluding GST. The amount increases in line with indexation each financial year. The Australian Red Cross was selected to provide this service for the 2013-14 financial year. Negotiations are under way to continue this service for the 2014-15 financial year.

Diversion programs

Youth diversion programs are a central part of youth justice. There are two year agreements currently in place with 11 organisations that are due to be finalised in June 2015. These programs identify and case manage young people who, without early intervention, are likely to enter the youth justice system. The participants receive culturally appropriate intervention and individual support from Youth Diversion Officers who also provide diversionary and related support activities and/or services.

Organisations currently funded to deliver the Youth Diversion program are: Anglicare NT, Barkly Youth Services, East Arnhem Shire Council, Groote Eylandt and Milyakburra Youth Development Unit, MacDonnell Shire Council, Ngaanyatjarra Pitjantjatjara Yankunytjatjara Women's Council Aboriginal Corporation, Relationship Australia NT, Roper Gulf Shire Council, Tiwi Islands Shire Council, YMCA of Katherine and YWCA of Darwin.

Youth Boot Camps

The Early Intervention Youth Boot Camp program targets young people who present with a range of family, forensic and social factors that place them at risk of entering the youth justice system. Operation Flinders Foundation and Tangentyere Council Incorporated were jointly selected to provide a pilot program.



Youth Boot Camp 2014

Tangentyere Council provided a program for young males aged 12-14 from Alice Springs. The camp component of the program was delivered 350km south of Alice Springs. Operation Flinders delivered the camp component of their program from their property, Yankannina, in the Flinders Ranges. A group of 18 young Territorians participated in the pilot.

Following the evaluation of the pilot programs, a full scale implementation of the programs commenced in 2014. Both Operation Flinders and Tangentyere Council will continue to deliver the programs in 2014. An important feature of the program is that young people are taken to a wilderness environment where avoidant behavioural patterns are challenged. Of equal importance is the strong focus on consolidating program outcomes through an embedded and wrap around case management intervention for both participants and their families post the wilderness camp.

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

Alongside the implementation of the Early Intervention Youth Boot Camp programs work has continued in developing a similar program for sentenced youth.



Youth Boot Camps

Work Not Play

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

Over the past year, piloting of programs linked to the initiative has commenced with two young people engaged in work experience opportunities in the construction and fitness industry sectors. In addition, detainee work parties have productively completed a significant amount of maintenance at both the Alice Springs and Don Dale Youth Detention centres. A number of projects have been completed to a high standard including clearing rubbish, painting cells, basic carpentry and plastering. A program of maintenance related work has been identified for both centres to be completed over the coming year.

The initiative will be further enhanced in late 2014 as Youth Justice works with other stakeholders to establish and deliver a wider variety of programs and projects. Individual case management plans will be tailored to include projects and programs for young people that meet their interests and individual strengths. The objective is to link young people to rewarding and gainful opportunities that can assist them in achieving change and long term positive results.

Family Responsibility Centres

NTDCS operates two Family Responsibility Centres (FRCs) – one in Darwin and one in Alice Springs. The FRCs were established under Part 6A of the *Youth Justice Act* and may enter Family Responsibility Agreements or Family Responsibility Orders with parents and/or caregivers.

The programs centre on building parental capacity to provide effective supervision and control of their children who are demonstrating anti-social behaviours. This is achieved through a variety of interventions, including intensive case management and/or case coordination with government and non-government organisation services.

Within the FRCs there is capacity to case manage 20 families in Alice Springs and up to 40 families in Darwin. The actual number of individuals involved is significantly higher than this given the changing dynamics and composition of families.

Youth detention

Over the past year youth detention has continued to be under pressure on a number of fronts, in particular from increasing numbers of detainees with behavioural problems, a casual staffing model and pressure on infrastructure.

A reform agenda has commenced in order to address the above challenges and significant progress has been made to lay a solid foundation upon which we can develop our strategic vision and plans for the future.

In October 2013, a review of security issues within youth detention was conducted and as a result of that work a detention centre model will be developed incorporating a rethink of current operational practices, staffing models, program and service delivery and future facility requirements.

While the ground work has been laid for setting the longer term strategic direction for youth detention, the following progress has been made within the day to day operations:

- In November 2013 a new uniform polo shirt for Youth Justice Officers was introduced. The new shirts are practical and they enable Youth Justice Officers to project a professional and smart image.
- A pilot sport and recreation program was implemented in December 2013. The program offers an incentive for detainees to maintain suitable behaviour and participate in a range of physical and recreation activity options. The program has shown promise in relation to supporting detainees to maintain positive behaviour and to making improved life style choices.
- Work has also commenced on stabilising and developing a permanent workforce within youth detention. The Deputy General Manager positions were filled on a permanent basis at both Alice Springs and Don Dale as were a number of Youth Justice Officer roles. Discussions and planning also commenced for the introduction of a comprehensive training package for Youth Justice Officers.
- Youth detention staff in Alice Springs and Darwin were consulted and their input and advice was sought on the development of the Youth Justice Framework, an overarching Case Management Model and the Work Not Play policy.

A family was referred to the Family Responsibility Centre (FRC) by NT Police as an early intervention. The Police were in frequent contact with the 12 year old girl and the mother was requesting assistance. On assessment it was established that there were issues beyond the young person's offending that needed to be addressed.

Family Responsibility Centre - case study

The mother agreed to the referral but was unsure how FRC could assist her as the Department of Children and Families was also involved at her request. The referral identified offending behaviour: 33 police involvements, truancy and other behavioural problems including running away from home. The 15 year old brother was also coming to the attention of the NT Police and was added to the Family Responsibility Agreement (FRA).

The mother has come from a complex trauma background. She has seven children with the youngest four weeks old at the time of assessment and the eldest in their mid-twenties. The complex trauma the mother experienced has had an impact on her children and ambivalent attachment disorder has progressed to oppositional defiance disorder.

The daughter nearly completed a suicide at Christmas. The son was engaging in risky behaviours including stealing cars, driving without care and crashing a vehicle. Both young people have been using illegal substances such as cannabis, with the daughter also experimenting with volatile substances and possibly methamphetamine.

Neither young person was attending school due to bullying and threats to their safety, with the daughter being assaulted on numerous occasions. Because of the threats it has been difficult to get her to the police station to proceed with charges against the attackers.

Implementation of FRA:

- 1 Ongoing discussions between NT Police and FRC to better understand the implications of trauma on the family
- 2 Ongoing discussions with the Department of Education including local senior college, Malak Re-engagement Centre, Earn or Learn, Northern Territory Open Education Centre and Middle School

- 3 Assisting with court visits and legal practitioners, Northern Territory Legal Aid Commission
- 4 Liaising with Department of Health's Volatile Substance Unit and Child and Adolescent Mental Health Unit at Tamarind Centre, and Bush mob in Alice Springs
- 5 Ongoing discussions with the Department of Children and Families
- 6 Liaising with Probation and Parole officers in Community Corrections
- 7 Incidental counselling in a trauma informed way for mother and children
- 8 Brain development programs with family.

Outcome

The mother signed a six month agreement with the FRC. At her request she will re-sign for a further six months. The mother is developing an understanding of her own complex trauma and the impact this has on her children. The children are learning to understand their own brains so they can modify their trauma responses. The mother and son are becoming more consistent with their responses and experiencing progress. They are definitely less chaotic and calmer than at the assessment which enables a therapeutic approach to be taken. This has resulted in the son ceasing his offending. He has yet to return to school consistently but is contemplating a return. The daughter is still coming to the attention of the police and is currently in Don Dale Youth Detention Centre. Case management will continue to work with the young person to assist her in regulating her responses to trauma and cease her offending behaviours.

Strategy: Introduce an enhanced sentence management approach which promotes an integrated model of offender through care.

Success indicators for 2013-14

Offender Services

Offender Services provides services and programs to prisoners to help them adjust to correctional centre life and to prepare them for a successful transition to the community upon release. All services and programs are delivered within the through-care model which is underpinned by effective sentence planning. Targeted interventions for prisoners to address their offending behaviour are provided with the aim of reducing a prisoner's risk of reoffending. A range of activities are also provided to promote a healthy lifestyle. Opportunities to gain employment through education and vocational training are also offered. Additionally, Offender Services is responsible for the development of sentence management plans to ensure a through-care approach is taken to enable offenders to return safely to the community with improved skills to live law abiding lives. The unit further provides support to prisoners to deal with day to day issues and encourage prisoners to adopt a healthy lifestyle through the provision of a range of cultural, sporting, recreation and health promotion activities.

Serious Sex Offender legislation, operational framework

The *Serious Sex Offenders Act* came into force on 1 July 2013 and allows for applications for continuing detention or supervision orders to be made through the Supreme Court for those sex offenders deemed to pose a serious and unacceptable risk of committing further offences of a sexual nature. The primary objective of the Act is to enhance the protection and safety of victims of serious sex offences and those in the broader community, with the secondary objective being the increased ability for the provision of continuing rehabilitation, care and treatment of serious sex offenders.

In July 2013 the first Interim Supervision Order was made in relation to a serious sex offender. In October 2013 a Final Supervision Order was made in relation to the same offender for a period of five years. Community Corrections continues to manage this offender in the community with the assistance of electronic monitoring technology. There is currently one person on an order under the *Serious Sex Offenders Act*.

Electronic Monitoring

A major element of parole reform is the introduction of Electronic Monitoring (EM). NTDCS has been working in partnership with the Department of the Attorney-General and Justice and the Northern Territory Police to introduce EM in the Northern Territory in late 2014. EM will allow for NTDCS and NT Police to locate and track movements of adult and youth offenders who are subject to supervision orders outside their home, whilst serving as a deterrent against further crime. The implementation of 24/7 offender location monitoring through the use of Global Positioning System (GPS) devices can lead to the swift detection of those who continue to offend. This tool can deliver reductions in crime through changes in behaviour leading to offender desistance. It will enable the close monitoring of domestic violence offenders to provide protection and confidence where an offender is released back into the community.

Community Corrections is responsible for the supervision of offenders in the community and the introduction of EM acts as an additional tool for NTDCS, by providing enhanced monitoring and surveillance of offenders in the community subject to existing community based sentencing options.

A select tender process resulted in a contract being awarded to the international company G4S who are a specialist provider of EM solutions with existing contracts in place in South Australia, Victoria and also New Zealand. The contract was awarded on 4 June 2014 and the implementation time table will see the full implementation of EM over the next three months.

Since October 2013 NTDCS has successfully trialled an EM device which encompasses both radio frequency and GPS technologies on an offender subject to an order.

All staff will soon be able to utilise an EM option to enhance the level of surveillance and compliance with court and parole orders when and where required. Initially the devices used will allow for real time tracking of an offender's whereabouts and movements through GPS and also the application of strict curfew times for offenders who are required to be at home or a location during specific times. These options alone will enhance community safety and with the development of new technology, such as alcohol monitoring devices, the capability to ensure offenders comply with sentence requirements will be further enhanced.

EM is not a stand-alone tool or solution for NTDCS in managing an offender's compliance but when used in conjunction with existing practices it has the potential to significantly improve overall compliance and therefore change an offender's behaviour.

While EM is commonly considered a tool for NTDCS staff working in the community it is also applicable in a custodial setting. It is envisaged that in some cases devices will be fitted to selected prisoners who are on a detailed reintegration plan which allows them to spend time in the community, either at work (paid and voluntary) or attending specific training or accessing counselling services.

EM will provide NTDCS staff, the Judiciary and the Parole Board with a higher level of assurance that offenders are compliant with their orders. It provides real time information on the location and whereabouts of offenders and when used in a targeted manner has the ability to significantly reduce the risk of reoffending.

Success indicators for 2013-14

Venndale Project – BI (Darwin)

The Venndale Project was a select Tender won by Batchelor Institute of Indigenous Tertiary Education (BI) trading as Berrimah Construction Services, a collaboration between NTDCS, Department of Infrastructure and BI. The aim of this project was to give real life skills on live construction projects. It gives student prisoners the skills in all areas of construction while gaining a Certificate II in Construction. The prisoners had two weeks on, one week off rotation with prisoners responsible for their own cooking, cleaning and work preparation. The prisoners initially started onsite on 30 September 2013 and completed on 9 March 2014. A total of 15 prisoners started the project in Katherine living at the VTAC on Acacia Drive with a live-in lecturer. 16 prisoners gained Units of Competency in Certificate II in Construction. They completed two x two bedroom buildings onsite.



Venndale project

CAAAPU Project – BI (Alice Springs)

The Central Australian Aboriginal Alcohol Programs Unit (CAAAPU) Project was a select tender won by Batchelor Institute of Indigenous Tertiary Education (BI), trading as Berrimah Construction Services. The project consisted of design, construction and certification of a new accommodation building at the CAAAPU Campus. It was a three bedroom single level dwelling. 15 prisoners completed competency in Certificate II in Construction and six completed a Certificate in Skid Steer Operations, the prisoners learnt good work ethics and positive life skills. A graduation ceremony hosted by ASCC and BI was held on 13 December 2013. The additional qualifications gained will provide the prisoners with options when seeking employment once released to community.



Building at CAAAPU with prisoners

Pre and post release supported accommodation

NTDCS aims to reduce the rate of imprisonment and reoffending by placing a stronger emphasis on rehabilitation, reintegration, repatriation, employment, education and training.

The pre and post release supported accommodation program is one of the key initiatives intended to support individuals to successfully transition from corrections to the community and to reduce the risk of reoffending. It is anticipated this will also lead to a reduction in re-imprisonment and an improvement in public safety.

In 2013-14, NTDCS provided grant funding to NGOs to deliver programs for men in Alice Springs and Tennant Creek and funded a new service for women in Darwin which is likely to commence in September 2014.

The program is intended to provide transitional support services to eligible prisoners and post-release offenders leaving Northern Territory correctional facilities who experience issues with housing and homelessness upon release. The program also provides transitional housing and reintegration support services until appropriate accommodation can be found.

There is a significant emphasis on reintegration, not only in providing skills for living on the outside, but also assisting prisoners in establishing community connections and restoring family/community relationships that will support independent living.

Supporting individuals to engage in and/or find meaningful and sustainable employment, and/or obtain various vocational skills through structured training is also a key focus of this initiative.

Managed and operated by the Barkly Region Alcohol and Drug Abuse Advisory Group (BRADAAG), a six bed house opened in Tennant Creek in January 2012, with residents paying \$175 per week to live in the house. From 1 July to May 2013, a total of 13 clients resided at the house. The contract expired on 30 June 2014.

A six bed pre-release facility opened in Alice Springs in November 2012, managed and operated by Anglicare NT. Residents pay \$150 per week to live at the house. From 1 July 2012 to May 2014 a total of 12 clients resided in the house. The current contract expires in August 2014 and NTDCS plans to renew to deliver the program in Alice Springs for another 12 months.

Alcohol and Other Drugs Beds

NTDCS has provided funding to four NGOs to increase their capacity to deliver residential alcohol and other drug treatment services to the Northern Territory community, in particular Corrections clients.

The funding included a mixture of capital funding to build additional beds at two services and grant funding to operate these services. It was the intention that these services would allow Corrections clients (pre-release prisoners) to access residential treatment services during their sentence.

The funding has been administered by the Department of Health for the last two financial years and will return to NTDCS in the 2014-15 financial year. NTDCS will be negotiating new funding agreements and developing a new funding model that will allow us to target the funding to NTDCS priorities. Funded organisations were provided with two months funding whilst the new agreements and funding model were finalised.

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 of traffic offences.

TOIP was a five day course split into two blocks of tuition and consists of three core modules:

1. Drink driver education
2. Learner driver theory
3. Driver education.

TOIP was designed to raise awareness about road safety matters and the effect driving offences have on family, the community and other road users. This was in response to 25% of the prison population comprising driving offenders serving less than 75 days. The overarching objective was to reduce the likelihood of driving offenders committing further driving related offences and allow for court ordered licences.

Of the 755 participants, 469 were referred by Community Corrections with 286 referred by Custodial Operations. Offenders successfully completed the program in Darwin, Alice Springs, Katherine, Tennant Creek, Nhulunbuy, Borroloola, Barkly, Yuendumu, Ntaria and Timber Creek.

Outcomes for the Traffic Offender Intervention Program 2012-2014:

- Over 755 people have been referred to the program
- 73 programs have been delivered
- 547 people have completed the full five day program (72%)
- 130 people have gained or regained a driving licence (19%)
- 98 females, 657 males, 709 Indigenous

The court ordered licence presented a challenge and unfortunately only one court ordered licence application was made and this was unsuccessful.

The NTDCS program ceased 30 June 2014.

Samantha Alampi, a Probation and Parole Officer based in Alice Springs, shares her experience and impressive outcome following the supervision of a local youth placed on an alternative detention order.

Alternative Detention Order success story

The young offender was sentenced to an Alternative Detention Order in the Supreme Court for a period of ten months with 14 months detention hanging over his head. The offence for which he was sentenced drew much media attention. Among many conditions, the youth was ordered to attend school and counselling, refrain from purchasing or consuming alcohol or illicit substances and above all else, stay within the confines of his residence unless otherwise approved.

With the support of team leaders and at times the regional and operations manager, the order was able to be successfully managed, albeit with great struggle at times given the demanding nature of his final year of schooling. With this in mind, the youth was still able to achieve truly positive outcomes such as work experience at an architect's firm, weekend employment and glowing reports from his teachers. Due to his demanding schedule, his 'approved absences' were maintained on a weekly basis so as to ensure all parties – on-call officers, surveillance officers, Police intel and relevant supervisors/teachers – were aware of his strict requirements.

Without regular meetings (and almost daily interactions) with various different service providers, family and the great relationship established with Centralian Senior College, the management of his order would not have been possible. As a result of his success, he was regularly asked to speak at various different leadership programs to share his experiences and promote positive changes. The youth was invited to co-host the school's presentation and graduation nights and post completion of his order, went on to experience the university lifestyle and to participate in more work experience.

Whilst subject to his order, Journalist Jenny Brockie from SBS conducted an interview with the offender (and five other youth in Alice Springs) which was featured on an episode of Insight titled 'Young Mob.' The story attracted much attention and was subsequently awarded a Walkley for 'best interview'. Journalists were very impressed with the youth's story and his achievements since the initial offending occurred.

Some articles related to the SBS story can be found at:
www.sbs.com.au/news/article/1756694/Blog-Young-Mob
www.abc.net.au/local/stories/2013/11/29/3901545.htm

Success indicators for 2013-14

Sentenced to a Job

In less than 12 months, the Sentenced to a Job initiative numbers have more than doubled and the trend is continuing. Over the last 12 months in Darwin there have been 120 prisoners employed through 35 different employers, completing approximately 37,000 work hours.

The Sentenced to a Job initiative is offering employers an alternative source of local labour that does not rely on the requirement for a visa. It also provides local employers with the advantage of staff who are reliable, drug and alcohol free and willing to work.

As part of the Sentenced to a Job initiative, custodial apprenticeships are currently being sought for prisoners through an industry provider that offers through-care for the term of the apprenticeship. This model will better equip the prisoners for release and substantially reduce the risk of reoffending.

Preliminary data is indicating the Sentenced to a Job initiative is having a positive effect on driving the recidivism rate among participants to below 20%, as opposed to the 52% recidivism rate through the general prison population. At this point in time it is too early to call this definitive, however the trend would suggest the policy is functioning. Every prisoner who does not come back to a correctional centre is a saving for the NT taxpayer.

Prisoners who work in the community for a wage are required to pay board and lodging. This is part of the Sentenced to a Job normalisation strategy.

Benefits to Victims of Crime NT from Sentenced to a Job program

The donations from prisoners in paid employment have been utilised to assist victims who, as a result of crime committed against them, have immediate and urgent need for one off financial assistance. Examples of assistance are as follows:

- Emergency accommodation for travellers and their families
- Emergency travel (attend funerals for immediate family members)
- Meals
- Assistance with alternative transport where clients with children are left stranded
- Occasional emergency financial assistance
- Vehicle recovery.

The benefits of the victims levy are channelled directly towards assisting victims of crime.

NTDCS is a Registered Training Organisation and delivers nationally accredited Vocational Training to prisoners. Courses on offer:

- Certificates I, II and III in Visual Art
- Certificate I in Automotive
- Certificate I in Agrifood Operations
- Certificate II and III in Music
- Certificate I in Creative Industries
- Certificate I in Entry to General Education.

QuickSmart

The purpose of education and training in the correctional centres is to focus on sentenced prisoners developing skills that will help them improve their prospects of employment and reintegration upon release.

NTDCS and external providers deliver non-accredited and nationally accredited vocational training and education to adult prisoners.

In the Northern Territory, the majority of sentenced prisoners are Indigenous people with low levels of literacy and numeracy and serving short sentences.

In 2012, NTDCS introduced QuickSmart which aims at addressing the need for basic skills in literacy and numeracy. This specialised program involves training prisoners as tutors to deliver sessions to prisoners assisted by the coordination of staff lecturers.

There has been a concentrated focus on delivering the QuickSmart program to prisoners which is reflected in the figures during 2013-14 with 355 sessions delivered in comparison to 73 sessions being delivered during 2012-13.

Family Violence Program

Following on from a review conducted in 2013, the Family Violence Program (FVP) team implemented a number of changes to the program structure, content and delivery. Some of these changes included the FVP being delivered to Indigenous and non-Indigenous participants, a separate female program and the program having clinical oversight. The FVP now allows program staff to deliver in a co-facilitation model which also allows for the active participation of program participants.

The FVP is delivered in DCC, ASCC and across all regions of the Northern Territory which includes:

- Darwin and surrounding regions
- Alice Springs and surrounding regions
- Katherine and surrounding regions
- Tennant Creek and surrounding regions

The successful delivery of the pilot Female Family Violence Program allowed for it to become a permanent program delivery with further sessions planned across all regions of the Northern Territory.

Safe, Sober, Strong Program

The Safe, Sober, Strong program is a psycho-educational program that has been running in DCC and ASCC since December 2012 and in DDYDC since February 2013. The program is available to both female and male remand and sentenced prisoners and young offenders.

While it has only been running for a relatively short time, the program has proven to enjoy some success, which can be gauged by its popularity and ongoing attendance of participants, as well as positive group dynamics and a high level of interaction within group discussion. Participants who regularly attend have shown improvements in their communication skills within the group, assisting others and taking leadership roles such as reading and presenting subject matter and offering insight from their own personal experiences.

Unlike other programs, the Safe, Sober, Strong program covers a wide range of topics, so each session is different from the last while still complementing subject matter covered in previous sessions. Safe, Sober, Strong has been written with the aim of encouraging participants to draw and contribute positive information and experiences whether they attend one session or 15 sessions. Therefore, the program has flexibility to be delivered to both sentenced and remand prisoners. The Safe, Sober, Strong Program has been shared with other jurisdictions and is now running in Roebourne prison in Karratha in Western Australia with promising results. There are plans to evaluate and update the Safe, Sober, Strong Program over the coming year.

Offender Programs staff are currently developing a suite of custom built offence specific programs for the Northern Territory population and these pilot programs will be implemented with the opening of the new DCP. The new suite of programs includes a 20 session Sexual Offending Program known as the Responsibility, Safety, Victims and Planning Program (RSVP) and a specialised alcohol and other drugs intensive through-care program.



Barkly Work Camp – waste disposal

Community Support work party

All community support work parties are mandated to provide reparation back to the community and undertake work that:

- Is project based
- Improves community infrastructure and assets
- Adds value and complements other projects and initiatives already being undertaken by community volunteers
- Is highly visible and used by the local community and tourists alike
- Is skill-based and offers the potential to involve corrections education with work skill sets, skill sets from certificate modules, statement of attainment and the local Charles Darwin University in accredited training outcomes
- Falls under the main six categories of heritage, environmental, recreation and tourism, community service, not-for-profit organisations and disaster relief.

The community work parties provide a significant cost saving to the communities for which they provide services. The following data is an estimated figure for services provided during 2013-14.

Location	Estimated hours	Estimated cost savings
Darwin Correctional Centre	157,940	\$2,369,100
Alice Springs Correctional Centre	72,500	\$1,087,500
Barkly Work Camp	36,690	\$550,350

The prisoners working on the Alice Springs community support work party assisted with site preparation, general clean up and prologue track preparation for the Finke Desert Race. They also assisted with the installation of signage across the Finke Desert Race Start/Finish line area supporting the Major Events Corporation.

ASCC Community Support Work Party provides general ground maintenance to approximately 385 pensioners with the DCC community support work party providing up to 470 pensioners with garden maintenance.

The Barkly Work Camp community support work party planted 7000 seedlings to revegetate the landscape at Bootu Creek mine. This was conducted in conjunction with the Manangurra Aboriginal Corporation and OM (Manganese) Ltd Bootu Mine.

The work parties operating from the Barkly Work Camp helped to prepare the grounds at the Tennant Creek Hagan Park race course by doing repairs, maintenance, cleaning and relocating portable horse stables and seating. Following the end of the race day the prisoners removed rubbish and cleaned the pavilion. The efforts of the work crew were recognised in a speech by the Minister for Sport, Recreation and Racing, the Hon. Matt Conlan MLA.

The Community Support Work Parties at DCC, ASCC and Barkly Work Camp have undertaken work for the following organisations during 2013-14.

Darwin	Alice Springs	Barkly
Botanical Gardens	Alice Springs Show Society	CatholicCare
Litchfield/Nightcliff Orchid Society	Alice Springs Town Council	Churches (various)
Beer Can Regatta	Alice Springs Turf Club	TC Gun and Pistol Clubs
Darwin City Council	Camel Cup	Anyinginyi Aboriginal Health Corporation Men's and Women's camps and cultural events
Drug and Alcohol Services	Finke Desert Race	JUNO Peko Road
Fred's Pass Show	Ghan Preservation Society	TC Women's Refuge
Greening Australia	Henley on Todd Regatta	McLaren Outstation
Palmerston City Council	Masters Games	TC Speedway Club
Pre-cyclone clean ups of Darwin beaches	National Road Transport Hall of Fame	Show and Show Society
Riding for the Disabled	Older Timers Alcohol Services	Barkly Regional Council
Royal Darwin Show Society	Alice Springs Archery Club	Barkly Community Graduation Ceremony
Salvation Army	Scouts and Guides	Nyinkka Nyunyu
Scouts and Guides	NTAFL – Traeger Park	Battery Hill
Pet Expo	Clay Shooters Association	RSL Club
NTAFL – Marrara Stadium	Off-Road Motor Club	Saint Vincent De Paul
Darwin Drags Association	Illegal Rubbish Pickups	TC Golf Club
Hidden Valley V8's	Cattlemen's Association	TC Turf Club
Juninga/Jade Garden/Tracy Lodge Aged Care	Alice Springs Canine Society	BAFL Association
Village Green Humpty Doo	Salvation Army	Pensioners
Glenti Festival	BMX Club (Len Kittle Drive)	TC Boxing Club
RSPCA	RSPCA (Len Kittle Drive)	TC Bowling Club
Adelaide River Show / Rodeo	Bass in the Dust	NAIDOC Celebrations
Mindil Markets	Gap Youth Centre	Desert Harmony Festival
Keep Australia Beautiful Programs	Alice Springs Velodrome	Golden Heart Awards
Garma Festival	NT Emergency Services	TC Go Kart Club
Kids Christmas Party NT	NT Bush Fire Service	TC Youth Services
Red Cross	Alice Springs Inland Dragway	TC Telegraph Station
Bowls Clubs (various)	Arunga Park Speedway	Senior Citizens
Palmerston MotorX	Go-karts Association (Arunga Park)	TC Saddle Club
Legacy House	Olive Pink Botanical Gardens	TC Arts Centre
Police Memorials	Senior Citizens	Kraut Downs
Netball NT	Alice Springs Kennel Club	Pulka Pulkka Kari Nursing Home
Churches (various)	NAIDOC	Brunchilli Station Barkly Beef Festival
Childcare Centres (various)	Hamilton Downs	Waitangi Day Celebrations
	DASA/Desert Mob	Government Departments
	Turf Club (by request)	School and Child Care Centre
	Women's Hall of Fame (Old Gaol)	TC Rodeo Ground
	YMCA	Community Elders and Respected Persons
	Larapinta Primary (Albrecht Drive)	Kunjara Womens Camp
	Aero Club (Undoolya Road)	Warreggo Mine
	Shooting Complex (Iparpa Road)	Bootu Creek Mine/Manangurra Aboriginal Corporation
	Youth Centre (Wills Terrace)	Canteen Creek
	Acacia Special School	
	Senior Citizens (U3) (Wills Terrace)	
	Sadadeen Primary School	

Remote work party

In August 2013, a pilot program commenced at a mine near Curtin Springs which involved prisoners training to work in an exploration mining site as part of the Sentenced to a Job initiative. This opportunity required participation in real life mining shifts which were up to 12 hours. Once training was completed, prisoners had the opportunity to secure paid work subject to appropriate attitude, work ethic and employment suitability (as assessed by both the mine and NTDCS). The aim was for prisoners to use the skills gained to keep the job or enter into one similar.

In August 2013, a Remote Work Party was engaged by the NT Government to assist in the set up and pull down of infrastructure and equipment related to the Darwin Symphony Orchestra concerts at Uluru and Alice Springs.

Strengthen community work outcomes

NTDCS manages and supervises offenders who have been sentenced by the courts and are on community-based supervision orders.

Some orders require offenders to undertake unpaid community work. The department coordinates a range of community work projects to assist offenders in successfully meeting the requirements of their order and to make amends to the community. Offenders are encouraged to engage in meaningful work aimed at developing a positive work ethic and developing their work skills.

Community work projects range from gardening, general maintenance and major events preparation. The department is continually looking to expand the program and develop new partnerships with community organisations.

Since commencement three community work crews continue being operational, two in Darwin and one in Alice Springs.

Initially Darwin was utilising a small cohort of prisoners to contribute towards the second crew's numbers, Darwin now has the capacity to fill both crews solely with Community Corrections offenders.

Key Projects

- Darwin has partnered with the Royal Society for the Prevention of Cruelty to Animals (RSPCA) to improve their dog enrichment area.
- The work crew has assisted Darwin Community Arts Centre in organising monthly food functions for the underprivileged and undertaken gardening and cleaning up the premises at the Council for Aboriginal Alcohol Program Services (CAAPS) in preparation of a visit from the members of the Australian Senate.
- Alice Springs has commenced a project with Anglicare for the work crew to maintain, garden and prune the St. Mary's Precinct, specifically clearing the bell tower which is now functional due to the pruning of trees.

Key Data:

Community Work Crew Hours YTD comparison

	2012-13 YTD	2013-14 YTD	Variance
Alice Springs	2,370.75	3,320	40%
Darwin	2,513	7,632.85	204%
Total	4,883.75	10,952.85	124%

Year to date figures reflect a steady increase in community work crew hours.

Community work staff in Darwin have met with Northern Territory Legal Aid and North Australian Aboriginal Justice Association (NAAJA) to promote awareness of community work and have received positive feedback from both organisations.

Finke Desert Race 2014

Prisoners from ASCC once again built and maintained a buggy that raced in the Finke Desert Race held over two days from 7-9 June 2014. The buggy, named Fugly, has been the basis for prisoners to learn engineering and mechanical skills with many of them going on to complete a Certificate 1 in Automotive. Minister Elferink drove Fugly during the two day race. Prisoners are also involved in the set-up and general clean-up of the start/finish areas of the event, ensuring that they are giving back to the community which they offend against. The Finke Desert Race is considered one of the toughest off-road events in the world and is staged in one of the most remote places on the planet. Staff from ASCC competed in the event for the 15th year.



Fugly, the prisoner-built vehicle entrant at the 2014 Finke Desert Race



Minister Elferink driving Fugly at the 2014 Finke Desert Race

Female prisoners

On 30 June 2014 there were 108 adult females in custody in Northern Territory correctional centres. This represented 7.3% of the adult prisoners held in custody. Fifty of the female prisoners were located at ASCC and the remaining 58 were located at DCC.

Female prisoners at ASCC work in:

- The textiles sector where they are involved in sewing, including repair work on prisoners clothing and bedding
- Breakfast packaging for prisoners', which involves placing selected breakfast items into a bag ready for delivery
- Producing rags by using ragging equipment and placing them into 10kg bags. ASCC Industries currently provide the rags to the Salvation Army.

The new H block textiles shed, which is being built by officers and prisoners will provide further industry opportunities for female prisoners.

On 11 December 2013, the female prisoners in DCC sewing class held a fashion parade to showcase their creations. The event was attended by approximately 30 guests who were treated to a catwalk display of the various garments the women had made, as well as a host of plush toys, handbags and other practical accessories.



Fashion Parade photo board – Alice Springs

As the sewing classes are run throughout the duration of the year, a series of photo boards were also on display showing the work of past prisoners. It was a fun day and one that not only the J Block women looked forward to but all the Prisoner Services staff and guests alike. The women put a lot of hard work into their creations and were extremely proud to show off their many sewing accomplishments.

While the sewing course is non-accredited it serves to provide the female prisoners with practical skills they can use upon their release and it is a great confidence booster when they see the results of their hard work. Many of the toys they make are gifted to their children enabling them to continue forging the bond between mother and child.

Female prisoners gain Certificate in Indigenous Environmental Health

On 23 June 2014, five female prisoners from DCC graduated with a Certificate II in Indigenous Environmental Health. Batchelor Institute of Indigenous Tertiary Education conducted the course and included (but not limited to) the following sessions:

- Participate in work health and safety (WHS) processes in the workplace in order to ensure their own health and safety at work as well as that of others in the workplace who may be affected by their actions
- Make a basic determination of the relevant diseases they might confront in their work, the mode of disease transmission and the possible means of transmission control
- Provide information and support to householders/ community members with environmental health issues or hazards that may be of concern
- Perform basic repairs and maintenance to health hardware and fixtures in the home and community
- Identify the basic way in which septic tanks function and the strategies needed to maintain on-site systems in the community
- Identify the basic way in which water supply systems function and the strategies needed to maintain water supply systems in the community
- Identify community processes for rubbish collection and disposal, and the strategies needed to monitor and maintain rubbish collection and disposal systems in the community.

The course participants will be able to integrate theory into practice and look at the overall health of their community and how a number of environmental factors can affect the wellbeing of a community.

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

Success indicators for 2013-14

Correctional Industries

NT Correctional Industries (NTCI) provides each prisoner with both the obligation and opportunity to work and is a fundamental component of contemporary correctional management.

Prisoners working provide the following advantages:

- Reduces prisoner idleness and therefore contributes to more effective correctional centre management
- Provide prisoners with employability, commercial and technical skills development to enhance post-release employment
- Contributes to reducing the cost of corrections services to the taxpayer.

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 function of NTCI programs is to provide prisoners with skills to seek, gain and retain employment. Prisoners learn the importance of work in our society. Skills are provided on how to seek a job and the disciplines necessary to retain employment through attitude and work performance.

The overwhelming emphasis in employment is on the work ethic and the development of employability skills. Technical development evolves from 'on the job' training and exposure to technical skill modular training.

Correctional industry programs equip prisoners with the attitudinal, technical and employability skills to seek and retain employment upon release.

- NTCI is working with local businesses to grow business capacity in a partnership arrangement through the concept of 'Partnering with us to grow your business'
- NTCI is providing a choice to local businesses by being able to offer competition to imported products, built with local labour under the supervision of trade qualified staff. All NTCI projects support local suppliers, wherever possible, boosting the NT economy
- NTCI will expand significantly within the new DCP through the provision of designated sheds to be used by industries
- The Work Not Play initiative is allowing NTCI to grow both capacity and capability within the Central Australian region
- NTCI is providing certified training for prisoners that will provide them with the skills needed to seek paid employment. This commitment meets the central principle of the *Strategic Intent 2013–2016* to reduce recidivism.



DCC industries –
rubbish tweezers



DCC industries mechanical –
repair small motors



DCC industries
steel fabrication



DCC industries – working on the cattle panels



DCC industries – completed cattle panels

NTCI will benefit the whole community through its activities, whether that is through the money that is generated by our activities or our safer streets through the reduction in recidivism.

Darwin Correctional Industries has undertaken the following revenue raising jobs:

- Manufactured 656 beds for the new Darwin Correctional Precinct
- Constructed cattle panels for local stations and mustering contractors
- Manufactured skip bins for local waste disposal company
- Manufactured gas bottle carry cages
- Various light steel fabrication jobs for local steel company
- Fabricated over 200 rubbish pick-up sticks
- Rubbish and weed control at various government sites.

Alice Springs Correctional Industries has undertaken the following revenue raising projects:

- Produced Motor Vehicle Registry number plates, including 60 car series plates, eight trailer and 15 motorcycle
- Created personalised number plates; Slimline, Novelty Plates, Custom Automotive, Ulysses and NTG employees
- Screen printing, embossing, hot foiling, hazardous material handling, stock rotation, alpha and numeric sequencing logging
- Elliot Street Housing Project
- 700 fence panels
- Manufactured trailers
- Installation of signs, bollards and shade structures as instructed along cycle paths at the Telegraph Station, Alice Springs
- Provided laundry services for the Alcohol Rehabilitation Centre
- Provided laundry services for NT Police including washing blankets from the Police Watch House
- Detailed fleet vehicles
- Tyre changing services for NT Fleet cars.



ASCC industries – adult and children chairs



ASCC industries – Constructed trailer

Correctional Industries Advisory Council of NT (CIAC)

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

The remainder of the CIAC group is made up of NTDCS representatives including two staff who act as (ex-officio) members. Members of CIAC are appointed by the Commissioner of Correctional Services.

The role of CIAC ensures that NTCI does not adversely impact upon local businesses and in particular community employment.

It is pleasing to report that no adverse representations from private businesses have been received. This is a direct result of the organisational and grievance handling arrangements conveying the development and operation of Correctional Industry programs in NT and the continuing commitment of the members of CIAC.

The Council continued to meet at Correctional Centres during the year including a site visit to the Darwin Correctional Precinct and a joint CIAC video link up which gave members an appreciation of the challenges facing NTCI.

1. During 2013-2014 the Central Australian CIAC was established
2. Supported a number of business development opportunities that have the potential of providing employment to over 200 offenders. These opportunities are related to import replacement, new opportunities and opportunities where there was a shortage of skilled labour
3. Continued focus on the provision of prisoner employment through self-sufficiency projects including the production of food, laundry, textiles and the maintenance of correctional centres
4. Encouraged NTCI to maintain its focus on developing and establishing industries (using modern equipment) that are relevant to the community in those fields and where there is known skill shortages
5. Monitored basic education, vocational education and training opportunities and the number of prisoner traineeships being provided to prisoners
6. Participated at various employer symposiums supporting Sentenced to a Job initiative
7. Overseen the expansion of the paid work program increasing from 32 positions to 81 positions

8. Assisted in the development of pilot operations in the mining and automotive sectors
9. Participated in the development of 'story based' Work Health and Safety messages
10. Assisted in the development of pricing and private sector involvement policies.

Strategic Theme: Supportive People Culture

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

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

Success indicators for 2013-14

Our People

Overview

This section provides an overview of our people and their achievements during the reporting period. It also provides information on a number of initiatives and policies that were implemented to provide personnel with the right skills and development, a safe and fair workplace and effective frameworks to keep people engaged and feeling valued. Many programs and initiatives stem from the *NTDCS People Plan 2013-2014* which was launched in November 2013. The *People Plan* outlines strategies and initiatives to develop and support a skilled, diverse and sustainable workforce. Below is an overview of the key focus areas of the *People Plan*.

We also report on our compliance with Employment Instructions issued by the Commissioner for Public Employment (CPE) in this section.



Staff profile

The following table provides a snapshot of our workforce demographics. All figures in this section are based on the Full Time Equivalent (FTE) or paid headcount of the final pay period 2013-14 (pay 26).

Total paid headcount¹	987
Full-time equivalent staff²	952.37
Average age of employees	43 Years
% female employees¹	39%
Average length of service	6 Years
% part-time employees¹	6%
Employees of Aboriginal or Torres Strait Islander background^{1 3}	73
Employees with a disability^{1 3}	8
Employees from Non-English speaking background^{1 3}	48

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.

The diversity of NTDCS is represented by four divisions - Community Corrections, Head Office, Custodial Services and Youth Justice



L-R: Dean Wilson Probation and Parole Case Manager, Simone Donohue Head Office, Tracy Watkins Deputy Superintendent and Riley Kirwin Youth Justice Officer.

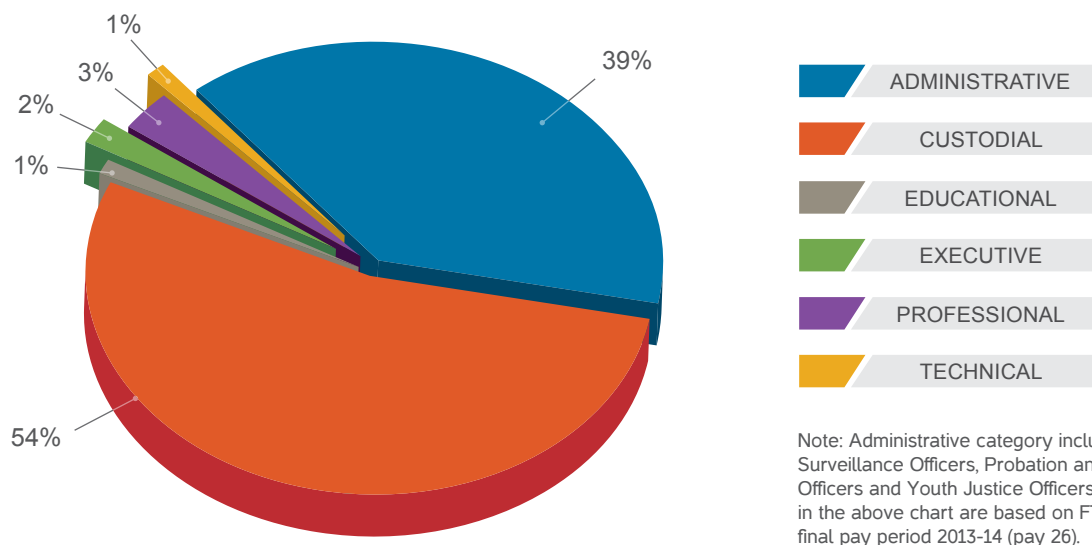
Full time equivalent by classification

The table below provides a comprehensive comparison of FTE classifications from June 2013 to June 2014.

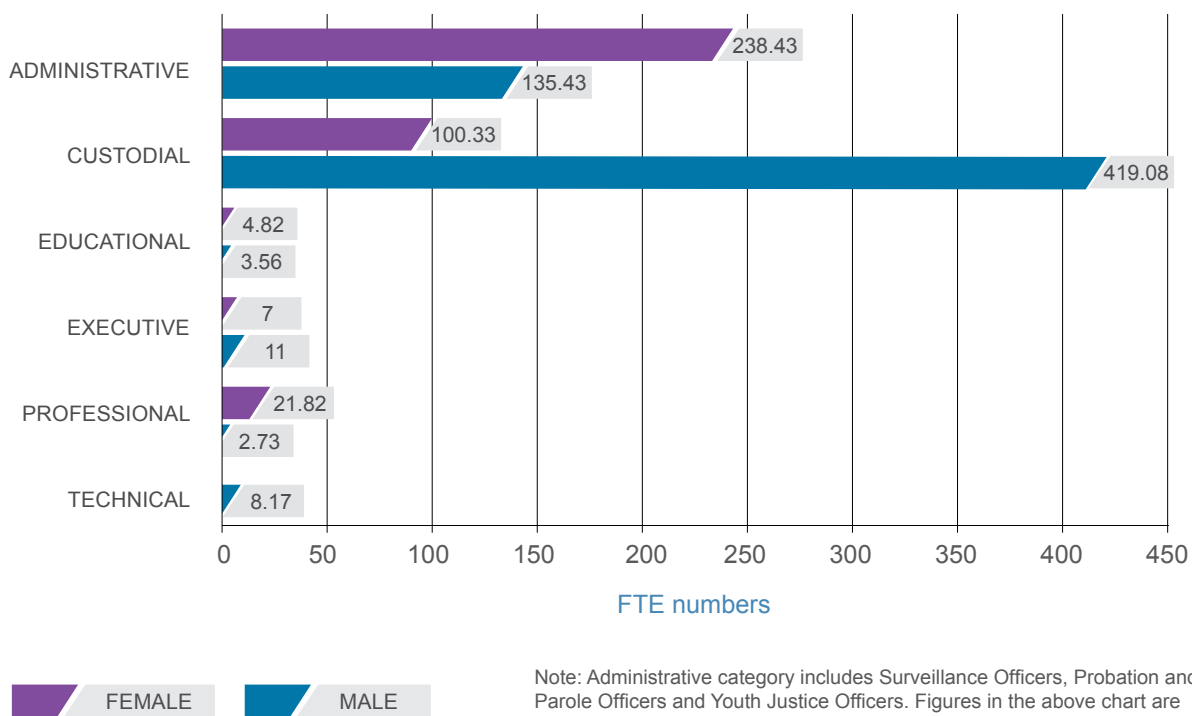
Classification	FTE	
	30 June 2013	30 June 2014
Administrative Officer 2	14.72	11.59
Administrative Officer 2 rostered shift	0.00	2.00
Administrative Officer 3	53.32	45.34
Administrative Officer 3 rostered shift	54.57	42.75
Administrative Officer 4	56.37	64.81
Administrative Officer 4 rostered shift	3.00	9.00
Administrative Officer 5	70.90	66.38
Administrative Officer 5 rostered shift	3.50	4.00
Administrative Officer 6	46.80	47.05
Administrative Officer 7	29.53	35.73
Senior Administrative Officer 1	17.22	22.76
Senior Administrative Officer 2	8.50	10.00
Chief Industries Officer	16.00	21.00
Chief Prison Officer	31.45	38.39
Chief Superintendent	1.00	1.00
Deputy Superintendent	5.00	9.00
Principal Industries Officer	1.00	2.00
Prison Officer First Class	86.26	71.34
Prison Officer In Training	79.03	49.93
Prison Officer	187.80	211.53
Senior Industries Officer	35.00	49.89
Senior Prison Officer	54.18	65.33
Superintendent	1.00	0.00
Executive Officer 1 Contract	10.00	10.00
Executive Officer 2 Contract	4.00	6.00
Executive Officer 5 Contract	1.00	1.00
Executive Officer 2	1.00	1.00
Home Detention Officer	10.96	12.45
Head Lecturer Prison Education 3	2.00	1.00
Lecturer Prison Education	10.46	7.38
Professional 2	8.00	9.82
Professional 3	8.50	7.00
Senior Professional 1	6.50	6.73
Senior Professional 2	1.00	1.00
Technical 4	4.00	6.17
Technical 6	2.00	2.00
Total	925.57	952.37

Note: Figures in the above chart are based on FTE of the final pay period 2013-14 (pay 26). Classifications are based on employees' actual/paid classification as this is a more accurate reflection of current establishment. Differences in FTE numbers for Prison Officers in Training, Prison Officers and Prison Officers First Class can be attributed to one cohort of Prison Officers in Training graduating in May 2014, Prison Officers First Class being promoted to, and/or acting as Senior Prison Officers and a shift to industries roles.

Full time equivalent by classification groups



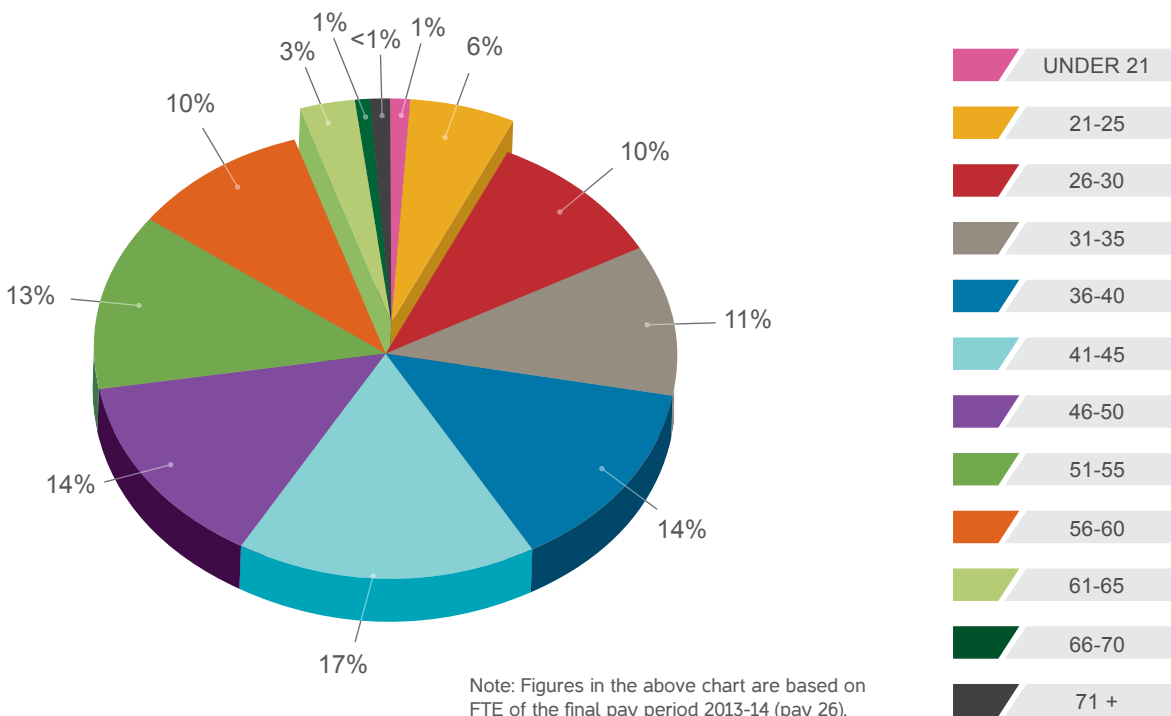
Full time equivalent numbers by sex and classification groups



Full time equivalent numbers by age and sex



Full time equivalent staffing by age



Full time equivalent numbers by NTDCS length of service and sex



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

Employee and department achievements

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

August 2013

- Rosanne Lague, Executive Director People, Business and Strategic Services, was named a finalist in the 2013 Telstra Business Women's Award in the Community and Government Award category.
- The department successfully promoted its career opportunities to more than 4,000 visitors at the Skills, Employment and Careers Expos in Darwin, Alice Springs, Katherine and Tennant Creek.

October 2013

- Kevin Raby (as Happy Healthy Harold), General Manager Regional Operations and the Reform Initiatives, Communications and Community Engagement team raised almost \$600 during a morning tea to support October fundraising efforts.
- NTDCS launched the *Strategic Intent 2013-2016* which captures the department's vision and priorities.
- Karrina Betschart, Family Responsibility Centre Manager (Alice Springs) and Alana Quinn, Advanced Practitioner (Alice Springs), successfully completed the Women in Leadership Discovery Program through the Office of the Commissioner for Public Employment (OCPE).
- ASCC and DCC Mobile Work Party/Chief Prison Officer Raymond Petrie, won Tidy Towns NT awards for the categories Water Conservation and Litter Control respectively.

November 2013

- Richard Shelton, Probation and Parole Officer (Alice Springs), raised \$960 for charities that raise awareness of men's health issues as part of the Movember initiative.
- The department launched the *People Plan 2013-2014* which outlines strategies and initiatives to develop and support a skilled, diverse and sustainable workforce.
- The department paid tribute to the late Neil Anderson, Chief Industries Officer (Alice Springs), for his dedication and commitment to NTDCS with the opening of Anderson Road, which connects the Stuart Highway to the ASCC.
- 2013 Chief Minister's Awards - Community Support Work Party/Custodial Operations (Raymond Petrie, Chief Prison Officer Darwin) submitted 'Prisoner Mobile Work Camp – Top End' and was a finalist in the category Indigenous Advancement.

January 2014

- Philip Brown, Executive Director Correctional Operations, was successful in being approved for a temporary professional development opportunity with CatholicCare NT as part of the NTG Executive Mobility Program for 12 months.

March 2014

- Sharon Hayes, Aboriginal Cultural Advisor (Alice Springs), successfully completed a Certificate IV in Community Services Work through Charles Darwin University and a Certificate II in Indigenous Leadership through the Australian Indigenous Leadership Program.
- Karrina Betschart, Family Responsibility Centre Manager (Alice Springs), was awarded the Northern Territory Social Worker of the Year 2014 (Mary Moylan Award) through the Australian Association of Social Workers, NT Branch.

Happy Healthy Harold

Ocober is a Life Education fundraising initiative that encourages people to get a team together and give up alcohol for the month of October. Ocober is also an important opportunity to highlight the growing danger of binge drinking and alcohol abuse, particularly among young Australians. This is particularly poignant as many of the crimes committed by prisoners have alcohol as the underlying cause for the offence. NTDCS Head Office held a fundraising morning tea with Happy Healthy Harold the giraffe in attendance raising approximately \$600 for the Life Education Unit.



Commissioner Ken Middlebrook welcomes Happy Healthy Harold to the fundraiser

A Taste of Harmony

A Taste of Harmony is an annual event that celebrates cultural diversity by inviting all Australians to share their food and culture at work. In March 2014, 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. During the 2013-14 reporting period the department celebrated NAIDOC week by hosting various events throughout its offices and facilities, including presentations by Elders, family BBQs, concerts, painting activities and Aboriginal focused DVDs.

Groote Eylandt Careers Expo

Staff members Courtney Mabey and Sharon Kinraid attended and represented Community Corrections at the careers expo on Groote Eylandt. The expo titled; "Ngambuwa" which means "Where are you going?" in Anindilyakwa, was a big success.

The purpose of the expo was to provide an opportunity for school students to meet the many service providers and businesses (both profit and not-for-profit) on Groote Eylandt.

It was attended by about 100 students as well as job seekers from the Remote Jobs and Communities Program. The expo was a good way to build community relationship and inform the next generation about Correctional Services.



Courtney Mabey and Sharon Kinraid at the Careers Expo

In Memorial

The Northern Territory Department of Correctional Services would like to acknowledge the following serving staff who passed away during the year,

Theresa Westmacott

Director Staff Learning and Development,
8 November 2013

Paul (Pauliasi) Nuku

Prison Officer, Datjala Work Camp, Nhulunbuy
24 January 2014

NTDCS Service Medals/National Medals

The department honoured a number of staff who had reached milestones in their employment with Correctional Services. The number of staff who have been awarded the NTDCS Service Medal during the reporting period are as follows:

	Alice Springs	Darwin
10 Year NTDCS Service Medal	4	7
20 Year NTDCS Service Pin		2

In 2013-14, five employees were awarded a National Medal, which recognises long and diligent service by members of recognised government and voluntary organisations who risk their lives or safety to protect or assist the community in enforcement of the law or in time of emergency or natural disaster.

Three employees receiving a National Medal (15 year service)

- Kevin Grenfell, Audit and Investigations Officer (Darwin)
- Peter Lena, Chief Prison Officer (Alice Springs)
- Steven McDean, Prison Officer First Class (Darwin)

Two employees receiving the first Clasp to the National Medal (25 year service)

- Caroline Fischer, Chief Prison Officer (Darwin)
- Anthony O’Callaghan, Senior Prison Officer (Darwin).



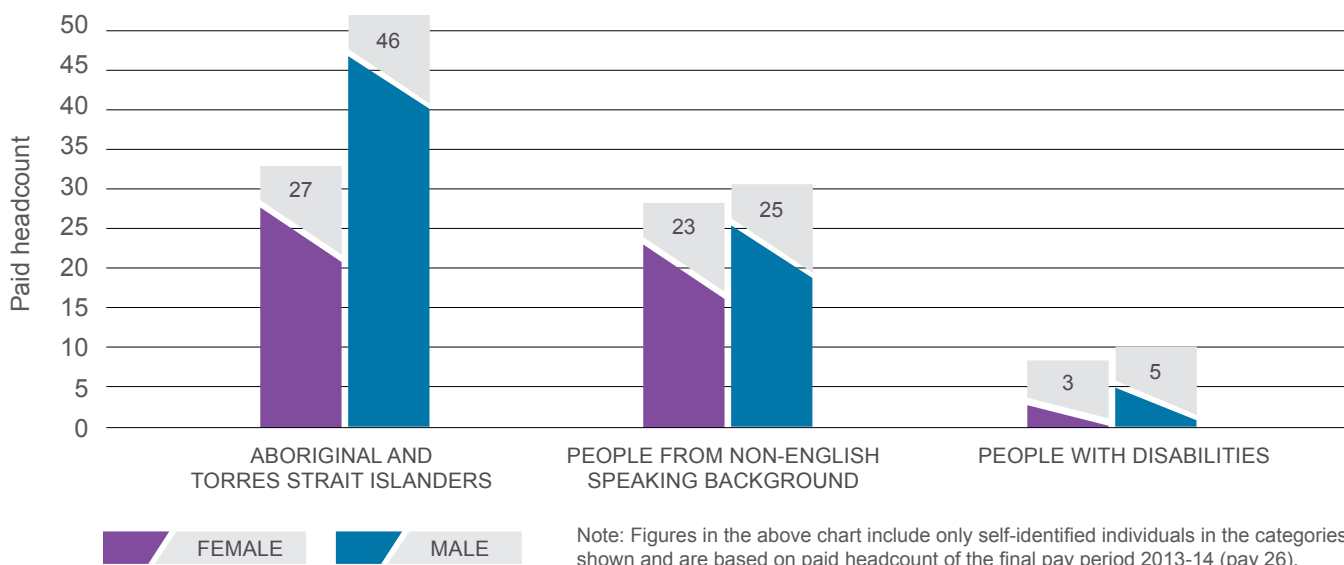
Commissioner Ken Middlebrook presents Kevin Grenfell with the 15 year service medal on 25 May 2014

National Medal for Service

Diversity and Inclusion

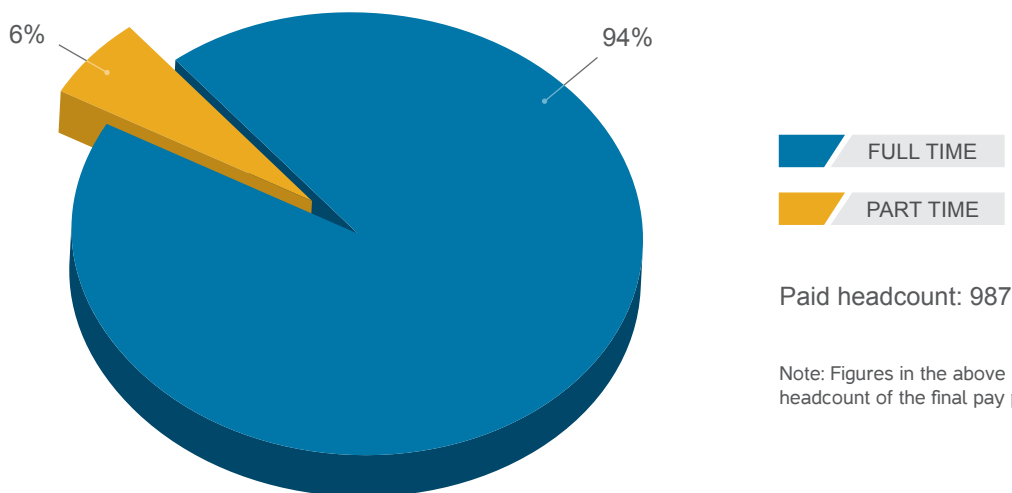
We are committed to represent the community we serve and promote a workplace culture that is inclusive and values difference. Therefore we dedicated a component of the *People Plan* to Diversity and Inclusion, including relevant initiatives and programs. One initiative was to undertake an Equal Employment Opportunity (EEO) Census once a year which encourages staff to update their EEO details through the online Human Resources (HR) system. This census was carried out in April 2014. Below are the current EEO figures after the census was completed.

Currently, 39% of the department's employees are female, 7.4% declare they are Indigenous, 4.9% declare they are from non-English speaking backgrounds and 0.8% declare they have a disability.



Flexible Working Arrangements

The department offers flexible working arrangements to create an appropriate work-life balance for its staff. These arrangements have been used for a number of reasons, including providing assistance to employees returning from maternity leave, those with carer responsibilities and those who wanted to take a career break for spending more time with their families. In this reporting period, the department approved 52 flexible working arrangement applications and as of pay 26 has 60 staff members working part time hours.



Cross Cultural Training

A large number of NTDCS clients are Indigenous - 85.4% of the correctional centre population, 96.1% of the youth detention centre population and 79.2% of Community Corrections' clients. Therefore the department provides cross cultural awareness training that is tailored for correctional centre, youth detention and community corrections staff so they are aware of cultural issues that they may encounter when interacting with prisoners, detainees, clients, visitors and Elders. Cross cultural training sessions were also delivered as part of the DCP training calendar and are available for non-custodial employees. In 2014-15, we will be working with the Elders to refine and improve our cross cultural training. It is intended to have a full day cross cultural training included in the department's orientation.

Indigenous Employment Program

As part of the *People Plan* (Talent and Resources) we are committed to work across the agency and with the Department of Corporate and Information Services (DCIS) to better utilise early careers employment programs such as apprentice, Indigenous employment and graduate programs. In collaboration with DCIS, the Indigenous Employment Program (IEP) has been customised for NTDCS to enable participants to transition into the POIT course upon successful program completion. From April to September 2013, the department ran two IEPs, one in Darwin and one in Alice Springs. Out of the 12 participants who started the IEP (seven in Darwin, five in Alice Springs), three completed the program successfully and subsequently entered the POIT program in Darwin in September 2013. The department conducted a review of the program during the reporting period to determine ways to maximise the conversion rate of the IEP participants. The second part of the review focused on establishing ways to expand the program into other divisions and roles. Further work will be undertaken in 2014-15 to implement the review's proposals/recommendations.

Industrial Relations

One of the key focus areas of the *People Plan* – Performance – includes our commitment to strong partnerships with unions and employee organisations, working in the spirit of cooperation.

During the year NTDCS was in regular consultation with the Northern Territory Prison Officers Association (NTPOA), the Northern Territory Senior Prison Officers Association (NTSPOA), the Community and Public Sector Union (CPSU), United Voice and the Australian Education Union Northern Territory (AEUNT) in relation to the opening of DCP and the associated changes for staff.

The 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 6-8 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 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.

During negotiations for the NTPS 2013-17 Enterprise Agreement, NTDCS and OCPE committed to finalise an ongoing review of senior custodial officer classification (Chief Prison officers and above) and work responsibilities. This review has been completed and recommendations are now under negotiations with CPSU and the NTSPOA, with resulting actions expected in 2014-15.

A second review was undertaken in relation to the terms and conditions for Senior Industries Officers as well as the use of community work party positions. This review has been completed and the department is consulting with United Voice and the NTPOA regarding recommendations and resulting actions.

As the current Prison Officer (NTPS) Enterprise Agreement is due to expire in 2014-15, the department is working with United Voice (NTPOA) and OCPE to achieve a positive outcome from the negotiations, with resulting actions to be implemented in the next financial year.

A department wide consultation framework involving all relevant unions has been drafted and will be implemented in the 2014-15 reporting period.

Supporting Our People

The Human Resources (HR) team provides support and advice to executives, managers and staff in all workplace matters, such as recruitment, conditions of service, performance management, and workforce planning. The following is a snapshot of HR achievements in 2013-14:

- Developed and launched the *People Plan 2013-14* that provides the strategic framework in relation to talent and resources, performance, leadership, diversity and inclusion
- Continued to review HR related policies and procedures as a result of becoming a standalone department
- Developed and launched an exit survey for workforce planning and development purposes
- Undertaken recruitment campaigns for Prison Officer in Training, experienced Prison Officer and Senior Industries Officer positions resulting in the following commencements:
 - two courses in Alice Springs with a total of 37 POITs
 - one course in Darwin with 18 POITs
 - five experienced Prison Officers
 - 19 Industries Officers.
- Conducted a review of the Indigenous Employment Program to determine reasons for non-completion and to establish ways to expand the program into other divisions and roles
- Developed workforce planning papers for DCC and ASCC with recommendations to improve attraction, retention and development of staff as well as manage/mitigate workforce risks
- Conducted two reviews for Industrial Relations purposes – one was a review of senior custodial officer classification (Chief Prison Officers and above) and work responsibilities, the second review was in relation to the terms and conditions for Senior Industries Officers as well as the use of community work party positions
- Established workforce planning and development subgroup for the DCP project with the purpose of managing workforce planning, consultation and implementation of changes.

Future Priorities

In 2013-14, consultation and negotiations for a new Prison Officer (NTPS) Enterprise Agreement commenced as the current agreement is due to expire in 2014-15. The HR team will continue to work with United Voice (NTPOA) and OCPE to achieve a positive outcome from the negotiations.

Once the negotiations for the new Enterprise Agreement have been completed, the HR team will work on implementing the outcomes, which may include ensuring that changes to employment conditions are being applied correctly, amending departmental policies and procedures or communicating significant entitlement changes to employees.

The department wide IR consultation framework involving all relevant unions will be finalised and implemented in the 2014-15 reporting period.

HR has commenced work on a bulk recruitment strategy for Community Corrections and Youth Justice during the 2013-14 reporting period which will be finalised and implemented in the 2014-15 reporting period.

HR will also develop workforce planning initiatives to accommodate increased recruitment activities/skill demand for upcoming projects such as the custody management of NT Courts and Police Watch Houses, expansion of remote work camps, enhanced prison industries and Sentenced to a Job initiatives, as well as provide continuous workforce planning support for DCP.

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 below.

As a result of the new administrative arrangements and becoming a standalone department in September 2012, the department has been reviewing all HR related policies, procedures and governance frameworks to ensure an effective and compliant organisation.

A number of updated and/or new HR policies were implemented during the reporting period. Some to note were:

- Recruitment and Selection policy, procedure and guidelines
- Discipline policy
- Employee complaint policy.

2013-14 performance against each of the Employment Instructions

Employment Instructions	Our Actions
<p>1. Filling Vacancies</p> <p>Department to develop procedures on recruitment and selection for internal use.</p>	<p>A new recruitment and selection policy, procedure and guidelines have been introduced in February 2014 and a program of training has been rolled out from March to June 2014, with over 180 officers being trained during this period. NTDCS selection panel members must have completed relevant selection panel training, or after three years, refresher training, prior to participating on a selection panel. The training focuses on the principles and processes of recruitment and selection and is delivered by OPE for employees new to NTPS recruitment and selection. For those needing refresher training only, an abridged refresher course has also been developed and delivered by NTDCS.</p>
<p>2. Probation</p> <p>Chief Executive Officer to develop a probationary procedure 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>The updated Performance Management Framework (PMF) will be implemented early in the next reporting period.</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. They are also covered in relevant training such as recruitment and selection and performance management.</p>

Employment Instructions	Our Actions
<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 (PMF) so that an updated, consistent and compliant process can be implemented that provides employees and managers with effective tools to participate. The updated Performance Management Framework (PMF) will be implemented early in the next reporting period. 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>
<p>5. Medical Incapacity</p> <p>No agency action or reporting required.</p> <p>6. Performance and Inability</p> <p>Chief Executive Officer to provide OCPE 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.</p>	<p>Divisions/managers liaise with the HR team for advice on resolving any medical related staffing issues on a case by case basis.</p> <p>Divisions/managers liaise with the HR team for advice on resolving any performance related staffing issues on a case by case basis. Guidance and tools are included in the performance management and development system.</p> <p>The department had two formal inability actions and they were finalised during 2013–14.</p>
<p>7. Discipline</p> <p>Chief Executive Officer to provide OCPE 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.</p>	<p>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.</p> <p>The Professional Standards Unit ensures the integrity of the department by investigating complaints and breaches of discipline in conjunction with the IRC.</p> <p>NTPS and NTDCS Codes of Conduct and appropriate workplace behaviour are discussed during orientation (by HR and PSU) and in refresher workshops for staff.</p> <p>In 2013-14 the department had eight cases of formal disciplinary action brought forward from the previous year, commenced 20 new cases and completed 24 cases, resulting in four cases to be brought forward into 2014-15.</p>
<p>8. Internal Agency Complaints and Section 59 Grievance Reviews</p> <p>Chief Executive Officer to establish written grievance settling policy and procedures for the department that are available to employees and outline process for dealing with grievances.</p>	<p>The department has reviewed the employee complaint policy and promotes sound workplace practices with workshops encouraging appropriate workplace behaviour, delivered as part of orientation and as required.</p>
<p>9. Employment Records</p> <p>Agencies to maintain appropriate employee records and implement procedures for maintaining and accessing these records.</p>	<p>All staff employment records are securely maintained and stored by the Department of Corporate and Information Services on behalf of NTDCS. In 2013-14 the department implemented a new process to request and approve staff access to HR systems to ensure access is restricted to authorised staff only. Access is determined by someone's role and/or number of direct reports. The department conducts a biannual audit of staff access rights to ensure they are up to date and compliant with the new criteria/process.</p>

Employment Instructions	Our Actions
<p>10. Equality of Employment Opportunity Programs</p> <p>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.</p>	<p>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 participates in the Indigenous Employment Program, coordinated by DCIS, with three participants successfully completing the program and going through to the POIT course in 2013-14.</p> <p>Flexible working arrangements are available to assist employees to maintain a healthy work-life balance, eg for those with family care responsibilities. In 2013-14, the department approved 52 flexible working arrangement applications.</p>
<p>11. Occupational Health and Safety</p> <p>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.</p> <p>A Chief Executive Officer must report annually on occupational health and safety programs in their department and keep appropriate OH&S records.</p>	<p>A new WH&S management system was launched in October 2013 comprising of a policy, guidelines, an accountability and responsibility framework and governance structure for the department. The WH&S policy 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 department is reporting annually (through the annual report) on WH&S programs and incident trends.</p> <p>The Employee Assistance Program is promoted widely across the department and to employees who may be experiencing work and non-work related difficulties.</p>
<p>12. Code of Conduct</p> <p>Chief Executive Officer may issue a department specific Code of Conduct.</p>	<p>The department has a specific Code of Conduct in addition to the NTPS Code of Conduct.</p> <p>Code of Conduct training is mandatory for all staff and is included in all orientation programs. POITs, 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.</p>
<p>13. Appropriate Workplace Behaviour</p> <p>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.</p>	<p>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. As part of the training, departmental guidelines for respectful and professional workplaces are handed out and discussed.</p> <p>In 2013-14 NTDCS conducted 23 Appropriate Workplace Behaviour training sessions, which included sessions as part of the training program/calendar for transition to the new DCP.</p>
<p>14. Redeployment and Redundancy Procedures</p> <p>Agency to ensure redeployee is provided with appropriate level of assistance and case management. Chief Executive Officer must maintain confidential case file for all relevant documentation.</p>	<p>Divisions/managers liaise with the HR team for advice on managing any redeployment matters in accordance with the redeployment and redundancy procedure. In 2013-14 the department managed two cases at the informal stage relating to redeployment and redundancy.</p>

Rachel McCallum, a Team Leader based in the Alice Springs office, shares some information about the work she continues to do with the Butterfly Connection. Rachel was nominated for the 2013 Australia Day Awards for her work with the Butterfly Connection.

2013 Australia Day Awards nominee

The aim of the Butterfly Connection is to help families from Alice Springs who are suffering major illness or trauma and who are forced to seek treatment outside of the Alice Springs area.

Their goal is to lessen the financial burden for families who are experiencing a life changing event by providing funds to enable these families to function as normally as possible in difficult circumstances.

The Butterfly Connection has been helping families in Alice Springs for over 10 years. This assistance has included payment of bills, mortgage/rent payments, out of pocket accommodation expenses when interstate for treatment, medical expenses and a plethora of other payments. Funds raised are carefully supervised by the Butterfly Connection committee and will be directed to those most in need.

Money is raised through donations and fundraising events such as the annual Butterfly Connection Ladies Breast Cancer Golf Day and Fish's Run (memorial motorbike ride) and additional events such as a Wedding Luncheon, Australia vs the World Cricket Match, Debutante Ball and many others. Rachel McCallum and Karen Jones manage the charity and organise all of the events. They have said that the charity is going from strength to strength and is always happy to play a positive role in the lives of people having a hard time.

International Conferences

International Corrections and Prisons Association 15th Annual Conference, Colorado Springs, Colorado USA

Minister Elferink and the Commissioner of Correctional Services, Mr Ken Middlebrook, attended the International Corrections and Prisons Association (ICPA) 15th Annual Conference held in Colorado Springs, Colorado USA from 27 October to 1 November 2013. The theme of the conference was '*Thinking Outside the Cell*' reducing the use of imprisonment which reflects the discourse which is at the very core of the ICPA as an Association and is of high significance for the correctional field across the world. Reducing the use of imprisonment was viewed as one of the guiding principles of many of the presentations attended by both Minister Elferink and the Commissioner.

The Conference was hosted by the Colorado Department of Corrections in collaboration with the United States (US) Federal Bureau of Prisons, US Department of State, American Correctional Association and ICPA North America Chapter. The Conference delegates were presented with a variety of interesting topics as well as a range of excellent keynote speakers including Mr John Hickenlooper, the Governor of the State of Colorado and William R Brownfield, Assistant Director of State, US State Department.

Minister Elferink and the Commissioner delivered a presentation on 'Sentenced to a Job and innovations in Corrections in the Northern Territory' on day three of the Conference. As part of the conference agenda, delegates were able to select a visit to correctional facilities and/or correctional programs. The Minister and Commissioner visited a number of correctional industry programs at the Canon City Correctional Facilities as well as the Fremont County Jail in Canon City, Colorado.

From 3-4 November 2013, Minister Elferink and the Commissioner visited the Hutchins State Jail in Dallas, Texas and the John M. Wynne Correctional Institution in Huntsville, Texas. This was a good opportunity to visit innovative prison industry programs and to see first-hand the innovation in these programs and the range of industry based activities which can be done within correctional facilities.



Commissioner Ken Middlebrook with former Executive Director of NT Correctional Services Mr Jens Tolstrup

Reintegration Puzzle Conference, New Zealand

Julie Ngahere (Offender Programs) attended the Reintegration Puzzle Conference in Auckland New Zealand from 21-24 August 2013. The focus of the Conference was on the role of community organisations in supporting individuals and families during imprisonment and post-release. Key areas of interest were in relation to closing the gap by enhancing employment opportunities for Indigenous ex-prisoners and putting women's reintegration on the agenda.

A presentation by Professor Joe Graffam from Deakin University on the subject of enhancing employment opportunities for Indigenous ex-prisoners specifically discussed the over representation of Indigenous offenders in all State and Territory correctional systems. Indigenous Australians being one of the most disadvantaged groups in the Australian labour market and criminal history adds a layer of complexity to the employment and socioeconomic disadvantage experienced by Indigenous prisoners and offenders.

Liz Thomas and Nicola Brehaut from New Zealand's Family Works North presented on the subject of the reintegration of women offenders. Current research in relation to the reintegration of women offenders is scarce and for the most part reflects only the male experience. It was acknowledged that issues for women offenders are often more complex by virtue of their status as primary caregivers to children.

The following areas were seen as critical to the effective reintegration of female offenders and should be on the radar for all correctional services, particularly given the exponential rise in the number of women offenders being incarcerated:

- Acquiring and maintaining safe and affordable housing
- Developing living skills and budgeting
- Maintaining sobriety
- Relationship connection and reconnection
- Pro-social habits and behaviours.

In addition to the above comprehensive and female focused throughcare programs and services need to be developed to address urgent short-term release needs and provide opportunities for women to become self-sufficient.

Oceania Tobacco Conference, New Zealand

Robyn Hopkins, NTDCS Healthy Lifestyles Coordinator attended the Oceania Tobacco Conference in New Zealand from 23-25 October 2013. Ms Hopkins presented a paper titled *Smoking No Good Story – the village approach* under the regulation and legislation theme of the conference. NTDCS is the first correctional jurisdiction in Australia to implement a full smoke free policy.

The paper outlined the regulatory and legislative focus used to enable the change to a smoke free environment in all NT correctional facilities. The presentation highlighted the complementary village approach, which aims to sustain post release cessation by engaging families and friends of the prisoner's home community.

The project relied heavily on Aboriginal Controlled Health Centres Tobacco Workers (TAW) who are based in regional and often very remote settings around the NT. The TAWs engaged with recently released prisoners and encouraged them to reconnect with health workers in a positive way. Through the presentation NTDCS were able to share our experiences in developing a smoke free policy which was incorporated into a complete healthy lifestyle package.

Success indicators for 2013-14

Staff learning and development

The department 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 provides successful graduates with places on the Prison Officer in Training (POIT) Programs. An IEP commenced in both Darwin and Alice Springs during the 2013-14 period, which resulted in three successful graduates gaining a place in POIT Program.

Internal training

As an RTO, the department has a suite of Correctional Services qualifications under its scope of registration and has representation on the National Correctional Services Industry Advisory Committee which develops and maintains these qualifications.

POIT 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 2013-14 year, 61 POITs successfully completed their Certificate III in Correctional Practice and were offered permanent employment as Prison Officers.

In accordance with the Prison Officer (NTPS) 2011-14 Enterprise Agreement, Prison Officers who meet the required criteria are eligible to apply for entry to the Senior Prison Officer Promotional course. The process requires Officers to commence with a group of five units from the Certificate IV in Correctional Practice. Successful completion of these units results in a place

on the Senior Prison Officers' Promotional course which covers the next group of five units. On completion of the one week course, Officers are awarded the rank of Prison Officer First Class and can then act in senior positions, enabling them to complete the remaining eight units of competence in the workplace. Entry to this program is offered to eligible officers twice a year and 53 Prison Officers enrolled in the Certificate IV during 2013-14.

Essential core skills for Prison Officers are maintained through a structured approach to ongoing training. Core training is conducted each week and five Prison Officers from both correctional centres are taken off the roster to participate in core training refreshers in areas such as defensive tactics, First Aid, chemical agents, and various other disciplines as required. During the 2013-14 period, core training was undertaken up to December 2013. Thereafter, core training was temporarily suspended to focus on the training needs for DCP. Core training will re-commence from the opening of the new DCP in 2014.

In the 2014-15 period, Prison Officers will be referred to as Correctional Officers, in line with the proposed new legislation. The POIT Program will then be known as the Trainee Correctional Officer (TCO) Program.

With the opening of the new correctional centre scheduled for late 2014, there has been a huge focus on the scheduling and completion of training to ensure staff are fully equipped and prepared for the new processes, procedures and functions of this state of the art facility.

The training has been structured into three training calendars:

1. Training Calendar 1 comprised refresher training to all custodial staff and non-custodial staff within DCC on core topics such as Code of Conduct, Appropriate Workplace Behaviours and Occupational Health and Safety
2. Training Calendar 2 focused on the new DCC and covered topics such as Operational Procedures, Fire Induction, Emergency Procedures and IOMS
3. Training Calendar 3 will focus on testing of all on-site facilities during a 28 day period. Due to the delay in the opening of DCP, Training Calendars 2 and 3 will now occur in period 2014-15.

Prison Officer in Training awards

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

In 2013-14 this award was presented to:

DCC POIT Course 72/2013 – John Ellsley

DCC POIT Course 73/2013 – Melanie Hill

ASCC POIT Course 74/13 – Doris Ta'ala-Segi

ASCC POIT Course 75/14 – Maryanne Wise

The Best Team Member Award recognises qualities such as a positive attitude, and supporting and motivating fellow students through their physical and academic challenges. At the end of every recruit course the class is asked to nominate the student who they believe has best displayed the qualities of an ideal team member. In 2013-14 this award went to:

DCC POIT Course 72/2013 – Benjamin Stove

DCC POIT Course 73/2013 – Warren Twaddle

ASCC POIT Course 74/13 – Doris Ta'ala-Segi

ASCC POIT Course 75/14 – Dennis Sawtell



One Mob Different Country performs at the POIT graduation in Darwin 25 July 2013

Drug Dog Handler course graduation



L-R: Dog Handling Course graduation in December 2013 in Darwin with Acting Superintendent DCC Robert Miller; Interstate Instructor Mr Alan Swann the State Coordinator for the Queensland Corrections k9 unit; Members of the DCC Dog Squad: Ronald Limbert; Alan Lording; Anthony Quinn; Clayton Dash with Phil Brown ED Custodial Operations.



Dog catwalk – drug dog training with Kane Tisler from ASCC along with Queensland Correctional Dog Handlers Steven Soda, Kerry Housman and Raymond Bruckmer.



Stacy Richards taking the drug detection dog through his paces

NTDCS is committed to the provision of a drug free environment to all prisoners housed within its boundaries. The dogs are an important and an effective tool in the continued battle to keep drugs from entering our correctional facilities and through their presence are a constant reminder the department is serious in our efforts.

The dogs provide a major deterrent both physically and psychologically to anyone considering trafficking of drugs within the prison system. The dogs are used to detect drugs on all prison property ie, visitors, car parks and delivery vehicles.

There are also dogs that are used for security protection to enhance dynamic security at the correctional facilities. The security dogs are used when there is an extreme situation at a correctional facility which requires the situation to be controlled effectively thereby reducing the risk of harm or injury to Officers and prisoners.

The Dog Handlers, along with their dogs, attend intensive training courses involving theory, practical and physical training. At the end of each course there is a graduation ceremony recognising the dog and their handlers for their achievements.



Darwin Drug Dog handling course, 2013

Community Corrections Training

Community Corrections conducts its own induction courses for new staff. These induction courses comprise the necessary foundation skills and knowledge required to work in their respective areas. In addition, the Community Corrections Training Plan which provides a structured quarterly approach to core training for Community Corrections Officers continues to prove very successful.

The 2014 Community Corrections Training Plan links with the Business Plan and prioritises key areas for core and refresher training for staff.

Core training includes the following modules:

- CC102 Introduction to Offender Management
- CC103 Courts
- CC104 Parole Board
- CC105 Offender Management.

Motivational interviewing is also a core requirement. During 2013, refresher training was provided in all regional offices and a two-day course on Offender Management and Risk Assessment Tools was provided to existing staff.

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

Certificate IV in Correctional Practices

For the 2013-14 financial year there were 20 staff enrolled in the training and 16 successfully completed the qualification. Community Corrections staff have responded well to receiving their Certificates during the POIT Graduations as a mark of achievement and advancement of career progression and development. This has had a twofold effect as not only does it acknowledge the individual achievement but it increases the profile of Community Corrections to the new Custodial Corrections Officers and their families.

Certificate II in Justice Studies

For this period, two staff based in Gove and Maningrida were enrolled and completed a qualification in Justice Studies.

Youth Justice Officers also undertake an induction course which is coordinated through SLDU. This includes Predict, Assess and Respond Training (PART) which provides staff with the skills and knowledge to assist them to remain safe in the workplace as well as keep clients and others safe. A total of 17 Youth Justice Officers completed an induction course during 2013-14.

Recruitment and selection training for NTDCS staff

The department initiated a program of training to support the launch of the new *Recruitment and Selection Policy* and procedures in February 2014. The policy was consistent with the OCPE merit selection and best practice guides. Under the new policy, all NTDCS selection panel members are required to complete relevant selection panel training, or after three years, refresher training, prior to participating on a selection panel. The program consisted of full recruitment and selection training, facilitated by OCPE and refresher training facilitated by Human Resources and SLDU staff. During the period, a total of 176 employees completed this training.

Externally provided courses and qualifications

The department actively encourages and fully supports its staff to undertake courses and qualifications in order to strengthen their leadership capabilities and professional development. The SLDU liaised extensively with Brush Farm Correctional Services Academy in New South Wales to have NTDCS staff participate in their Executive Leadership course, which resulted in an Advanced Diploma of Correctional Administration. During 2013-14, three staff travelled to the Brush Farm Corrective Services Academy, to complete the two week in-house course.

The department also nominated a number of staff to participate in the following OCPE Leadership Programs during this time:

- Kigaruk – Indigenous Men's Leadership Program (three participants)
- Discovery – Women as Leaders (four participants)
- 360 Degree Feedback (one participant)
- Future Leaders Program (one participant)

2013-14 saw two Community Corrections staff participate in the Career Progression Scheme.

Tara Stagg, Probation and Parole Officer, provides an insight into her experience with the scheme.

Career Progression Scheme

I began collecting evidence for my Career Progression Scheme application in July 2013, just prior to the sign off of my Certificate IV, as this was one of the requirements for the career progression. Initially I found it difficult to identify what would suffice as evidence. However, I went on the premise that I am essentially applying for a Probation and Parole Case Manager position. As such I understood my evidence must reflect my ability to complete my duties to the level of a Case Manager. With this in mind, I utilised my colleagues and external relationships to gain feedback on my abilities and any possible areas of improvement and if they were supportive of my application. I then requested a multitude of third party reports as I felt this was one of the best ways to demonstrate my abilities – by those who have witnessed my work.

The result was an extensive folio of evidence that was presented to the panel for consideration. During the process I was required to submit further evidence in relation to a few minor things, which reminded me that continuity in my evidence was paramount to demonstrate my abilities to consider changes in risks and circumstances.

As a result, I was found suitable and progressed from a Probation and Parole Officer to a Probation and Parole Case Manager in October 2013. I found this extremely rewarding, particularly for being the first to achieve this status but also because I felt this was recognition for work I had been conducting over a period of time. It also demonstrated the department's commitment to their staff and felt like a reward for my hard work and time. I would strongly recommend this to staff who are considering it as a career option and have already encouraged some staff to begin the compilation of their evidence as I believe members will highly benefit from the experience and the result.

Following the changes to the Serious Sex Offender legislation and faced with supervising the department's first offender to be released under the legislation, Melanie Killender, a Probation and Parole Case Manger working with the Casuarina office, completed some targeted training. Melanie talks about her experience with the training and how she has integrated these valuable skills into her current role.

Sexual Offender Management Training

I completed a Specialist Certificate in Criminology (Sexual Offender Management) at the University of Melbourne in November 2013 and graduated in absentee in March 2014. This course was fully supported by NTDCS which included two trips to Melbourne, one in October and one in November, in order to successfully complete the subjects and requirements of the course. The course consisted of two subjects and six modules all pertaining to the case management, typologies, offence pathways and rehabilitation of sexual offenders as well as professional boundaries and self-care.

The modules included: motivation behaviour change with sexual offenders, vicarious trauma and self-management: the impact of working with sexual offenders and offender rehabilitation: strengths based work and the Good Lives model.

The Specialist Certificate in Criminology (Sexual Offender Management) was directly related to my work as I was supervising the first person to qualify under *Serious Sex Offenders Act* in the Northern Territory. The course assisted with the ongoing case management and development of procedures pertaining to the Act. I was also able to use what I had learnt to mentor and assist other staff members who were case managing and completing reports on this complex group of offenders.

Strategic Theme: Integrated and Accountable Organisation

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

Success indicators for 2013-14

Audit committee report

Purpose and function of the Audit Committee

NTDCS Audit Committee is established in accordance with the *Financial Management Act* (sections 13 and 15) and the Treasurer's Directions (Part 3, sections 2 and 3). The primary objective of the Audit Committee is to provide an oversight role to assist the Commissioner and the Executive Directors' Group in fulfilling their corporate governance responsibilities, particularly in relation to accountability arrangements, internal control, risk management and the internal and external audit functions.

The functions and responsibilities of the Audit Committee are to:

- Monitor the adequacy of the internal control environment and related policies, practices and procedures
- Monitor corporate risk assessment and the adequacy of the internal controls established to managed identified risks
- Oversee the internal audit function, liaise with external auditors, and monitor the implementation of internal and external audit recommendations
- Review financial statements and other public accountability documents such as annual reports prior to approval by the Commissioner
- Within the context of the Audit Committee's primary objective, undertake any other functions and activities as determined from time to time by the Commissioner.

Membership

In 2013 when the Audit Committee was established rotating members were due to serve a 12 month term.

The current membership of the NTDCS Audit Committee comprises:

Chair	Vanessa Bates, Executive Officer, Office of the Commissioner
Permanent member	Ros Lague, Executive Director People, Business and Strategic Services
Secretariat	Organisational Performance Unit
External member	Tim McManus, Director Budget Development, Financial Management Group, Department of Treasury and Finance
Rotating member	John Fattore, General Manager, Community Corrections
Rotating member	Salli Cohen, Executive Director Youth Justice

Conflicts of Interest

Members are required to sign a conflict of interest declaration upon appointment to the Audit Committee and at the commencement of each meeting the Chair asks members if further conflicts of interest have arisen. No conflicts of interest have been identified during the reporting period.

Internal Audits

Internal audit compliance functions are undertaken by the Professional Standards Unit (PSU) with findings and recommendations reported to the Executive Director of the Business Unit. All NTDCS Internal Auditors have completed Legal Audit Training.

Addressing findings arising from an internal audit is given a level of priority for NTDCS business units affected. Internal audits highlight shortcomings within given areas and are taken seriously and addressed to the satisfaction of the Audit Committee. Findings identified through the internal audit process must be addressed within 21 days, tracked and reported to both the Executive Director of the business unit and the NTDCS Audit Committee.

External Audits

The Auditor-General for the Northern Territory 2013-14 Agency Compliance Audit was conducted by KPMG. The audit examined selected aspects of the systems in use within NTDCS as required, in particular by Treasurer's Direction Part 3, section 1 and Procurement Directions, with the objective of obtaining reasonable assurance that those selected requirements were being achieved. The audit found non-compliance instances with the Treasurer's Directions and the department's Accounting and Property Manual. The following issues were identified:

- Relevant sections in the Treasurer's Directions and Procurement Directions were not incorporated in the Accounting and Property Manual as required by the Treasurer's Directions
- Instances of non-compliance with the Treasurer's Directions and the Accounting and Property Manual were noted with respect to official travel and hospitality/ entertainment expense
- A number of documents requested in relation to Accounts Payable and Procurement Samples were not provided during the audit
- The Audit Committee and Internal Audit function can be improved
- Instances of non-compliance with the Treasurer's Directions and the Accounting and Property Manual were noted with respect to accounts payable
- A Register of Fees and Charges is not maintained by the department.

Achievements for 2013-14

The Audit Committee convened six times between 11 July 2013 and 26 June 2014. The Audit Committee reviewed and endorsed the following documentation:

- Corporate Governance Framework
- Compliance Audit Feedback form
- Audit Findings template
- 2014-15 Audit Schedule
- Internal Audit flowchart
- Audit process guidelines.

During 2013-14 there were five strategic risks identified through the business planning process which were mitigated through treatments managed at the operational level.

During 2013-14 the Audit Committee reviewed 44 internal audit reports and endorsed the proposed actions/treatments designed to address the findings and recommendations made by PSU. In some instances the Audit Committee directed that the PSU follow

up again within a three month period to ensure that actions/treatments endorsed by the Audit Committee are in place.

2014-15 Priorities

During the upcoming year the Audit Committees priorities are:

- Focusing on identifying and monitoring corporate risk against the *Strategic Intent 2013-2016*.

2013-14 Internal Audits and Reviews

Professional Standards and Intelligence Unit (PSU) conducted a total of 73 audits during the year compared to 75 for the previous year. The number of audits conducted each year will vary and all audits listed on the yearly Audit Schedule are not always completed as investigations take priority over the audit functions performed.

Complaints

During 2013-14 the total number of complaints against the department was 92, of these 89 were referred from the Ombudsman of the Northern Territory. This is a decrease of 40 complaints when compared to the 2012-13 total of 132 complaints.

Number	Complaints		
	ASCC	DCC	Other NTDCS
Complaints	25	63	4
Proven	Nil	Nil	Nil
Unresolved	Nil	Nil	1

The majority of these complaints were received by the Office of the Ombudsman via the Prisoner Telephone System. Most of the complaints were dealt with informally by PSU responding directly to the Ombudsman Inquiry Officer.

The four other complaints investigated came from the Children's Commissioner (two) and Community Corrections (two).

Other Investigations

PSU has conducted 24 formal disciplinary investigations over the past year, this is an increase from the 15 conducted the year before. In addition, the unit has 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.

Work, Health and Safety

NTDCS 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* and the *Northern Territory Work Health and Safety (National Uniform Legislation) Regulations*.

A new Work, Health and Safety (WHS) Management System was launched in October 2013 comprising of the WHS Policy, WHS Guidelines, WHS Accountability and Responsibility Framework and Governance structure for NTDCS complemented by Commissioner's Directives on WHS in place for all Correctional Services facilities.

All employees are encouraged to participate in WHS, considering statutory requirements as a minimum standard and keeping WHS standards in all workplaces under constant review.

Implementation of the new WHS Management System commenced in October 2013 through information and awareness sessions conducted by Human Resources and the Organisational Performance Unit staff to prison officers at DCC. A new intranet site dedicated to Work Health and Safety information is now live and accessible to all staff.

WHS is a key element of Induction and Orientation programs for all new staff, delivered through the staff training centres.

All Correctional Officers and Probation and Parole Officers have First Aid training and are required to maintain the currency of their skills. Training is also provided to nominated First Aid Officers, Fire and Floor Wardens in all NTDCS facilities.

The WHS Management System meets the requirements of the current Employment Instruction 11: Occupational Health and Safety standard programs in that:

- All employees and their representatives are encouraged to participate in the WHS decision making process
- Training is provided to all new employees, health and safety representatives, first aid officers, fire and floor wardens
- WHS policy, roles and responsibilities framework and guidelines are available on the department's intranet site, as are Commissioner's Directives for Work Health and Safety in correctional centres, and accessible to all employees
- Executive Directors have responsibility for WHS issues within their divisions with roles and responsibilities of key positions clearly articulated
- Elected Health and Safety Representatives are supported in their roles, are active in consultations, and in reporting WHS issues for consideration by WHS Committees in place.

Health and Safety representatives

The following staff have been elected as Health and Safety Representatives as per the *Work, Health and Safety (National Uniform Legislation) Act*.

Location	Health and Safety Representatives
Darwin Correctional Centre	Peter Douglas
	Steven Cotton
	Alexander Brynes
	Douglas Renata
	Kevin Murphy
	Merrick Wade
	John McCarthur
	Scott Gibson
	Michael Purcell
Alice Springs Correctional Centre	Andrew Scrandrett
	Ian McDowell-Jones
	Bridget Davey
	Ray Rowe
	Steve Russell
Barkly Work Camp	David Chandler
	Edward Witwicki
Alice Springs Youth Detention Centre	John Shuttleworth
Don Dale Youth Detention Centre	Karen Brown
Community Corrections Alice Springs	Rachel McCallum
	Rik Shelton
	Danielle Wenske
	Samantha Alampi

In other locations work, health and safety is addressed at regular staff meetings as a standing agenda item, or through the WHS Committee or reported to emergency management personnel, such as chief warden, first aid officer, and fire and floor wardens.

Peer support for critical incidents

For employees involved in critical incidents a Peer Support team is established to ensure employees experiencing an adverse reaction to a critical incident or other traumatic situation have access to support and counselling. Accesses to external counselling services are provided through the government contracted counselling agencies at no cost.

Incident debriefing is a structured debriefing session facilitated by the Deputy Superintendent or Officer in charge with any single staff member or group of staff involved in an incident.

Incidents reporting

During the reporting period the department has been transitioning from a location specific paper based log book system to fully utilise the Northern Territory Government's Department of Business Online Incident Reporting System. The online system is a centralised repository for all information relating to WHS workplace incidents such as location, description of incident and the extent of injury and/or outcome of the incident. Definitions of the mechanism and nature used in the online system can be found in the Australian Government's Australian Safety and Compensation Council Type of Occurrence Classification System 3rd Edition.

Executive Directors, in consultation with the Commissioner, are authorised to report incidents to NT WorkSafe as required under the *Work Health and Safety (National Uniform Legislation) Act 2011*, if certain incidents such as death or serious injury occur at the workplace.

By using this online system employees receive confirmation by email within 15 minutes of the incident being reported. The relevant Manager/Director receives automatic notification of the incident and is requested to assess the situation and take action to prevent recurrence as required. Employees are then notified by email of the outcome of any investigation undertaken and the corrective actions implemented.

The value of transitioning to the online system will be to enable both divisional and whole of agency reports of all reported incidents for monitoring purposes. It will enable

the department to determine if there are recurring incidents of the same type of certain patterns of behaviour, which then enables identification of risks and appropriate action. The system will also facilitate accountability and transparency of health and safety issues raised by Health and Safety Representatives and prioritised by WHS Committees.

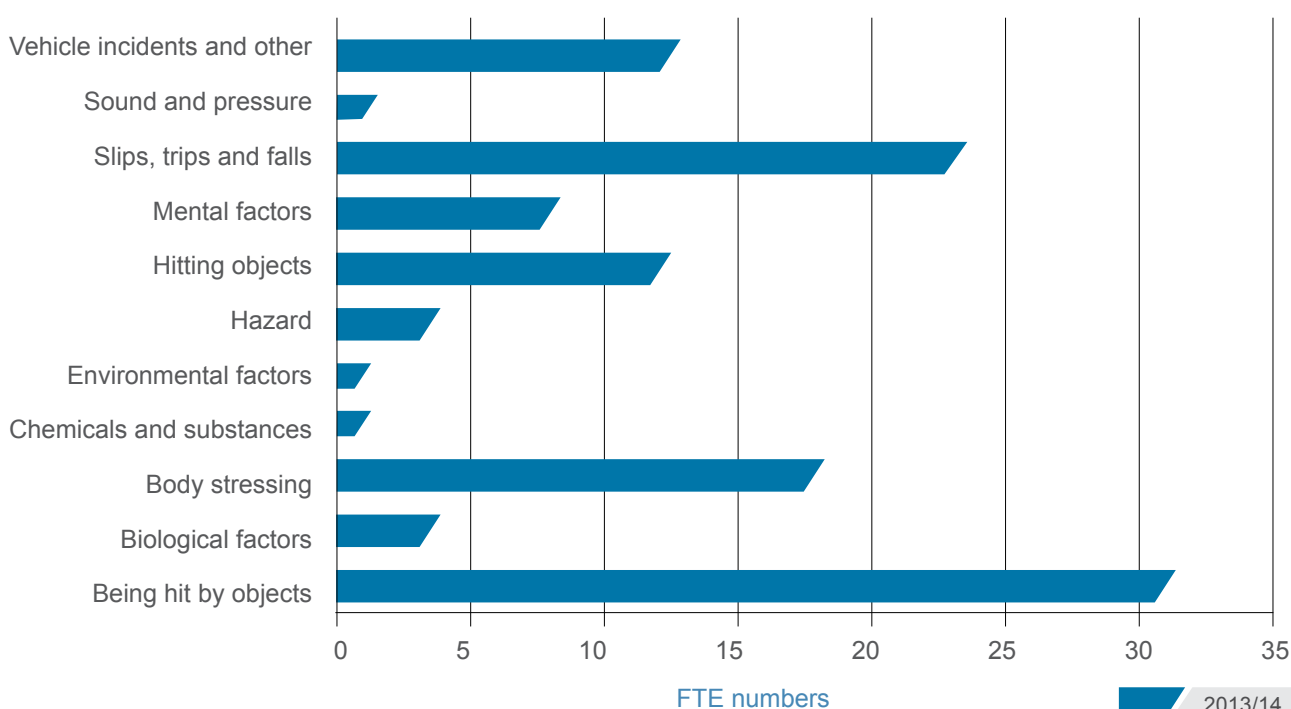
It is not possible to provide a trend analysis as yet for the department given its relatively new creation however statistics are available from the Online Incident Reporting System for the period 1 July 2013 to 30 June 2014. The following table summarises incidents during the period:

WHS Incident Summary for 2013-14

Incidents by mechanism	2013-14
Being hit by objects	31
Biological factors	4
Body stressing	19
Chemicals and substances	1
Environmental factors	1
Hazard	4
Hitting objects	12
Mental factors	8
Slips, trips and falls	24
Sound and pressure	1
Vehicle incidents and other	13
Totals	118

Source: BOXI report as at 30 June 2014

2013-14 reported incidents by mechanism



Source: BOXI report as at 30 June 2014

A total of 118 Incidents were reported through the Online Incident Reporting System during 2013-14. One notifiable incident as per legislation was reported to NT WorkSafe. The top three common types of incidents occurred in the following categories:

1. Being hit by objects
2. Slips, trips and falls
3. Body stresses.

A higher number of incidences recorded were attributed to Correctional Operations (100), with a total of 18 incidents recorded for Community Corrections (6), Offender Services Programs and Indigenous Affairs (1), People Business and Strategic Services (1) and Youth Justice (10) combined.

As at 30 June 2014, there were 34 incidents with claim status, representing 29% of all incidents reported through the Online Incident Reporting System. Annual claim costs of \$1,358,842 represents all financial transactions processed in the period resulting from incidents attributed to NTDCS. This figure is indicative and will not reconcile to the government accounting system; they are provided for statistical purposes only.

Workers' compensation

Number of Incidents by financial year with claim status

Incident type breakdown	2013-14
Incidents with claim status	34
Incidents without claim status	84
Totals	118
Incidents with claim status ratio	29%

Source: BOXI report as at 30 June 2014

Claim Costs** by Financial Year

Claims costs	2013-14
Claim costs total	\$1 358 842

Source: BOXI report as at 30 June 2014

** Claim costs represent all financial transactions processed in the period resulting from incidents attributed to NTDCS as at 30 June 2014. These figures are indicative and will not reconcile to GAS; they are provided for statistical purposes only.

Rehabilitation and return to work

NTDCS manages the effective rehabilitation of employees who have been injured in the course of their employment and in consultation with the case manager.

Temporarily light duty placements are available for Correctional Services Officers faced with physical injury or medical illness. It provides employees the opportunity to return to work after a work related physical injury or medical illness, where a limited period of modified duty is required for medical reasons. Light duty placements may also benefit officers with non-work related physical injury or medical illness when available, designated areas are identified with Correctional Centres and are subject to operational requirements.

Sun protection

Sun Protection is provided for prisoners and staff working outdoors at all facilities. Outdoor workers are encouraged to wear broad brimmed hats, long sleeved shirts and long pants or equivalent. A minimum requirement is the wearing of a broad brimmed hat. Sunscreen is also provided and used in accordance to the manufacturer's directions with a minimum sun protector factor of 15+ with a broad spectrum cover.

Health and Wellbeing

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.

- **Vaccinations/immunisations**

As part of our wellbeing strategy, we offer free annual influenza vaccinations to staff. In April and May 2014, influenza vaccinations were offered to employees across a number of locations with 230 staff members taking up the opportunity to be vaccinated. We also test new custodial recruits for Tuberculosis and provide them with Hepatitis B immunisations as part of the POIT course.

No Smoking Policy

The department implemented a Smoke Free Policy on 1 July 2013. The policy provides the framework for smoke free NTDCS facilities and applies to all people in NTDCS custody, visiting or working within NTDCS facilities. 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. Assistance was provided for staff who wanted to use this opportunity to quit smoking altogether in the form of a staff based QUIT course that stretched over four weeks.

Smoke Free Policy survey results

NTDCS is bound by various pieces of legislation to provide a safe environment, free from known carcinogens and other substances and agents that negatively impact upon one's health and wellbeing.

When NTDCS implemented a smoke free policy in all facilities quit smoking support was provided to prisoners and staff. An employee survey conducted in August 2012 prior to the introduction of the smoke free policy was followed up in May 2014 seeking feedback from employees on the initial impact of the smoke free policy. More than three quarters of staff who undertook the survey (124, 77%) support the implementation of the smoke-free policy. Overall the figures from the survey were positive; however there are some areas that provide opportunity for improvement. A summary of the results are as follows:

- 162 staff from all of NTDCS locations responded to the survey
- Of the 51 staff who identified as smokers, one quarter (14, 27%) indicated they have quit since the ban was introduced
- About 80% of staff indicated that staff and prisoners have good (occasional breaches) to complete compliance (no breaches) to the smoke free policy. 70% believe there is good chance to complete compliance by prisoners
- Half of the staff thought that the smoke-free policy has led to improvements in the workplace, with the main improvements thought to be a healthier working environment (73, 45%), a more pleasant working environment (49, 30%) and improved productivity (38, 20%).

Workplace drug strategy

The workplace drug strategy is an illustration of the importance that NTDCS places on safeguarding the health, safety and wellbeing of all its employees. NTDCS is committed to providing a workplace free of drug misuse to ensure that the highest standard of service is provided to its clients and the general community.

There are clearly defined procedures or guidelines for routine searches and reporting. Self and peer referral is encouraged and promoted, with education and training an essential part of the overall strategy through ongoing drug misuse awareness education and providing training to managers on how to deal with drug related issues.

The workplace drug strategy has two main objectives:

1. To provide a procedure for mandatory reporting of trafficking and possession of illicit drugs; and incidents that contravene the *WHS (Uniform Legislation) Act*, PSEMA, NTDCS Code of Conduct or other relevant legislation
2. To ensure that employees with drug related issues are offered support and assistance to access appropriate services or programs.

The strategy is to be reviewed in 2014 as part of the implementation of the new *Correctional Services Act*.

Work Health and Safety initiatives during 2013-14

- All correctional facilities are smoke-free. Smoking is not allowed anywhere within the grounds, car parks or buildings across the Northern Territory
- Smoke-free policy survey
- Sun protection provided for prisoners and staff working outdoors at all facilities
- WHS review of Industries at the ASCC
- Development of a new WHS Manual for DCP
- Elections for new Health and Safety Representatives for DCP
- Ongoing training in First Aid, Fire Warden training and emergency management
- Development of a dedicated intranet site for WHS information accessible to all employees
- Delivery of refresher WHS training and information forums DCC and made available to ASCC
- Ongoing WHS Committee meetings in Darwin and Alice Springs
- 2013-14 Influenza vaccination program offered to all NTDCS employees.

Access to Information

The Northern Territory *Information Act* came into effect on 1 July 2003 creating a general right of access to government information held by departments, limited only in those circumstances where the disclosure of certain information would be contrary to the public interest. The Act also protects the privacy of personal information held by the department.

The *Information Act* covers Freedom of Information (FOI) issues, privacy, records and archives management, and affects how the department collect, use and stores personal and government information.

The Act is designed to protect personal information, promote free flow of government information, protect public interests and prevent public sector agencies from the unauthorised disclosure of information on individual private and business interests held by public agencies.

The department is subject to the *Information Act* and is required to meet the obligations placed on it under that Act. Under the *Information Act* members of the public can gain access to documents or records held by the department unless the document is within an exception or exemption category specified in the legislation.

In addition, NTDCS operates an Administrative Access Scheme which gives past and current prisoners access to most of their records held by the department. This scheme does not operate under the *Information Act*.

The *Information Act* also defines strict timeframes for dealing with these requests for information. Requests are processed by the Information Coordinator within NTDCS.

Information Release

During 2013-14, the department responded to 58 formal requests under the *Information Act*, compared to 23 in the last financial year. Details in the table below:

Requests for access to information

Applications received and handled	2012-13	2013-14
Applications lodged prior to 2013-14 financial year that were still pending at the start of 2013-14	0	0
Number of new section 18 applications lodged for personal information	23	52
Number of applications for mixed personal and non-personal information	0	2
Number of applications for non-personal information only	0	4
Number of new section 31 applications lodged in the 2013-14 financial year	1	0
Number of new section 38 applications for review lodged in the 2013-14 financial year	0	2
Total applications finalised	23	57
Applications pending at 30 June 2014	0	1

Application outcomes	2012-13	2013-14
Requests transferred to another agency	0	6
Requests withdrawn	0	0
Received all available information	4	9
Received part of all available information	8	22
Received none of the information requested	11	20

Timeliness	2012-13	2013-14
Responses completed within 30 day period	22	57
Responses completed exceeding the 30 day period	1	0

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.

Analysis

- There was more than twice the amount of applications for information lodged in 2013-14 than in the previous year
- This was due to a larger number of people applying for information as well as the same people lodging more applications. For example, one applicant lodged five applications in 2013-14 compared with the highest number of applications lodged by an individual last year at three
- The 58 applications in 2013-14 belonged to 37 individuals
- 93% of the applications were submitted by persons either in custody or under the supervision of NTDCS (or their lawyer on behalf of). The remaining applications were made by staff members.

Strategy: Introduce enterprise architecture and systems that support reforms.

Success indicators for 2013-14

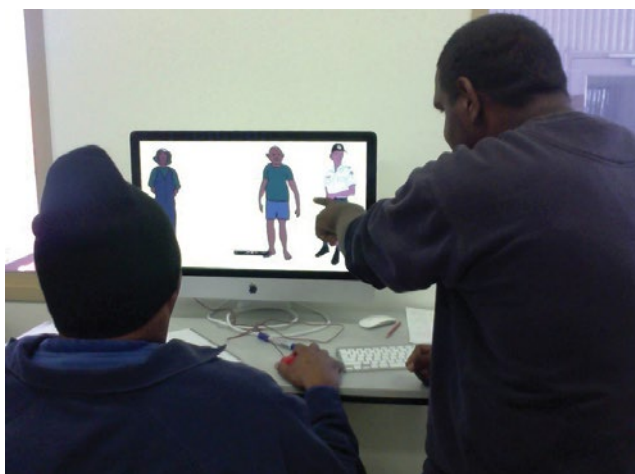
Taking the Parole Board paperless

Work commenced in late 2011 into researching options to electronically manage Parole Board meetings and deliver documents to members. In 2012 work focused on the outcomes of a business process review that looked at streamlining business processes for the Parole Board. This involved making significant changes to the Integrated Offender Management System (IOMS) to support the move to electronic management of Parole Board meetings.

In 2013 the development, testing and implementation of the remaining IOMS enhancements was completed and the primary focus of the project moved to eScribe. Significant work was undertaken with the developers and key stakeholders to support the introduction of the product into the NT Government environment.

Work also continued on developing the business requirements of the Parole Board in relation to eScribe particularly; establishing the links with IOMS and resolving questions around structure, performance and capacity. In preparation for the move to electronic files, existing hard copy files were scanned and uploaded to IOMS to ensure the electronic file was complete. The scanned documents were audited prior to uploading to ensure only relevant documents were put into IOMS and to minimise the risk of duplications. A small number of documents were uploaded in October 2013 to test the process and when auditing was completed in November the remainder of the files were uploaded.

eScribe was initially trialled by a select group of members in October and November 2013 before going live for all members in December 2013. Members were provided with a one on one training session to assist them in learning the product and onsite support was also made available at the meeting. Members continued to get hard copy files at the January and February 2014 meetings whilst in transition to the new system.



ASCC prisoners viewing safety stories

iTalk

In April 2014, NTDCS and iTalk Library, a company based in Alice Springs, entered into a one year collaboration. The initiative involves training up to 60 male and female prisoners at ASCC in the use of multi-media equipment and development of iTalk library stories for use by NTDCS and other organisations in the future. Importantly, work skills gained by prisoners feed into the Pathways to Employment program to assist them in gaining work on their release from prison.

This project was initiated after iTalk library successfully produced four safety stories, in conjunction with ASCC Indigenous prisoners. This enables those prisoners with low levels of literacy and numeracy to understand the more critical aspects of the Work Health Safety manual for use by prisoners participating in prison industries.

Launched at Parliament House by Minister Elferink, the videos use traditional storytelling in both English and local Indigenous languages to convey important messages to audiences with low levels of literacy.



iTalk safety messages

Prisoner Interactive Learning System

The Prisoner Interactive Learning System (PILS) is the system that holds television channels and an information channel capability. It also contains a Learning Management System (LMS) which will allow for the delivery of non-accredited literacy, numeracy and healthy lifestyles material to prisoners.

Biometric security

The biometric kiosks that are an integral part of the DCP's modern security system have been installed. New procedures for visitors have been completed which require all visitors to the facility to undergo iris scanning as part of the identification process. Biometrics will also be central in managing prisoner purchases that will realise efficiencies in administrative staffing and cost savings. This sophisticated system brings the Northern Territory to the forefront of Corrections in Australia.

Strategy: Ensure financial integrity and accountability is safeguarded.

Success indicators for 2013-14

Financial performance – audited financial statements

NT DEPARTMENT OF CORRECTIONAL SERVICES FINANCIAL STATEMENT OVERVIEW For the Year Ended 30 June 2014

The 2013-14 financial statements for the NT Department of Correctional Services (agency) have been prepared on an accrual basis in accordance with the Northern Territory's financial management framework and the Australian Accounting Standards. The agency's financial performance in 2013-14 and comparative financial information for 2012-13 are reported in four financial statements: the Comprehensive Operating Statement, Balance Sheet, Statement of Changes in Equity and Cash Flow Statement.

Key results at year end for the agency were:

- an operating deficit of \$5 million primarily due to unfunded depreciation expense of \$9 million, which was offset by \$20 million increase for Output Appropriation
- cash of \$13.2 million at year end, an increase of \$8.2 million from 2012-13.

Details of the agency's performance by output group are provided in Note 3 of the financial statements.

COMPREHENSIVE OPERATING STATEMENT

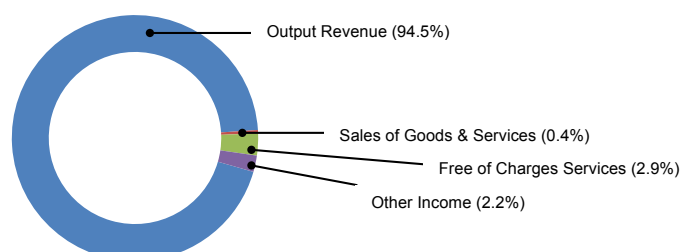
SUMMARY	2013-14	2012-13
	\$'000	\$'000
Operating Income	154 185	137 509
Operating Expenses	159 196	145 215
Net Surplus (Deficit)	(5 011)	(7 706)

The agency recorded an operating deficit of \$5 million compared to a budgeted deficit of \$7.9 million. This variance is primarily related to unspent Youth Justice and Supported Accommodation grants.

Operating Income

The agency received income of \$154 million in 2013-14, a \$16 million increase compared to 2012-13, predominately due to an increase for Output Appropriation for new projects, mainly for early intervention programs and residential boot camps for youth offenders, commissioning of the Darwin Correctional Precinct and enhancement of prison industries at the Alice Springs Correctional Centre.

Sources of Income



Commonwealth specific purpose funding of \$0.29 million contributed to 0.19% of total income.

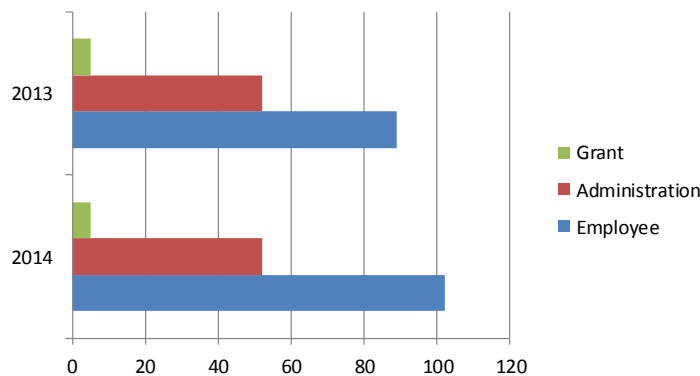
The agency collected Goods and Services revenue of \$0.69 million and Other Income of \$3.3 million, which is predominately for custodial prisoner issues such as board and lodgings and prisoner phone usage.

The agency also recognises notional revenue of \$4.4 million for goods and services, such as information technology, procurement and payroll received free of charge from the Department of Corporate and Information Services. This revenue is offset by notional expenditure to the same value paid to the Department of Corporate and Information Services.

Operating Expenses

Expenditure increased across all expense classifications predominately due to new and expanded projects, mainly for early intervention programs and residential boot camps for youth offenders, commissioning of the Darwin Correctional Precinct and enhancement of prison industries at the Alice Springs Correctional Centre.

Expenditure Comparison (\$M)



Employee expenses increased by \$12.9 million or 14.6%, primarily due to an increase in the size of the workforce of approximately 22 full time equivalents and also an increase in overtime required for the new and enhanced projects.

Total administrative expenses increase by \$0.6 million or 1.2% primarily due to purchases of goods and services expenses from the new and enhanced projects such as early intervention programs and residential boot camps for young offenders, commissioning of the Darwin Correctional Precinct and enhancement of prison industries at the Alice Springs Correctional Centre.

In the Grants and Subsidies category, Current Grants increased by \$0.43 million or 9.7% due to unspent Youth Justice and Supported Accommodation grants.

**NT DEPARTMENT OF CORRECTIONAL SERVICES
FINANCIAL STATEMENT OVERVIEW
For the Year Ended 30 June 2014**

CERTIFICATION OF THE FINANCIAL STATEMENTS

We certify that the attached financial statements for the NT 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 2014 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 September 2014



Alan Buckingham

Chief Finance Officer

30 September 2014

**NT DEPARTMENT OF CORRECTIONAL SERVICES
COMPREHENSIVE OPERATING STATEMENT**

For the year ended 30 June 2014

	Note	2014 \$000	2013 \$000
INCOME			
Appropriation			
Output		145 447	125 507
Commonwealth		290	280
Sales of goods and services ¹		687	481
Goods and services received free of charge	4	4 444	8 187
Other income ^(b)		3 317	3 054
TOTAL INCOME	3	154 185	137 509
EXPENSES			
Employee expenses		101 798	88 868
Administrative expenses			
Purchases of goods and services	5	34 345	31 040
Repairs and maintenance		3 704	2 790
Depreciation and amortisation	9, 10	9 886	9 821
Other administrative expenses ²		4 515	8 187
Grants and subsidies expenses			
Current		4 946	4 509
Interest expenses		2	0
TOTAL EXPENSES	3	159 196	145 215
NET SURPLUS/(DEFICIT)		(5 011)	(7 706)
OTHER COMPREHENSIVE INCOME^(c)			
Items that will not be reclassified to net surplus/deficit			
Transfers from Reserves		(574)	(9)
Changes in asset revaluation surplus		11 107	(168 375)
TOTAL OTHER COMPREHENSIVE INCOME		10 533	(168 384)
COMPREHENSIVE RESULT		5 522	(176 090)

¹ Includes number plate sales, secure care unit reimbursement, food and laundry services, engineering and construction.

² Includes DCIS service charges.

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

NT DEPARTMENT OF CORRECTIONAL SERVICES
BALANCE SHEET
As at 30 June 2014

	Note	2014 \$000	2013 \$000
ASSETS			
Current Assets			
Cash and deposits	6	13 221	5 064
Receivables	7	1 192	434
Inventories	8	777	463
Prepayments		34	75
Total Current Assets		15 224	6 036
Non-Current Assets			
Property, plant and equipment	9	144 757	130 417
Total Non-Current Assets		144 757	130 417
TOTAL ASSETS		159 981	136 453
LIABILITIES			
Current Liabilities			
Deposits held ¹		869	487
Payables	11	5 331	4 082
Borrowings and advances	12	2	2
Provisions	13	10 652	9 466
Total Current Liabilities		16 854	14 037
Non-Current Liabilities			
Borrowings and advances	12	13	18
Provisions	13	5 793	5 388
Total Non-Current Liabilities		5 806	5 406
TOTAL LIABILITIES		22 660	19 443
NET ASSETS		137 321	117 010
EQUITY			
Capital		164 586	149 797
Reserves ^(b)	14	78 389	67 282
Accumulated funds		(105 654)	(100 069)
TOTAL EQUITY		137 321	117 010

¹. Includes prisoner monies held in trust

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

NT DEPARTMENT OF CORRECTIONAL SERVICES
STATEMENT OF CHANGES IN EQUITY
For the year ended 30 June 2014

	Note	Equity at 1 July \$000	Comprehensive result \$000	Transactions with owners in their capacity as owners \$000	Equity at 30 June \$000
2013-14					
Accumulated Funds		(99 764)	(5 011)	0	(104 775)
Correction of prior period errors ^(a)		(296)	0	0	(296)
Transfers from reserves		(9)	(574)	0	(583)
		<u>(100 069)</u>	<u>(5 585)</u>	<u>0</u>	<u>(105 654)</u>
Reserves ^(b)	14	<u>67 282</u>	<u>11 107</u>	<u>0</u>	<u>78 389</u>
		67 282	11 107	0	78 389
Capital – Transactions with Owners					
Equity injections					
Capital appropriation		18 708	0	2 270	20 978
Equity transfers in		176 778	0	12 727	189 505
Other equity injections		30 282	0	0	30 282
Equity withdrawals					
Capital withdrawal ^(c)		(7 223)	0	0	(7 223)
Equity transfers out		(68 748)	0	(208)	(68 956)
		<u>149 797</u>	<u>0</u>	<u>14 789</u>	<u>164 586</u>
Total Equity at End of Financial Year		<u>117 010</u>	<u>5 522</u>	<u>14 789</u>	<u>137 321</u>
2012-13					
Accumulated Funds		(92 352)	(7 708)	0	(100 060)
Transfers from reserves		0	(9)	0	(9)
		<u>(92 352)</u>	<u>(7 717)</u>	<u>0</u>	<u>(100 069)</u>
Reserves ^(b)	14	<u>235 656</u>	<u>(168 374)</u>	<u>0</u>	<u>67 282</u>
		235 656	(168 374)	0	67 282
Capital – Transactions with Owners					
Equity injections					
Capital appropriation		0	0	656	656
Equity transfers in		0	0	6 519	6 519
Other equity injections		0	0	14 579	14 579
Equity withdrawals					
Capital withdrawal ^(c)		0	0	(3 316)	(3 316)
Equity transfers out		0	0	(67 237)	(67 237)
		<u>198 596</u>	<u>0</u>	<u>(48 799)</u>	<u>149 797</u>
Total Equity at End of Financial Year		<u>341 900</u>	<u>(176 091)</u>	<u>(48 799)</u>	<u>117 010</u>

^(a) Only for adjustments made in accordance with Treasurer's Directions Section A1.1 requirements relating to accounting policy changes and correction of prior period errors.

^(b) Examples of reserve accounts are 'Asset revaluation surplus' and accounts including changes in value of available-for-sale financial assets and changes in value of hedging instruments in a cash flow hedge. Each reserve account should be disclosed as a separate line item.

^(c) Use for cash distributions to Government.

**NT DEPARTMENT OF CORRECTIONAL SERVICES
CASH FLOW STATEMENT**

For the year ended 30 June 2014

	Note	2014 \$000	2013 \$000
CASH FLOWS FROM OPERATING ACTIVITIES			
Operating Receipts			
Appropriation			
Output		145 447	125 507
Commonwealth		290	280
Receipts from sales of goods and services		6 325	11 340
Total Operating Receipts		152 062	137 127
Operating Payments			
Payments to employees		99 631	98 774
Payments for goods and services		40 305	42 254
Grants and subsidies paid			
Current		4 947	4 509
Total Operating Payments		144 883	145 537
Net Cash From/(Used in) Operating Activities	15	7 179	(8 410)
CASH FLOWS FROM INVESTING ACTIVITIES			
Investing Payments			
Purchases of assets		1 673	1 771
Total Investing Payments		1 673	1 771
Net Cash From/(Used in) Investing Activities		1 673	1 771
CASH FLOWS FROM FINANCING ACTIVITIES			
Financing Receipts			
Deposits received		383	(817)
Equity injections			
Capital appropriation		2 271	656
Other equity injections		0	14 579
Total Financing Receipts		2 654	14 418
Financing Payments			
Finance lease payments		(2)	(4)
Equity withdrawals		0	(3 316)
Total Financing Payments		(2)	(3 320)
Net Cash From/(Used in) Financing Activities		2 652	11 098
Net increase/(decrease) in cash held		8 157	917
Cash at beginning of financial year		5 064	4 147
CASH AT END OF FINANCIAL YEAR	6	13 221	5 064

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

DEPARTMENT OF CORRECTIONAL SERVICES
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 30 June 2014

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DEPARTMENT OF CORRECTIONAL SERVICES
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 30 June 2014

1. OBJECTIVES AND FUNDING

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

The Department has main output groups:

- (a) Custodial Services – provide a safe and humane custodial service, including rehabilitation and care of adult inmates. The employment programs provide targeted and relevant employment opportunities to adult inmates via correctional centre-based or outside employment. The education and offender programs provide targeted and relevant educational and training opportunities to adult inmates. These programs also provide adult inmates with access to rehabilitation support, including pre-release support to assist in reducing the rate of recidivism.
- (b) Community Corrections – provide assessment, monitoring and supervision services to community-based adult and youth offenders in line with orders issued by the courts and the Parole Board.
- (c) Youth Justice Unit – contributes to community safety and repair of harm to victims by supporting young people and their families to develop socially and responsibly. The Family Responsibility Centres build stronger parental responsibility and capacity to support families to divert young people from entering the youth justice system. Youth Boot Camps aim to prevent young people entering the justice system, and for those young people who have involvement in the justice system, break the cycle of offending behaviour.

2. STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

a) Basis of Accounting

The financial statements have been prepared in accordance with the requirements of the *Financial Management Act* and related Treasurer's Directions. The *Financial Management Act* requires the Department of Correctional Services to prepare financial statements for the year ended 30 June based on the form determined by the Treasurer. The form of agency financial statements is to include:

DEPARTMENT OF CORRECTIONAL SERVICES
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 30 June 2014

- (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 13 Fair Value Measurement, AASB 2011-8 Amendments to Australian Accounting Standards arising from AASB 13 [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]

AASB 13 replaces the guidance on fair value measurement in existing AASB accounting literature with a single standard. It clarifies the definition of fair value, provides guidance on how to determine fair value and requires disclosures about fair value measurements. With some exceptions, the standard requires entities to classify these measurements into a fair value hierarchy based on the nature of the inputs. Additional disclosures following from the standard are included in the notes to the financial statements.

AASB 119 Employee Benefits (2011), AASB 2011-10 Amendments to Australian Accounting Standards arising from AASB 119 (2011) [AASB 1, 8, 101, 124, 134, 1049 & 2011-8 and Interpretation 14]

AASB 119 amends the definition of short-term employee benefits and the accounting for defined benefit superannuation obligations. The standards do not impact the financial statements.

AASB CF 2013-1 Amendments to the Australian Conceptual Framework, AASB 2013-9 Amendments to Australian Accounting Standards – Conceptual Framework, Materiality and Financial Instruments

AASB CF 2013-1 incorporates Chapters 1 and 3 of the IASB's *Conceptual Framework for Financial Reporting* into the AASB *Framework for the Preparation and Presentation of Financial Statements*. It also withdraws SAC 2 Objective of General Purpose Financial Reporting. The standards do not impact the financial statements.

DEPARTMENT OF CORRECTIONAL SERVICES
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 30 June 2014

AASB 2012-2 Amendments to Australian Accounting Standards – Disclosures – Offsetting Financial Assets and Financial Liabilities (Amendments to AASB 7)

The standard amends AASB 7 *Financial Instruments: Disclosures* to require an entity to disclose information about rights of offset and related arrangements (such as collateral posting requirements) for financial instruments under an enforceable master netting agreement or similar arrangement. The standard does not impact the financial statements.

AASB 2012-5 Amendments to Australian Accounting Standards arising from Annual Improvements 2009-2011 Cycle [AASB 1, 101, 116, 132 & 134 and Interpretation 2]

The standard amends a number of pronouncements as a result of the 2009-2011 annual improvements cycle. In particular, amendments to AASB 101 *Presentation of Financial Statements* clarify requirements for comparative information, and amendments to AASB 116 *Property, Plant and Equipment* clarify classification of servicing equipment. The standard does not impact the financial statements.

b) Australian Accounting Standards and Interpretations Issued but not yet Effective

At the date of authorisation of the financial statements, the Standards and Interpretations listed below were in issue but not yet effective.

DEPARTMENT OF CORRECTIONAL SERVICES
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 30 June 2014

Standard/Interpretation	Summary	Effective for annual reporting periods beginning on or after	Impact on financial statements
<p>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 2013-9 <i>Amendments to Australian Accounting Standards – Conceptual Framework, Materiality and Financial Instruments</i></p>	<p>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>).</p>	<p>1 Jan 2017</p>	<p>Minimal impact.</p>

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Standard/Interpretation	Summary	Effective for annual reporting periods beginning on or after	Impact on financial statements
<p>AASB 10 <i>Consolidated Financial Statements</i>, AASB 2011-7 <i>Amendments to Australian Accounting Standards arising from the Consolidation and Joint Arrangements Standards [AASB 1, 2, 3, 5, 7, 9, 2009-11, 101, 107, 112, 118, 121, 124, 132, 133, 136, 138, 139, 1023 & 1038 and Interpretations 5, 9, 16 & 17]</i>, AASB 2012-10 <i>Amendments to Australian Accounting Standards – Transition Guidance and Other Amendments [AASB 1, 5, 7, 8, 10, 11, 12, 13, 101, 102, 108, 112, 118, 119, 127, 128, 132, 133, 134, 137, 1023, 1038, 1039, 1049 & 2011-7 and Interpretation 12]</i>, AASB 2013-8 <i>Amendments to Australian Accounting Standards – Australian Implementation Guidance for Not-for-Profit Entities – Control and Structured Entities [AASB 10, 12 & 1049]</i></p>	<p>Requires a parent to present consolidated financial statements as those of a single economic entity, replacing the requirements previously contained in AASB 127 <i>Consolidated and Separate Financial Statements</i>.</p> <p>AASB 2012-10 defers the mandatory application of AASB 10 <i>Consolidated Financial Statements</i> and related Standards to not-for-profit entities until annual reporting periods beginning on or after 1 January 2014.</p> <p>AASB 2013-8 assists not-for-profit entities to apply AASB 10 <i>Consolidated Financial Statements</i> and AASB 12 <i>Disclosure of Interests in Other Entities</i>.</p>	1 Jan 2014	Nil impact

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Standard/Interpretation	Summary	Effective for annual reporting periods beginning on or after	Impact on financial statements
AASB 12 <i>Disclosure of Interests in Other Entities</i>	Requires the extensive disclosure of information that enables users of financial statements to evaluate the nature of, and risks associated with, interests in other entities and the effects of those interests on its financial position, financial performance and cash flows.	1 Jan 2014	Nil impact.
AASB 1055 Budgetary Reporting	Sets out budgetary reporting requirements for not-for-profit entities within the General Government Sector.	1 July 2014	Nil impact.
AASB 2012-3 <i>Amendments to Australian Accounting Standards – Offsetting Financial Assets and Financial Liabilities (Amendments to AASB 132)</i>	Addresses inconsistencies in current practice when applying the offsetting criteria in AASB 132 <i>Financial Instruments: Presentation</i> .	1 Jan 2014	Minimal impact.
AASB 2013-3 <i>Amendments to AASB 136 – Recoverable Amount Disclosures for Non-Financial Assets</i>	Addresses disclosures about the recoverable amount of impaired assets if that amount is based on fair value less costs of disposal.	1 Jan 2014	Minimal impact.

c) Agency and Territory Items

The financial statements of 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

DEPARTMENT OF CORRECTIONAL SERVICES
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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.

d) Comparatives

Where necessary, comparative information for the 2012-13 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 2013-14 as a result of management decisions.

g) Accounting Judgments and Estimates

The preparation of the financial report requires the making of judgments and estimates that affect the recognised amounts of assets, liabilities, revenues and expenses and the disclosure of contingent liabilities. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis for making judgments about the carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

Judgments and estimates that have significant effects on the financial statements are disclosed in the relevant notes to the financial statements. Notes that include significant judgments and estimates are:

- Employee Benefits – Note 2(t) and Note 13: Non-current liabilities in respect of employee benefits are measured as the present value of estimated future cash outflows based on the appropriate Government bond rate, estimates of future salary and wage levels and employee periods of service.
- Contingent Liabilities – Note 18: The present value of material quantifiable contingent liabilities are calculated using a discount rate based on the published 10-year Government bond rate.

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For the year ended 30 June 2014

- Allowance for Impairment Losses – Note 2(o), Note 7: Receivables and Note 16: Financial Instruments.
- Depreciation and Amortisation – Note 2(k), Note 9: Property, Plant and Equipment.

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 Specific Purpose Payments (SPPs) and National Partnership (NP) payments being made by the Commonwealth Treasury to state treasuries, in a manner similar to arrangements for GST payments. These payments are received by the Department of Treasury and Finance on behalf of the Central Holding Authority and then on-passed to the relevant agencies as Commonwealth appropriation.

Revenue in respect of appropriations is recognised in the period in which the agency gains control of the funds.

DEPARTMENT OF CORRECTIONAL SERVICES
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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.

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.

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:

	2014	2013
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

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Computer Hardware	3 - 6 years	3 - 6 years
Furniture and Fittings	10 years	10 years
Laundry Equipment	5 -15 years	5 -15 years
Office Equipment	5 -15 years	5 -15 years
Power Generators	5 -15 years	5 -15 years
Security Systems	5 -15 years	5 -15 years
Communication Equipment	3 -10 years	3 -10 years

Assets are depreciated or amortised from the date of acquisition or from the time an asset is completed and held ready for use.

l) Interest Expense

Interest expenses include interest and finance lease charges. Interest expenses are expensed in the period in which they are incurred.

m) Cash and Deposits

For the purposes of the Balance Sheet and the Cash Flow Statement, cash includes cash on hand, cash at bank and cash equivalents. Cash equivalents are highly liquid short-term investments that are readily convertible to cash. Cash at bank includes monies held in the Accountable Officer's Trust Account (AOTA) that are ultimately payable to the beneficial owner – refer also to Note 20.

n) Inventories

Inventories include assets held either for sale (general inventories) or for distribution at no or nominal consideration in the ordinary course of business operations.

General inventories are valued at the lower of cost and net realisable value, while those held for distribution are carried at the lower of cost and current replacement cost. Cost of inventories includes all costs associated with bringing the inventories to their present location and condition. When inventories are acquired at no or nominal consideration, the cost will be the current replacement cost at date of acquisition.

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.

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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 all 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; and
- buildings.

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

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

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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 provide 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.

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No provision is made for sick leave, which is non-vesting, as the anticipated pattern of future sick leave to be taken is less than the entitlement accruing in each reporting period.

Employee benefit expenses are recognised on a net basis in respect of the following categories:

- wages and salaries, non-monetary benefits, recreation leave, sick leave and other leave entitlements; and
- other types of employee benefits.

As part of the financial management framework, the Central Holding Authority assumes the long service leave liabilities of Government agencies, including the Department of Correctional Services and as such no long service leave liability is recognised in agency financial statements.

u) Superannuation

Employees' superannuation entitlements are provided through the:

- Northern Territory Government and Public Authorities Superannuation Scheme (NTGPASS);
- Commonwealth Superannuation Scheme (CSS); or
- non-government employee-nominated schemes for those employees commencing on or after 10 August 1999.

The agency makes superannuation contributions on behalf of its employees to the Central Holding Authority or non-government employee-nominated schemes. Superannuation liabilities related to government superannuation schemes are held by the Central Holding Authority and as such are not recognised in agency financial statements.

v) Contributions by and Distributions to Government

The agency may receive contributions from Government where the Government is acting as owner of the agency. Conversely, the agency may make distributions to Government. In accordance with the *Financial Management Act* and Treasurer's Directions, certain types of contributions and distributions, including those relating to administrative restructures, have been designated as contributions by, and distributions to, Government. These designated contributions and distributions are treated by the agency as adjustments to equity.

The Statement of Changes in Equity provides additional information in relation to contributions by, and distributions to, Government.

w) Commitments

Disclosures in relation to capital and other commitments, including lease commitments are shown at Note 17.

Commitments are those contracted as at 30 June where the amount of the future commitment can be reliably measured.

x) Financial Instruments

A financial instrument is a contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Financial assets and liabilities are

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recognised on the Balance Sheet when the agency becomes a party to the contractual provisions of the financial instrument. The agency's financial instruments include cash and deposits; receivables; advances; investments loan and placements; payables; advances received; borrowings and derivatives.

Exposure to interest rate risk, foreign exchange risk, credit risk, price risk and liquidity risk arise in the normal course of activities. The agency's investments, loans and placements, and borrowings are predominantly managed through the NTTC and TIO adopting strategies to minimise the risk. Derivative financial arrangements are also utilised to manage financial risks inherent in the management of these financial instruments. These arrangements include swaps, forward interest rate agreements and other hedging instruments to manage fluctuations in interest or exchange rates.

Classification of Financial Instruments

AASB 7 Financial Instruments: Disclosures requires financial instruments to be classified and disclosed within specific categories depending on their nature and purpose.

Financial assets are classified into the following categories:

- financial assets at fair value through profit or loss;
- held-to-maturity investments;
- loans and receivables; and
- available-for-sale financial assets.

Financial liabilities are classified into the following categories:

- financial liabilities at fair value through profit or loss (FVTPL); and
- financial liabilities at amortised cost.

Financial Assets or Financial Liabilities at Fair Value through Profit or Loss

Financial instruments are classified as at FVTPL when the instrument is either held for trading or is designated as at FVTPL.

An instrument is classified as held for trading if it is:

- acquired or incurred principally for the purpose of selling or repurchasing it in the near term with an intention of making a profit; or
- part of a portfolio of identified financial instruments that are managed together and for which there is evidence of a recent actual pattern of short-term profit-taking; or
- a derivative that is not a financial guarantee contract or a designated and effective hedging instrument.

A financial instrument may be designated as at FVTPL upon initial recognition if:

- such designation eliminates or significantly reduces a measurement or recognition inconsistency that would otherwise arise; or
- the instrument forms part of a group of financial instruments, which is managed and its performance is evaluated on a fair value basis, in accordance with a documented risk management or investment strategy, and information about the grouping is provided internally on that basis; or

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- it forms part of a contract containing one or more embedded derivatives, and AASB 139 Financial Instruments: Recognition and Measurement permits the contract to be designated as at FVTPL.

Held-to-Maturity Investments

Non-derivative financial assets with fixed or determinable payments and fixed maturity dates that the entity has the positive intent and ability to hold to maturity are classified as held-to-maturity investments. Held-to-maturity investments are recorded at amortised cost using the effective interest method less impairment, with revenue recognised on an effective yield basis.

Loans and Receivables

For details refer to Note 2 (o).

Available-for-Sale Financial Assets

Available-for-sale financial assets are those non-derivative financial assets, principally equity securities that are designated as available-for-sale or are not classified as any of the three preceding categories. After initial recognition available-for-sale securities are measured at fair value with gains or losses being recognised as a separate component of equity until the investment is derecognised or until the investment is determined to be impaired, at which time the cumulative gain or loss previously reported in equity is recognised in the Comprehensive Operating Statement.

Financial Liabilities at Amortised Cost

Amortised cost is calculated using the effective interest method.

Derivatives

The agency enters into a variety of derivative financial instruments to manage its exposure to interest rate risk. The agency does not speculate on trading of derivatives.

Derivatives are initially recognised at fair value on the date a derivative contract is entered in to and are subsequently remeasured at their fair value at each reporting date. The resulting gain or loss is recognised in the Comprehensive Operating Statement immediately unless the derivative is designated and qualifies as an effective hedging instrument, in which event, the timing of the recognition in the Comprehensive Operating Statement depends on the nature of the hedge relationship. Application of hedge accounting will only be available where specific designation and effectiveness criteria are satisfied.

Netting of Swap Transactions

The agency, from time to time, may facilitate certain structured finance arrangements, where a legally recognised right to set-off financial assets and liabilities exists, and the Territory intends to settle on a net basis. Where these arrangements occur, the revenues and expenses are offset and the net amount is recognised in the Comprehensive Operating Statement.

Note 16 provide additional information on financial instruments.

y) Fair Value Measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

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Fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use. The highest and best use takes into account the use of the asset that is physically possible, legally permissible and financially feasible.

When measuring fair value, the valuation techniques used maximise the use of relevant observable inputs and minimise the use of unobservable inputs. Unobservable inputs are used to the extent that sufficient relevant and reliable observable inputs are not available for similar assets/liabilities.

Observable inputs are publicly available data that are relevant to the characteristics of the assets/liabilities being valued. Observable inputs used by the agency include, but are not limited to, published sales data for land and general office buildings.

Unobservable inputs are data, assumptions and judgments that are not available publicly, but are relevant to the characteristics of the assets/liabilities being valued. Such inputs include internal agency adjustments to observable data to take account of particular and potentially unique characteristics/functionality of assets/liabilities and assessments of physical condition and remaining useful life.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the following fair value hierarchy based on the inputs used:

Level 1 – inputs are quoted prices in active markets for identical assets or liabilities;

Level 2 – inputs are inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly; and

Level 3 – inputs are unobservable.

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NOTES TO THE FINANCIAL STATEMENTS
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3. COMPREHENSIVE OPERATING STATEMENT BY OUTPUT GROUP

	Note	Custodial Services		Community Corrections		Youth Justice		Miscellaneous ²		Total	
		2014	2013	2014	2013	2014	2013	2014	2013	2014	2013
		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
INCOME											
Appropriation											
Output		102 935	89 457	25 199	20 919	17 313	15 131			145 447	125 507
Commonwealth		232	224	44	42	15	14			290	280
Sales of goods and services		687	481							687	481
Goods and services received free of charge	4	3 200	5 895	756	1 392	489	901			4 444	8 187
Other income ^(b)		3 046	2 825	122	88	149	141			3 317	3 054
TOTAL INCOME		110 100	98 882	26 120	22 440	17 965	16 187	0	0	154 185	137 509
EXPENSES											
Employee expenses											
Administrative expenses		77 619	66 769	13 849	12 501	10 329	9 599			101 798	88 868
Purchases of goods and services	5	26 659	23 934	5 293	4 716	2 392	2 391			34 345	31 040
Repairs and maintenance		2 877	2 347	464	200	362	244			3 704	2 790
Depreciation and amortisation	9	8 519	8 252	619	806	747	763			9 886	9 821
Other administrative expenses ¹		3 243	5 895	778	1 392	494	901			4 515	8 187
Grants and subsidies expenses											
Current		613	551	816	579	3 517	3 379			4 946	4 509
Interest expenses	19			2	2					2	
TOTAL EXPENSES		119 531	107 747	21 822	20 192	17 843	17 277	0	0	159 196	145 215
NET SURPLUS/(DEFICIT)		(9 431)	(8 865)	4 298	2 248	123	(1 090)	0	0	(5 011)	(7 706)
OTHER COMPREHENSIVE INCOME											
Items that will not be reclassified to net surplus/deficit											
Changes in asset revaluation surplus		9 775		(574)	(9)	1 332				11 107	(168 375)
Transfer from reserves										(574)	(9)
TOTAL OTHER COMPREHENSIVE INCOME		9 775	0	(574)	(9)	1 332	0	0	0	10 533	(168 384)
COMPREHENSIVE RESULT		344	(8 865)	3 724	2 239	1 455	(1 090)	0	0	5 522	(176 090)

¹ Includes DCIS service charges.

² Represents amounts transferred from the Asset Revaluation Reserve to other agencies during agency restructure.

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NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2014

4. GOODS AND SERVICES RECEIVED FREE OF CHARGE

	2014	2013
	\$000	\$000
Corporate and information services	4 444	8 187
	4 444	8 187

5. PURCHASES OF GOODS AND SERVICES

	2014	2013
	\$000	\$000
The net surplus/(deficit) has been arrived at after charging the following expenses:		
Goods and services expenses:		
Consultants ⁽¹⁾	3 071	1 794
Advertising ⁽²⁾	34	30
Marketing and promotion ⁽³⁾	78	130
Document production	108	55
Legal expenses ⁽⁴⁾	174	217
Recruitment ⁽⁵⁾	334	325
Training and study	1 082	826
Official duty fares	863	786
Travelling allowance	399	336
Fuel	627	487
Entertainment	205	38
Other	27 370	26 016
	34 345	31 040

⁽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. CASH AND DEPOSITS

	2014	2013
	\$000	\$000
Cash on hand	41	41
Cash at bank	13 180	5 023
	13 221	5 064

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NOTES TO THE FINANCIAL STATEMENTS

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7. RECEIVABLES

	2014	2013
	\$000	\$000
Current		
Accounts receivable	171	79
Less: Allowance for impairment losses	(22)	(22)
	<u>149</u>	<u>57</u>
GST receivables	771	312
Other receivables	272	65
	<u>1 043</u>	<u>377</u>
Total Receivables	<u>1 192</u>	<u>434</u>

8. INVENTORIES

	2014	2013
	\$000	\$000
Inventories Held for Distribution		
At cost	777	463
Total Inventories	<u>777</u>	<u>463</u>

9. PROPERTY, PLANT AND EQUIPMENT

	2014	2013
	\$000	\$000
Land		
At fair value	34 180	23 073
Leased Land		
At capitalised cost	19	24
Less: Accumulated amortisation	(3)	0
	<u>16</u>	<u>24</u>
Buildings		
At fair value	212 760	204 192
Less: Accumulated depreciation	(108 376)	(99 702)
	<u>104 384</u>	<u>104 490</u>
Construction (Work in Progress)		
At capitalised cost	163	19
Plant and Equipment		
At fair value	11 292	6 873
Less: Accumulated depreciation	(5 278)	(4 062)
	<u>6 014</u>	<u>2 811</u>
Total Property, Plant and Equipment	<u>144 757</u>	<u>130 417</u>

DEPARTMENT OF CORRECTIONAL SERVICES
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 30 June 2014

Property, Plant and Equipment Valuations

The latest revaluations as at 30 June 2014. The valuer was *Oteon Northern Territory Pty Ltd*. Refer to Note 10: Fair Value Measurement of Non-Financial Assets for additional disclosures.

Impairment of Property, Plant and Equipment

Agency property, plant and equipment assets were assessed for impairment as at 30 June 2014. No impairment adjustments were required as a result of this review.

10. FAIR VALUE MEASUREMENT OF NON-FINANCIAL ASSETS

a) Fair Value Hierarchy

Fair values of non-financial assets categorised by levels of inputs used to compute fair value are:

2014

	Level 1 \$000	Level 2 \$000	Level 3 \$000	Total Fair Value \$000
Asset Classes				
Land (Note 9)	0	34 180	0	34 180
Buildings (Note 9)	0	1 268	103 116	104 384
Total	0	35 448	103 116	138 564

There were no transfers between Level 1 and Levels 2 or 3 during the period.

b) Valuation Techniques and Inputs

Valuation techniques used to measure fair value are:

	Level 2 Techniques	Level 3 Techniques
Asset Classes		
Land	Market Approach	
Buildings	Market Approach	Cost Approach

There were no changes in valuation techniques during the period.

DEPARTMENT OF CORRECTIONAL SERVICES

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2014

Opteon Northern Territory Pty Ltd has provided valuations for the land, and the Australian Valuation Office has provided valuations for the buildings.

Level 2 fair values of land and buildings were based on market evidence of sales price per square metre of comparable land and buildings.

Level 3 fair values of specialised buildings were determined by computing their depreciated replacement costs because an active market does not exist for such facilities. The depreciated replacement cost was based on a combination of internal records of the historical cost of the facilities, adjusted for contemporary technology and construction approaches. Significant judgement was also used in assessing the remaining service potential of the facilities, given local environmental conditions, projected usage, and records of the current condition of the facilities.

c) Additional Information for Level 3 Fair Value Measurements

(i) Reconciliation of Recurring Level 3 Fair Value Measurements

	Buildings
	\$000
Fair value as at 1 July 2013	105 138
Additions	7 388
Depreciation	(9 410)
Fair value as at 30 June 2014	103 116

(ii) Sensitivity analysis

Buildings – Unobservable inputs used in computing the fair value of buildings include the historical cost and the consumed economic benefit for each building. Given the large number of agency buildings, it is not practical to compute a relevant summary measure for the unobservable inputs. In respect of sensitivity of fair value to changes in input value, a higher historical cost results in a higher fair value and greater consumption of economic benefit lowers fair value.

11. PAYABLES

	2014	2013
	\$000	\$000
Accounts payable	1 948	1 017
Accrued expenses	3 383	3 065
Total Payables	5 331	4 082

DEPARTMENT OF CORRECTIONAL SERVICES
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 30 June 2014

12. BORROWINGS AND ADVANCES

	2014	2013
	\$000	\$000
Current		
Finance lease liabilities	2	2
Non-Current		
Finance lease liabilities	13	18
Total Borrowings and Advances	15	20
	2014	2013
	\$000	\$000
Current		
<i>Employee benefits</i>		
Recreation leave	7 301	6 585
Leave loading	609	555
Other employee benefits	43	73
<i>Other current provisions</i>		
Fringe Benefit Tax	112	146
Payroll Tax and Oncost	892	799
Superannuation	1 695	1 308
	10 652	9 466
Non-Current		
<i>Employee benefits</i>		
Recreation leave	5 793	5 388
Total Provisions	16 445	14 854
Reconciliations of Provisions		
	2014	2013
	\$000	\$000
Fringe Benefit Tax		
Balance as at 1 July	146	299
Additional provisions recognised	549	661
Reductions arising from payments	(583)	(814)
Balance as at 30 June	112	146
Payroll Tax Oncosts		
Balance as at 1 July	799	1 253
Additional provisions recognised	5 184	11 943
Reductions arising from payments	(5 091)	(12 397)
Balance as at 30 June	892	799
Superannuation		
Balance as at 1 July	1 308	2 334
Additional provisions recognised	7 299	14 322
Reductions arising from payments	(6 912)	(15 348)
Balance as at 30 June	1 695	1 308
Total Reconciliations of Provisions	2 699	2 253

The Agency employed 1,069 employees as at 30 June 2014 (1,047 employees as at 30 June 2013).

DEPARTMENT OF CORRECTIONAL SERVICES
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 30 June 2014

14. RESERVES

	2014	2013
	\$000	\$000
Asset Revaluation Surplus		
<i>(i) Nature and purpose of the asset revaluation surplus</i>	78 388	67 282
The asset revaluation surplus includes the net revaluation increments and decrements arising from the revaluation of non-current assets. Impairment adjustments may also be recognised in the asset revaluation surplus.		
<i>(ii) Movements in the asset revaluation surplus</i>		
Balance as at 1 July	67 282	235 656
Increment/(Decrement) – land	11 107	(42 680)
Increment/(Decrement) – buildings		(125 694)
Balance as at 30 June	78 389	67 282

15. NOTES TO THE CASH FLOW STATEMENT**Reconciliation of Cash**

The total of agency 'Cash and deposits' of \$13M 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

	2014	2013
	\$000	\$000
Net Surplus/(Deficit)	(4 887)	(7 706)
<i>Non-cash items:</i>		
Depreciation and amortisation	9 814	9 819
R&M - Minor New Work Non-Cash	433	10
Asset write-offs/write-downs	61	0
<i>Changes in assets and liabilities:</i>		
Decrease/(Increase) in receivables	(759)	2 562
Decrease/(Increase) in inventories	(314)	(215)
Decrease/(Increase) in prepayments	41	359
Decrease/(Increase) in other assets	1	0
(Decrease)/Increase in payables	1 199	(4 457)
(Decrease)/Increase in provision for employee benefits	1 145	(7 149)
(Decrease)/Increase in other provisions	445	(1 633)
Net Cash from Operating Activities	7 179	(8 410)

DEPARTMENT OF CORRECTIONAL SERVICES
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 30 June 2014

16. FINANCIAL INSTRUMENTS

A financial instrument is a contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Financial instruments held by the Department of Correctional Services include cash and deposits, receivables, payables and finance leases. The Department of Correctional Services has limited exposure to financial risks as discussed below.

a) Categorisation of Financial Instruments

The carrying amounts of the agency's financial assets and liabilities by category are disclosed in the table below.

	2014	2013
	\$000	\$000
Financial Assets		
Cash and deposits	13 221	5 064
Loans and receivables	1 192	434
	<u>14 413</u>	<u>5 498</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.

DEPARTMENT OF CORRECTIONAL SERVICES
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 30 June 2014

Internal Receivables^(a)	Aging of Receivables \$000	Aging of Impaired Receivables \$000	Net Receivables \$000
2013-14			
Not overdue	64	0	64
Total	64	0	64
2012-13			
Not overdue	37	0	37
Total	37	0	37

External Receivables^(a)	Aging of Receivables \$000	Aging of Impaired Receivables \$000	Net Receivables \$000
2013-14			
Not overdue	35	0	35
Overdue for less than 30 days	13	0	13
Overdue for 30 to 60 days	31	0	31
Overdue for more than 60 days	28	22	6
Total	107	22	85

Reconciliation of the Allowance for Impairment Losses^(b)

Opening	22
Written off during the year	(9)
Increase/(Decrease) in allowance recognised in profit or loss	9

Total 22

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

^(a) Internal receivables are from entities controlled by the NTG (entities listed in TAFR 2012-13 Note 40: Details of Controlled Entities at Reporting Date), whereas external receivables are from third parties external to the NTG.

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

DEPARTMENT OF CORRECTIONAL SERVICES
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 30 June 2014

c) Liquidity Risk

Liquidity risk is the risk that the agency will not be able to meet its financial obligations as they fall due. The agency's approach to managing liquidity is to ensure that it will always have sufficient liquidity to meet its liabilities when they fall due.

The following tables detail the agency's remaining contractual maturity for its financial assets and liabilities. It should be noted that these values are undiscounted, and consequently totals may not reconcile to the carrying amounts presented in the Balance Sheet.

2014 Maturity analysis for financial assets and liabilities

	Interest Bearing			Non Interest Bearing	Total	Weighted Average
	Fixed or Variable	Less than a Year	1 to 5 Years			
	\$000	\$000	\$000	\$000	\$000	%
Assets						
Cash and deposits				13 221	13 221	
Receivables				1 192	1 192	
Total Financial Assets				14 413	14 413	
Liabilities						
Deposits held				869	869	
Payables				5 331	5 331	
Finance lease liabilities	2	6	7		15	
Total Financial Liabilities	2	6	7	6 200	6 215	

2013 Maturity analysis for financial assets and liabilities

	Interest Bearing			Non Interest Bearing	Total	Weighted Average
	Fixed or Variable	Less than a Year	1 to 5 Years			
	\$000	\$000	\$000	\$000	\$000	%
Assets						
Cash and deposits				5 064	5 064	
Receivables				434	434	
Total Financial Assets				5 498	5 498	
Liabilities						
Deposits held				487	487	
Payables				4 082	4 082	
Finance lease liabilities				2	2	
Total Financial Liabilities				4 571	4 571	

DEPARTMENT OF CORRECTIONAL SERVICES
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 30 June 2014

d) Market Risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. It comprises interest rate risk, price risk and currency risk.

(i) Interest Rate Risk

The Department of Correctional Services is not exposed to interest rate risk as agency financial assets and financial liabilities, with the exception of finance lease are non-interest bearing. Finance lease arrangements are established on a fixed interest rate and as such do not expose the Department of Correctional Services to interest rate risk.

(ii) Price Risk

The Department of Correctional Services is not exposed to price risk as the agency does not hold units in unit trusts.

(iii) Currency Risk

The Department of Correctional Services is not exposed to currency risk as the agency does not hold borrowings denominated in foreign currencies or transactional currency exposures arising from purchases in a foreign currency

e) Net Fair Value

Fair values of financial instruments categorised by level of inputs used to measure fair value are:

Level 1 input – quoted prices in active markets for identical assets or liabilities

Level 2 input – inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3 input – unobservable inputs for asset or liability.

2014	Total Carrying Amount \$000	Net Fair Value Level 1 \$000	Net Fair Value Level 2 \$000	Net Fair Value Level 3 \$000	Net Fair Value Total \$000
Financial Assets					
Cash and deposits	13 221	13 221			13 221
Receivables	1 192	1 192			1 192
Total Financial Assets	14 413	14 413			14 413
Financial Liabilities					
Deposits held	869	869			869
Payables	5 281	5 281			5 281
Finance lease liabilities	2	2			2
Total Financial Liabilities	6 152	6 152			6 152
2013					
2013	Total Carrying Amount \$000	Net Fair Value Level 1 \$000	Net Fair Value Level 2 \$000	Net Fair Value Level 3 \$000	Net Fair Value Total \$000
Financial Assets					
Cash and deposits	5 064	5 064			5 064
Receivables	534	534			534
Total Financial Assets	5 598	5 598			5 598
Financial Liabilities					
Deposits held	487	487			487
Payables	4 082	4 082			4 082
Finance lease liabilities	2	2			2
Total Financial Liabilities	4 571	4 571			4 571

DEPARTMENT OF CORRECTIONAL SERVICES
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 30 June 2014

2014		2013	
Internal	External	Internal	External
\$000	\$000	\$000	\$000

17. COMMITMENTS

(i) Operating Lease Commitments

The agency leases property under non-cancellable operating leases expiring from one to five years. Leases generally provide the agency with a right of renewal at which time all lease terms are renegotiated. The agency also leases items of plant and equipment under non-cancellable operating leases. Future operating lease commitments not recognised as liabilities are payable as follows:

Within one year	1 239	159	1 363	177
Later than one year and not later than five years	1 836	167	1 321	288
Later than five years	189	0	0	0
	3 263	326	2 684	465

(ii) Other Expenditure Commitments

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

Within one year	0	1 461	0	1 094
Later than one year and not later than five years	0	31 065	0	31 065
Later than five years	0	483 965	0	483 965
	0	516 492	0	516 124

18. CONTINGENT LIABILITIES AND ASSETS

The Department of Correctional Services had no contingent liabilities and no contingent assets as at 30 June.

19. EVENTS SUBSEQUENT TO BALANCE DATE

No events have arisen between the end of the financial year and the date of this report that require adjustment to, or disclosure in these financial statements.

DEPARTMENT OF CORRECTIONAL SERVICES
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 30 June 2014

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 30 June 2013	Receipts	Payments	Closing Balance 30 June 2014
Prisoner	463	6 120	5 714	869

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

	2014 \$000	Agency No. of Trans.	2013 \$000	Agency No. of Trans.
Write-offs, Postponements and Waivers Under the <i>Financial Management Act</i>				
Represented by:				
<i>Amounts written off, postponed and waived by Delegates</i>				
Irrecoverable amounts payable to the Territory or an agency written off	3	4	0	0
Total Written Off, Postponed and Waived by Delegates	3	4	0	0
<i>Amounts written off, postponed and waived by the Treasurer</i>				
Irrecoverable amounts payable to the Territory or an agency written off	6	1	0	0
Total Written Off, Postponed and Waived by the Treasurer	6	1	0	0

The Department of Correctional Services has no gifts or ex gratia payments in 2013-14 and 2012-13.

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	2013-14 (\$)
Workers compensation – total costs as provided by DoB	1,358,842
Medical expenses – Early intervention medical expenses (staff only)	84,305
Employee Assistance Program	7,610
Motor vehicles – total costs as provided by NT Fleet	94,332
Damaged clothing compensation	60

Grants monies disbursed

2013-14 Grants Recipients by Program

Output Group	Amount
Community Corrections	
Community Work Grants	
Areyonga Community Store	1,458.00
Central Australian Aboriginal Legal Aid Service Inc (CAALAS)*	50,000.00
Christian Community Centre Incorporated	11,522.35
Ikuntji Artists Aboriginal Corporation	25,000.00
Ngaliwurru-Wuli Association - Timber Creek	14,000.00
NT Parks and Wildlife**	3,030.00
Road Transport Historical Society Incorporated	34,000.00
Roper Gulf Shire Council	130,000.00
The Gathering Incorporated	33,627.00
The Historical Society of Katherine NT	47,896.00
The Katherine Women Crisis Centre	5,305.00
The Synod of the Diocese of the NT Inc (Anglicare NT)	35,000.00
West Arnhem Shire Council	10,000.00
Custodial Operations	
Elders Visiting Program	
Mission Australia Limited	67,880.00
Post-Release Supported Accommodation	
Barkly Region Alcohol and Drug Abuse Advisory Group Inc	150,800.00
The Synod of the Diocese of the NT Inc (Anglicare NT)	301,600.00
Reintegration and Indigenous Affairs	
The Synod of the Diocese of the NT Inc (Anglicare NT)	240,000.00
Mission Australia Limited	290,000.00
Prisoner Client Services	
Prison Fellowship Australia – Northern Territory (Alice Springs)	5,000.00
Youth Justice	
Register of Appropriate Support Persons (RASP)	
Australia Red Cross Society	72,660.00
Community Based Diversion	
Barkly Youth Services	278,458.92
East Arnhem Shire Council	112,500.00
Groote Eylandt and Milyakburra Youth Development Unit Inc (GEMYDU)	160,000.00
MacDonnell Shire Council	97,000.00
Ngaanyatjarra Pitjantjatjara Yankunytjatjara Women's Council Aboriginal Corporation	125,000.00
Relationships Australia Northern Territory Inc	387,221.72
Roper Gulf Shire Council	215,000.00
The Synod of the Diocese of the NT Inc (Anglicare NT)	135,000.00
Tiwi Islands Shire Council	220,000.00
Young Men's Christian Association Katherine Inc	199,260.00
YWCA of Darwin Incorporated	538,156.00
Boot Camps	
Operation Flinders Foundation Inc.	414,000.00
Tangentyere Council Incorporated	461,559.00
NGO Grants - Other	
Central Australian Aboriginal Legal Aid Service Inc (CAALAS)*	75,000.00
Total	4,946,933.99

Notes:

* One off funding provided to Central Australian Legal Aid Service Inc from Community Work Grants to continue the Parole Support and Throughcare Program and from Youth Justice NGO Grants to continue Youth Justice Advocacy

** NT Parks and Wildlife funding reported in 2012-13 but funding paid in 2013-14

Contracts awarded 2013-14

Title of Requisition	Contract Value	Contractor Name	Award Date
Darwin Correctional Centre – Provision of Driver Education for a Period of 12 Months	50,600	IS Australia Winnellie NT Training Plus NT Parap NT	14/01/2013
Darwin – Darwin Correctional Centre – Stores – Tivendale Road Berrimah – Supply and Delivery of T-Shirts for a Period of 12 Months – for prisoner issue	32,850	The Cricket and Football Shop	22/01/2013
Darwin – Darwin Correctional Centre – Stores – Tivendale Road, Berrimah NT – Supply and Delivery of Men's hipster briefs, socks and caps for a Period of 12 Months – For prisoner issue	27,018	Geminex Northern Territory	14/02/2013
Darwin, Darwin Correctional Centre – Kitchen – Supply and Delivery of 2x Bratt Pans – 100 Litre (or greater) Well Space – Manual Tilt Mechanism (no electrics)	21,602	Arafura Catering Equipment Pty Ltd	18/02/2013
Alice Springs Correctional Centre – Supply and Install Various Kitchen Equipment	158,310	David Heinzl	18/02/2013
Delivery of BSB51107 Diploma of Management to Prison Officers	60,300	Alana Kaye Education and Training Specialists	6/03/2013
Darwin – Darwin Correctional Centre – Stores – Tivendale Road, Berrimah – Supply and Delivery of Navy Shorts for a Period of 12 Months	34,375	The Cricket and Football Shop	14/03/2013
Darwin – Darwin Correctional Centre – Supply and Delivery of S.W.A.T. Boots, model Metro Air 9' 123201 for a Period of 12 Months	34,750	The Cricket and Football Shop	15/03/2013
Provision of Drafting Legislation	24,000	David Mills	3/05/2013
Darwin – Adelaide River – Supply and Delivery of Four Man Self Contained Living Quarters	44,000	ntlink	15/05/2013
Darwin – Consultancy – Website development (Intranet)	44,939	Simient	24/05/2013
Phase Two – Grants Management Framework and Service Model Project	49,414	Da Capo Solutions	6/08/2013
Consultancy – Consultancy for the implementation of Electronic Monitoring	49,999	Kevin William Ellis	15/08/2013
Alice Springs, Darwin – Correctional Centres – Supply and Delivery of Cell Mattresses, Pillows, Blankets and Towels for a Period of 12 Months	130,933	Slumbercorp Australia Pty Ltd	16/08/2013
Process Review, Analysis, Design and Stakeholder Management: Offender Management Model	49,665	Dolphin	4/09/2013
Darwin – Consultancy – Advice and Services for the NTDCS Organisational Structure Review.	30,520	Leaders and Searle	25/10/2013
Alice Springs – Alice Springs Correctional Centre – Supply and Delivery of H Block Industries Shed	46,440	Alice Sheds and Structures	22/11/2013
Tennant Creek – Barkly Work Camp – Supply Delivery and Installation of an additional security pole and additional CCTV and equipment for the Barkly Work Camp	37,593	ASSS Pty Ltd	26/11/2013

Title of Requisition	Contract Value	Contractor Name	Award Date
Darwin – Advice and Services for the Australasian Parole Authorities Conference.	35,790	Agentur Event Management	21/01/2014
Darwin – Consultancy – Provision of Business Analyst Advice for the Identification and Documentation of Current and Future Business Processes.	49,875	Fujitsu Australia Limited	24/01/2014
Provision of ICT Services to Investigate, Penetrate and Assess Security System Vulnerabilities Within the New Darwin Correctional Precinct.	26,770	CQR	29/01/2014
Awarded Darwin – Provision of Technical Specification Development for Solar Requirements to Darwin Correctional Precinct	33,500	CAT Projects	16/05/2014
Darwin – Provision of Advice and Services for the Development of a Community Engagement Framework	17,886	Michels Warren Munday	2/04/2014
Darwin – Darwin Correctional centre – Supply and Delivery of cleaning aids and maintenance/ cleaning materials for a Period of 2 Months	39,632	Shamrock Chemicals (NT) Pty Ltd – Winnellie NT, Harvey Distributors – Winnellie NT	10/04/2014
Darwin – DCP – Develop, Edit and Produce Two Professional Induction Videos for prisoners.	21,727	Simon Says	14/04/2014
Alice Springs – Supply and Delivery of LPG for a Period of 36 Months – Mandatory Site Inspection	583,640	Westfarmers Kleenheat Gas P/L	2/07/2013
Darwin and Palmerston – Various Locations – Provision of a Waste Collection and Disposal Service for a Period of 12 Months	79,963	Toxfree Solutions Ltd	31/07/2013
Darwin – Supply of Software including Ongoing Support, Maintenance and Upgrades for a Period of 36 Months	736,644	Pronto Software Limited	18/02/2014
Darwin – Supply of Electricity to the Darwin Correctional Centre and the Don Dale Youth Detention Centre for a Period of 24 Months	1,441,938	Power and Water Corporation	10/01/2013
Alice Springs Correctional Centre – Supply and Delivery of Fresh Meat for a Period of 36 Months	1,345,815	Blaine Pty Ltd	8/08/2013
Darwin – Supply of Software including Ongoing Support, Maintenance and Upgrades for a Period of 36 Months	736,644	Pronto Software Limited	18/02/2014
All Centres – Implementation of a Electronic Monitoring Program including Maintenance to the Northern Territory Department of Correctional Services for a Period of 36 Months	3,695,580	G4S Custodial Services	2/06/2014
Supply Delivery and Installation of Industry Shed Including Concrete Floor for Alice Springs Correctional Centre	240,000	Sitzler Bros Pty Ltd	15/04/2014
Darwin – Supply and Delivery of Hardware for the Prisoner Purchasing System including Maintenance for a Period of 36 Months	1,791,194	Payment Solutions Australia Pty Ltd	23/06/2014

Strategic Theme: Strong Community Partnerships

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

Success indicators for 2013-14

Develop community legal education resources and make them available to PPO's

A tender was awarded to local business Creative Territory to the value of \$226,154 to work with Community Corrections to undertake a project to design and implement a suite of educational resources that will be available in plain written English in addition to eight Indigenous languages in audio.

The project encompasses three separate pieces of work, including 16 common conditions, two eStory Books (Court Orders and Parole Orders) and 12 fact sheets that provide information on each order and the roles of the PPO/CPPO, these individual tools will make up a suite of materials.

The tools will be used to assist staff within Community Corrections to explain the type of order and the conditions around that order to offenders.

A recommendation from the 2010 Price Consulting Group review highlighted an opportunity for improvement in 'developing DVDs or CDs in Indigenous languages to explain key elements of the process to Indigenous clients whose English may not be strong'. It is hoped that with a clearer understanding of the order and conditions offenders will better appreciate their responsibilities and repercussions in not complying with their conditions.

Although it is expected that these tools will be predominately used within Community Corrections it is anticipated that they will provide an effective resource across other departments and organisations such as Aboriginal Interpreting Service and NAAJA, as well as members of the public who are able to access the tools on the website.

The Elders Visiting Program identified an opportunity for the division to provide a better understanding around the role of Community Corrections and the complexity of our work within the community. It is anticipated the accessibility of these resources through the NTDCS website and within our regional offices will work to build understanding among stakeholders within the community.

Community Corrections has worked to develop the content with Creative Territory to design the resources incorporating the stories, illustrations, eBook layout and formatting. The production of these materials are to be completed before the end of June 2014.

The resources have reached the interpretation ready phase and we have commenced work with Aboriginal Interpreting Service to complete the interpretations.

A partial suite of tools was translated into the first Indigenous language prior to the end of the 2013-14 financial year with testing and further translations to be completed next financial year. It is projected that the fully functioning suite of tools will be available for operation use by the end of 2014, early 2015.

The Adelaide River Mobile Work Camp, consisting of 30 prisoners, travelled to Nhulunbuy for a seven week commitment to assist the Yothu Yindi Foundation with preparations for the site and set up of facilities for the 2013 Garma Festival.

Adelaide River Mobile Work Camp

Tasks included cleaning rubbish and debris, whipper snipping, constructing shade structures and tents for accommodation and making the site habitable. The Mobile Work Camp also emptied the rubbish bins, kept the grounds clean and supplied firewood during the Festival. Four prison officers provided the supervision of the prisoners staying on site with them.

NTDCS also had an expo stall at the Festival which provided information relating to the department. The stall was manned by NTDCS staff who also attended the Garma Festival. The event provided NTDCS staff who attended with a valuable cultural experience and a greater awareness of cultural obligations.



NTDCS stall at 2013 Garma Festival

Hockey NT Art Project

Hockey NT applied to DCC for a Community Support Work Party to complete a garden maintenance and painting project on their property in preparation for the upcoming 2013 National Hockey Competition. A collaboration between Community Corrections and DCC Employment and Art sectors, the project involved seven prisoners including two artists and involved garden clean-up and painting the murals.

The artwork on the water pump generated a lot of interest in what NTDCS does resulting in positive feedback for staff and the prisoners. The project was a good example of how the department works collaboratively to achieve good outcomes for the community. The artwork was done by Dennis Rostron and Alastair Narradol, two renowned Indigenous artists.



NT Hockey shed painted by prisoner work party



Hockey NT Art Project



Hockey NT Project – water tank

Sandbagging Project

Low security prisoners at ASCC have been trained to assist Northern Territory Emergency Services (NTES) to fill sand bags if a warning is activated during the flood season. The prisoners will use the sandbagging machine which was designed and patented by Industrial Officers at DCC in 2012. The machine is purpose built and designed to be fast and efficient in the event of an emergency, with each machine having the capacity to fill more than 480 sandbags per hour.

Prisoners may be required to assist with a range of projects from sandbagging a back door, which may only require several sandbags, to sandbagging the Alice Springs Hospital which could require a significant number of sandbags. Sandbagging could also be used for other emergencies such as a chemical spill.

Prisoners are on standby and able to be used in the event of a flood or emergency warning being issued.

Northern Territory Housing Pilot initiative

In October 2013, ASCC Community Support Work Program undertook a large project for Northern Territory Housing involving the refurbishment of units in Elliot Street, Alice Springs. Prisoners replaced/ repaired paving in the driveway, painted and replaced broken fences, removed hazards and general yard clean up. Work for Territory Housing is ongoing and will provide employable skills for the prisoners participating in the projects.

Paid prisoner automotive skills program

The Motor Trades Association (MTA) Northern Territory has been very proactive in promoting the Sentenced to a Job program, and launched in late 2013 a pilot training program in partnership with NTDCS in both Darwin and Alice Springs. MTA held two automotive skills events, one each in Darwin and Alice Springs, where they launched the Certificate 1 in Automotive Preparation. Certificate II Tyre Fitting Course in Alice Springs has been funded and a work experience program will provide hands on skills for prisoners in a real work environment.

Business at Sunset

Two Business at Sunset evenings were held, one each at Darwin and Alice Springs Correctional Centres. The Business at Sunset is a networking initiative designed for members to meet and network in an informal atmosphere. Each Business at Sunset is hosted by a member who exclusively promotes their business, product and/or services to fellow business associates. Businesses are provided with an opportunity to showcase their business using displays and promotional material.

The aim of the Business at Sunset events was to promote awareness regarding the Sentenced to a Job initiative and to showcase the potential capabilities pertaining to the NT Corrections Industries.

The Business at Sunset meeting held in January 2014 at ASCC had 45 businesses attend with two interested in a business partnership with NTDCS (Horticulture and Hardware).

A Business at Sunset was also held in February 2014 at DCC with approximately 150 attendees. DCC Industries sector made giveaways for guests and DCC Food Services put together all the food for the Business at Sunset event in Darwin.



Minister Elferink presents Gabrielle Oriti, Business and Operations Manager, Body Fit NT with the door prize

Prisoners install signage along trail network at the Telegraph Station

During March 2014, ASCC provided two work crews to install signage along the new trail network at the Telegraph Station. The work crews consisted of 10-12 prisoners who had to undertake the work with hand held tools. The prisoners had to use their initiative and brawn when installing the signage along the trail. Machinery was unable to be taken into this area due to cultural sensitivities which was adhered to by the work crews. The trail was built in readiness of a new mountain bike event Easter in the Alice which was the first event to use the new Telegraph Station trail network.



Prisoners install signage along trail network at the Telegraph Station





Darwin Cycling Club – depicting scooter prior to restoration



The restored Darwin Cycling Club Pace Scooter

Restoration of Darwin Cycling Club scooter by prisoners at DCC

Three prisoners from DCC participated in the restoration of the Darwin Cycling Club Scooter which is used as a pacing scooter by the Club. The department received a letter requesting assistance from the not for profit Cycling Club as the scooter was in dire need of repair with broken blinkers, loose speedometer and faulty brakes. The engine required a full service with spark plugs and some wiring needing replacement.

The department agreed however, decided to take it one step further by completely restoring the engine, cables, tyres and touch up of paint on various parts of the scooter. The prisoners involved did a fantastic job and were asked to attend an official handover of the scooter by Minister Elferink back to the Darwin Cycling Club.



Minister Elferink hands over the keys to Tim Ellison from the Darwin Cycling Club



Minister Elferink rides the pace scooter

Juvenile Track Cycling Program

Through the restoration of the Darwin Cycling Club scooter negotiations were initiated between NTDCS and the club for a number of young people from DDYDC to participate in a Track Cycling Program. A number of young people are now attending the program to assist them in breaking their offending behaviours. The program has been developed in partnership with the Darwin Cycling Club and it is hoped that through support and encouragement recidivism will also reduce. The program has been designed to accommodate the young people in way that best suits their current arrangements and abilities. It has been tailored around the club's usual track program, however provides the young people from DDYDC time to develop at their own pace but under the strict training requirements that other junior cyclists are required to undertake.

The program has already been beneficial for two young boys who have shown encouraging behavioural changes. As a result of their determination, commitment and self-discipline towards the sport they are now being considered by the Darwin Cycling Club to compete at local and national level.

Collaborative approaches to community work and improved outcomes

PROJECT – Kalano Tomato Farm – Kalano Association

The project was set up on the site of the old Kalano Farm which had been inactive for ten years when Rob Gordon approached Kalano Association in 2011 with a proposal to recommence the farm. Rob Gordon is the manager of the Kalano Tomato Farm who currently supervises Community Work participants.

The farm is located alongside the Katherine River behind the Kalano community. The aim of the farm is to train people in horticulture to a standard where they can work in other commercial horticultural businesses in the district, to supply produce in commercial quantities to Woolworths and to be a commercially viable enterprise.

Other aims of the farm are to demonstrate that Aboriginal run horticulture can be successful and to act as a demonstration farm in the region.

Wally (Offender) was in-between jobs when he came to the attention of Northern Territory Community Corrections (NTCC) where he received a Community Work Order (CWO) of 200 hours. Wally was one of the first Community Workers to attend the Kalano Farm Project under a CWO. Wally has successfully completed his 200 hours and through this process he has obtained full time employment with the Farm. Wally advised NTCC staff that having the opportunity to pay back the community through community work has changed his life for the better. He said he enjoys the work he does and plans to continue working with the Farm. Wally has completed and obtained a White

Card Certificate along with a forklift licence so far and wishes to complete other courses in the future. Wally has been employed with the Kalano Farm on a full time basis for approximately five months to date and wishes to continue his offence free lifestyle.

Wally's Employer, Rob Gordon has advised NTCC staff that Wally has become a very valuable and trusted employee of the Kalano Farm. Rob advised that Wally is now the live-in caretaker and full time employee of the Farm. Rob stated, community work is a great introduction into the workforce as well as an overview of different types of occupations available to the local community.



Prisoner Wally laying plastic sheeting and irrigation pipe in preparation for an upcoming crop

PROJECT – Roper Gulf Regional Council – Beswick Community

Roper Gulf Regional Council provides a range of Local Government services in Beswick including road maintenance and repair, traffic management, rubbish collection, upkeep of parks, gardens and weed maintenance, community safety through Night Patrol, companion animal welfare and control, assets and fleet management, sport and recreation, governance support as well as providing access to Centrelink, community care programs for the elderly and the children on behalf of other government agencies. Roper Gulf Regional Council also operates the Remote Jobs and Communities Program (RJCP) in the community of Beswick.

Gavin (Offender) had been before the Courts on several occasions during the 12 months prior to receiving a Community Work Order (CWO). Gavin received 248 Community Work hours which he successfully completed. Whilst working on his CWO Gavin participated in and completed a Certificate II in Construction. Gavin has since obtained full time employment with the fencing team at Roper Gulf

Regional Council (RGRC) and has not come to the attention of Police since receiving the CWO. Gavin has remained offence free for 12 months now and continues to work hard with RGRC at Beswick Community.

Gavin advised NTDCS staff that he is proud of what he has achieved. He said he enjoys the work and is grateful for the opportunity given to him to pay back the community for his wrong doing and in doing so has obtained full time employment. Gavin said he is no longer bored and is kept busy with work and his family. Gavin said he is happy that he can now support his family.

Don Blackman, RJCP Coordinator advised NTDCS that Gavin's immediate supervisor is very impressed with Gavin's attitude and work ethic. He said that Gavin is a hard worker and turns up to work every day. He said people enjoy working with Gavin and Gavin appears to enjoy the work.

PROJECT – Riding for the Disabled

Riding for the Disabled is a relatively new project that saw offenders undertaking a number of tasks including repainting and repairing stables. As the organisation has been short of funding, they appreciated the assistance and the offenders expressed that they felt like they were really helping the kids and many even had relatives who had attended the facility.

A special sub-project allowed a number of Indigenous women prisoners to decorate and brighten the facility for the children, who respond very well to the bright pictures and colours.

The general maintenance and repairs aspect of the project is ongoing.



Decorated figures at the Disabled Riding facilities



Repairs, maintenance and painting stables

PROJECT – National Road Transport Hall of Fame

The Alice Springs Miniature Railway is an initiative of the National Road Transport Hall of Fame in Alice Springs. It is an award winning facility providing education and fun, for families in the community, an interactive experience for tourists and as a 'people mover' to get elderly and disabled persons around the museum precinct. NTDCS has had a 15 year relationship with the National Road Transport Historical Society and we continue to log 100's of hours each year. This past year saw stage 1 of the Miniature Railway Development completed and stage 2 was recently approved and has commenced. The facility allows for multiple individual placements in addition to the community work crew.

Stage 1 involved the construction of 300 metres of track circling the Old Ghan Train Museum, tea rooms and outdoor exhibits. Work included gardening, landscaping, clearing and earth works, laying and levelling road base and gravel, welding track and joining sections, woodwork with sleepers, and construction of retainer walls, steep inclines and concrete pads and placement of track accessories such as signage, lights, bells, gates and crossings.

Stage 2 has been identified as an ideal project for volunteers and Community Work Order participants primarily because of the diversity of skills involved.



Liz Martin NRTTHOF, Louise Blacker and Sueanne Johns from Corrections and Kel Davis NRTTHOF



Railway tunnel created by offenders

Community Work recipient testimonials

Desert Life Church

I would like to take this opportunity to thank not only yourself but the whole team at Community Corrections including the work crews for the previous and ongoing support we receive here at our property at Desert Life Church, 32 Undoolya Road. The previous projects I feel have benefitted us as I trust also with the crews who fulfilled them. Also the ongoing maintenance in which the crews conduct here are a real blessing in maintaining our lawns which are used frequently for the various children's and youth programs we run here at Desert Life Church. I have to admit when we were first approached in relation to working together I was hesitant at first however am now grateful for the relationship we have. We have seen many tasks performed here with a can do attitude from jobs such as painting, patching walls, installing gardens, maintaining gardens, rebuilding sections of our brick wall, maintaining our lawns and general clean ups.

Being a not for profit organisation these services helps us to continue doing what we do and are really appreciated. The tasks have been completed in a professional manner and with a can do attitude.

Once again thankyou and I look forward to continuing to work together into the future.

Go well,

Jamie Tasker,
Associate Pastor Desert Life Church

The Salvation Army, NT

The Salvation Army of Alice Springs is greatly indebted to the Community Work Crew for the way they have provided the very much needed man/ woman power for us to complete the task of loading many tonnes of clothing into containers. This task has always been met with great enthusiasm from the entire team and is well co-ordinated and supervised by Malcolm. Our staff who work alongside of the "crew" always comment on the positive attitude and their willingness to get the job done, and then look at what can fill the rest of the day once completed. It is great to have people come who we trust, enjoy working with, and hopefully, be a part of a life transformation for them.

Keep up the great work!

With regards

Michael Johnson (Captain),
Officer in Charge, Alice Springs
The Salvation Army, Northern Territory Region

East Arnhem Chamber of Commerce

As Chamber Chair, East Arnhem Chamber of Commerce and an end user of the prisoner program I can attest that they are a timely benefit to business in the Gove region. They provide a stable work force that is not requiring of accommodation, the prisoners are friendly and willing to learn new skills. In some cases they come to us with skills we can put right into action in our business, in some cases we will train and up skill the person in various areas like truck driving, chemical spraying, small equipment maintenance etc.

I must stress that they do not take a full time worker in our business. If we did not have access to the program we would not put on extra staff in the current climate. Our business feels that by being part of the program we are assisting these men to re-enter the workforce and hopefully getting a better start and not coming back to prison. On the other side is the assistance they give to community groups I myself have had them helping me at the Arnhem Land Historical Society in yard maintenance. This is helping an already stretched committee in the current trying times to help keep the area tidy and there are many more examples of their community benefit to this region.

Mr David Reynolds Suter PCO
East Arnhem, Chamber of Commerce

Strategy: Foster partnerships with Indigenous communities; build strong networks and expand our volunteer programs.

Success indicators for 2013-14

Elders Visiting Program

Since 2005 the Elders Visiting Program (EVP) has been an important element helping to achieve meaningful and lasting change for Indigenous prisoners. NTDCS has developed a greater emphasis on support mechanisms for Indigenous people so the experience within the correctional system becomes a catalyst for change. These mechanisms include a greater acknowledgement of issues facing Indigenous people in custody and the importance of enhanced relationships with Indigenous communities and family by using the EVP and Respected Persons.

EVP involves Indigenous Elders from remote communities travelling to adult correctional centres to meet with prisoners to maintain links with community and culture, and to discuss possible re-integration pathways.

While Aboriginal people are in custody, their cultural and spiritual links can be difficult to maintain owing to the physical location of the person and their families. The most stressful time is usually around sorry business and not being in physical contact with kin. The Elder can

become the link between the Indigenous prisoner and his or her family when a passing takes place and the Elder tries to maintain the balance between cultural requirements and custodial procedure.

The annual EVP Forum was held in Darwin on 23 May 2014 with a group focus on the EVP regional model. The model developed out of the forum is nominated into three regions Barkly/Central, Katherine and Saltwater/Gulf with a prospective fourth region 'Gulf – Borroloola' (who are currently not part of the EVP), they will align with the salt water region until able to make a decision to align separately as an independent region or aligned to 'Saltwater/ Gulf Region'. The Regional Forums will provide a conduit to each of the four identified regions.

The Elders from the EVP identified locations for meetings and can rotate in order to build relationships with communities in the regions and those stakeholders attending each regional forum are able to understand the local issues.



The Elders Visiting Program Annual Forum, Darwin 22-23 May 2014 attended by Elders and Respected Persons, Commissioner Ken Middlebrook, Minister for Correctional Services John Elferink and A/Executive Director Correctional Operations Rob Steer

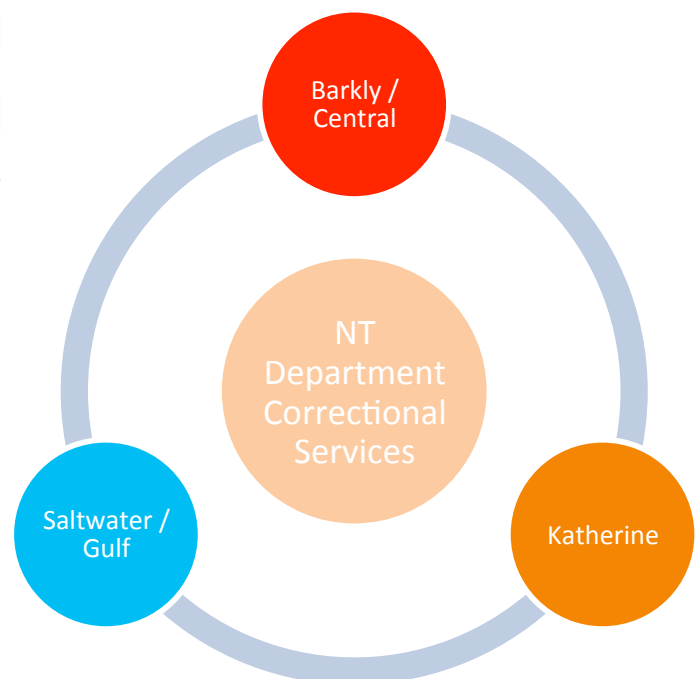
Through these Regional Forums, NTDCS will enhance its role and ability to monitor service needs by addressing regional community priorities, which are identified through the EVP advocacy process established in each of the Regional Forums.

The department supports the Annual and Regional Forums with Elders. NTDCS values the contribution of the EVP and through this expansion will seek to improve strategies for addressing recidivism. Actions will include enhancing partnerships with community, supporting people and culture and addressing employment priorities to improve the over proportionate levels of Indigenous people in custody and in Community Corrections.

Elders Visiting Program model

Saltwater / Gulf	Barkly / Central	Katherine
Tiwi Islands	Yuendumu	Lajamanu
Groote Eylandt	Hermannsburg	Beswick
East Arnhem	Barkly Region	Kalkarindji
		Katherine
		Ngukurr

Community	Male Elders	Female Elders
Tiwi Islands	2	0
Katherine Region	2	2
Groote Eylandt	2	0
Hermannsburg	1	1
Barkly Region	2-4	1
Lajamanu	1	1
Kalkarindji	1	0
Yuendumu	10	8
East Arnhem region	0	2
Ngukurr	1	1
Beswick	1	1



NAIDOC Week 2013

Minister Elferink joined prisoners and staff at the Darwin Correctional Centre to help celebrate the 2013 NAIDOC celebrations. With more than 80% of the Northern Territory prison population being Indigenous, NAIDOC Week is a celebration of Aboriginal and Torres Strait Islander history and culture and is a poignant reminder for Indigenous prisoners of their cultural linkages and obligations.

Concerts were held at the DCC Living Skills Unit and the main correctional centre. The concerts provided prisoners enrolled in Certificate I in Creative Industries and Certificate II and III in Music to perform for other prisoners, staff and visitors. The concert in the Living Skills Unit was again recorded and broadcast by Top End Aboriginal Bush Broadcasters Association. Traditional foods and sporting activities were also part of the NAIDOC Week celebrations.

One Mob, Different Country

The prisoner dance group, *One Mob, Different Country*, was formed in July 2002 as part of NAIDOC Week celebrations. Ten dancers selected from the low security area of the DCC make up the group. All dancers originate from different communities within the Northern Territory.

Permission was given to the dancers by the Barunga community near Katherine for the group to perform the Barunga cultural dances as part of the original group's repertoire. The repertoire continues to change as different groups of prisoners partake in the dance line-up.

A prisoner is nominated as the group leader who gives an introduction for each of the dances. The prisoners

gain self-confidence and pride in their performances as dancers. The dancers do an excellent job and prisoners are given the opportunity to rotate throughout the group.

The dancers have performed at a number of venues and locations during 2013-14. These include:

- Indigenous Employment Graduation
- Polocross Nationals
- Norforce
- Darwin City Council
- Ichthys Project
- Commemorative Services at the Cenotaph.



One Mob Different Country



Behind the Wire exhibition, Darwin 2013

Behind the Wire Art Exhibition

The Behind the Wire Art Exhibition is an annual Darwin Festival event and was held from 8 August to 1 September 2013. Over 130 pieces of artworks were displayed at the Exhibition 2013 raising approximately \$7 000. The artworks are created by prisoners and detainees from Darwin and Alice Springs Correctional Centres and from Alice Springs and Don Dale Youth Detention Centres. The Exhibition provides an opportunity for the prisoners and detainees to showcase their talents to the wider community. The items on display were for sale with the prices set by the prisoners ranging from \$50 to \$7 000. The prisoners are enrolled in Certificate II and III in Fine Art and the Art Exhibition is an accumulation of their work to attain their Certificates. 48% of the sale price is held in trust for the artist, 20% going to the Victims of Crime NT and 32% to programs.

Contact Information

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ASCC Drug Detector Dog Unit, Senior Correctional Officer Paul Schluter with Rex

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			
Head Office 68 The Esplanade Darwin NT 0800	GPO Box 3196 Darwin NT 0801	8999 5511 8935 7466	8935 7461
Custodial Services			
Darwin Correctional Centre Tivendale Road Berrimah NT 0820	GPO Box 1407 Darwin NT 0801	8922 0111	n/a
Darwin Correctional Centre Willard Road Holtze NT 0835	GPO Box 1407 Darwin NT 0801	8928 7300	n/a
Alice Springs Correctional Centre Stuart Highway (South) Alice Springs NT 0870	GPO Box 56 Alice Springs NT 0871	8951 8911	8951 8918
Barkly Work Camp	PO Box 1245, Tennant Creek NT 0861	8962 4539	8962 3273
Datjala Work Camp Nhulunbuy	PO Box 1407, Darwin NT 0801	8939 2900	n/a
Community Corrections			
Community Corrections Head Office 68 The Esplanade Darwin NT 0800 CommunityCorrectionsNTCS.doj@nt.gov.au	GPO Box 3196 Darwin NT 0801	8935 7572	8935 7461
Community Corrections Alice Springs Ground Floor, Greatorex Building Cnr Bath and Parsons Streets, Alice Springs	PO Box 2407 Alice Springs NT 0871	8951 5631 1800 030 334	8951 5169
Community Corrections Casuarina Cas Com Centre. Shop 4, 13-17 Scaturchio Street Casuarina	PO Box 40696 Casuarina NT 0811	8922 6501 1800 006 165	8922 6555
Community Corrections Groote Eylandt Cnr of Arnhem Crescent and Taylor Street, Alyangula	PO Box 623 Alyangula NT 0885	8987 6077	8987 6589
Community Corrections Katherine First Floor, Government Centre, First Street, Katherine	PO Box 2031 Katherine NT 0851	8973 8743 1800 684 873	8973 8757
Community Corrections Nhulunbuy Shop 6, Endeavour Square Nhulunbuy	PO Box 471 Nhulunbuy NT 0881	8939 2800 1800 002 887	n/a
Community Corrections Palmerston 6 Frances Dr, Palmerston	PO Box 1180 Palmerston NT 0831	8939 0100 1800 002 255	8939 2888
Community Corrections Tennant Creek 33 Leichardt Street Tennant Creek	PO Box 1069 Tennant Creek NT 0861	8962 4466 1800 688 520	8962 4468
Community Corrections Wadeye Lot 491, Port Keats	PMB Wadeye NT 0822	8999 1993 0401 117 010	8978 2322

Youth Justice			
Youth Justice Head Office 68 The Esplanade Darwin NT 0800	GPO Box 3196 Darwin NT 0801	8935 7568	8935 7461
Holtze Youth Detention Centre Willard Road Holtze NT 0829	GPO Box 1407 Darwin NT 0801	8928 7718	n/a
Alice Springs Youth Detention Centre South Stuart Hwy Alice Springs NT 0870	PO Box 8469 Alice Springs NT 0870	8951 1022	n/a
Family Responsibility Centre Darwin Cascom 2B1 17 Scaturchio Street Casuarina NT 0811	PO Box 40596 Casuarina NT 0811	8944 8605	8927 1120
Family Responsibility Centre Alice Springs Belvedere House Cnr Bath and Parsons Street Alice Springs NT 0870	PO Box 721 Alice Springs NT 0870	8951 5867	8951 5870

