



DEPARTMENT OF  
CORRECTIONAL SERVICES



# 2015-16 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 2015 to 30 June 2016.

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

## **Copies of the Annual Report**

This annual report is available as an electronic document and can be viewed online at [www.correctionalservices.nt.gov.au](http://www.correctionalservices.nt.gov.au)

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**File Ref: DCS2016/0501**

The Honourable Natasha Fyles MLA  
Minister for Attorney-General and Justice  
Parliament House  
DARWIN NT 0800

Dear Minister

Re: 2015-16 Annual Report

I am pleased to present you with the 2015-16 Annual Report for the Department of Correctional Services, which has been prepared in accordance with the provisions of section 28 of the *Public Sector Employment and Management Act* and section 12 of the *Financial Management Act*, for presentation to the Northern Territory Legislative Assembly.

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

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



**MARK PAYNE**  
COMMISSIONER  
30 September 2016

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# Glossary

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

# INTRODUCTION

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# THE YEAR IN REVIEW BY THE COMMISSIONER



I am proud to present the Northern Territory Department of Correctional Services (NTDCS) Annual Report for 2015-16 which highlights our progress and achievements against the Strategic Intent 2013-2016.

Since stepping into the role of Commissioner in November 2015, I have been impressed by the professionalism and dedication of the staff that often carry out their duties in difficult and challenging environments.

There is a strong sense of pride and commitment in this agency which sets a strong foundation for the future of Correctional Services in the Northern Territory.

Some significant achievements were made in 2015-16 including the opening of the Early Intervention Youth Boot Camp, the launch of our innovative Indigenous Language Resources, commencement of the COMMIT program and hosting of the national Corrective Services Ministers Conference in Darwin.

Within the Financial Reports, it is evident that there have been some challenges in meeting the Department's budget. In 2015-16, the Department had an income of \$226 million; a \$44 million increase compared to 2014-15, predominately due to an increase in funding for the Darwin Correctional Centre, the Darwin Local Court and the Don Dale Youth Detention Centre. That said, the Department's end of year operating deficit of \$23 million, which was largely due to depreciation and amortisation and lease costs of the Darwin Correctional Centre, highlights a need for a stronger reporting and accountability framework which will commence in 2016-17.

I am pleased to report that during 2015-16, our staff retention rate remained high at 93%, which is an increase from the previous year. Work undertaken in response to the results from the People Matter Survey has no doubt contributed to the wellbeing of our employees and the workplace.

Addressing the rate of reoffending is and will remain a key priority for NTDCS. In 2015-16, the daily average number of prisoners was 1,664, an increase of 65 from the previous year, with the daily average number of detainees at 49. Initiatives, such as the Sentenced to a Job program and prisoner education activities, have shown good results for targeting reoffending and further opportunities for programs and services will continue to be explored in consultation with our stakeholders.

Partnerships and joined up solutions for the delivery of correctional services improves decision making and the delivery of outcomes. This is evident from the increase in the number of prisoners participating in education programs in 2015-16 from 10% to 38% due to the collaboration between NTDCS and the Bachelor Institute of Indigenous Tertiary Education. Also pleasing is that prisoners participation in Offender programs again met the target of 75%.

Community Corrections had a slight reduction in the daily average number of offenders under supervision with 1,161 adults and 154 youth supervised during 2015-16. The proportion of orders successfully completed was 69% with 31,325 community hours worked, exceeding the target of 22,000.

This year has been one of significant achievements and challenges and, as we move into 2016-17, a new Purpose and Direction Strategy has been developed and will guide our priorities for the next four years.

The Strategy highlights our commitment and role in keeping our community safe by reducing criminal offending through the rehabilitation of offenders. Through this Strategy, and with the help of our stakeholders, we will be developing some key strategies to reduce reoffending, explore opportunities for alternatives to custody and to develop a culture of continuous improvement and innovation.



**MARK PAYNE**  
COMMISSIONER  
30 September 2016

# Highlights for 2015-16

## Major contract won by Northern Territory Correctional Industries

In April 2016, Correctional Industries at the Darwin Correctional Centre (DCC) completed a major contract to manufacture modular cattle yards. Northern Territory Correctional Industries (NTCI) successfully won the contract to manufacture 660 portable panels and 356 tank protection panel in a competitive process against Chinese manufacturers. The steel was purchased through Northern Territory based suppliers thereby keeping the money in the Territory. The product was manufactured in-house and delivered to an agricultural consortium with operations across the Northern Territory. 18 prisoners were employed on the \$160,000 contract. Alice Springs Correctional Centre assisted with this order.

## Darwin Correctional Precinct

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

The Independent Certifier issued a Certificate of Completion confirming works had achieved completion. The Project Company was then required to complete outstanding defects and admissions and achieve a Post Completion and Fault Free Running Period (PCFFRP) to the satisfaction of the Independent Certifier.

The Project Company successfully completed the PCFFRP on 15 January 2016, having successfully operated for a period of 28 consecutive calendar days in accordance with the Output Specification and to the satisfaction of the Independent Certifier.

## Bulk recruitment campaign

In 2015, NTDCS implemented a bulk recruitment process for entry level for critical front line positions. Between July 2015 and June 2016, five recruitment campaigns successfully sourced 191 suitable applicants for adult and youth custodial and community corrections. Of those, 157 started employment with the Department, the remaining were placed on wait lists or withdrew after offer.

## World's first secure iPod Music Solution

Introduced into the Alice Springs Youth Detention Centre in 2015, this world's first innovative technology project allows prisoners and detainees access to approved music on demand within the correctional facilities, work camps and detainee holding centres, using portable devices such as iPods (without a sim card and no other Apps, only music). This high security system is locked down during the offender incarceration period with songs purchased using gift cards or codes, and downloaded via secure Wi-Fi Music Kiosks. The iPod is managed internally (remote wipe, remote update and monitored) but can be restored to normal operations, including the purchased songs when the prisoner is released. An additional benefit for NTDCS is that it further reduces security risks associated with CD's in the custodial environment. NTDCS partnered with NEC to bring this project to fruition.



iPod Music Solution

### Partnership with Batchelor Institute

The Batchelor Institute of Indigenous Tertiary Education (Bachelor Institute) has been engaged as the main provider for education at the Darwin Correctional Centre (DCC) and Alice Springs Correctional Centre (ASCC) and has partnered with NTDCS under a Service Level Agreement for the delivery of vocational and non-vocational training courses, delivered at ASCC and DCC. An increased number of opportunities for accredited training, and training related projects, have commenced under the partnership, with a focus on vocational training within industry areas. This forms the basis of prisoners acquiring training in trade skills and recreates a typical work place environment.

### Early Intervention Youth Boot Camp

The Loves Creek site provides young people with a connection to country and is designed as a multi-purpose space for the delivery of culturally appropriate and therapeutic programs, including the Early Intervention Youth Boot Camp (EIYBC) and the future pilot of the Sentenced Youth Boot Camp (SYBC) program for vulnerable young people in, or at risk of entering the justice system. The site officially opened in July 2015, with 32 young people participating, combined with a range of support staff and traditional owners attending. During 2015-16, three camps were held. In June 2016, NTDCS successfully negotiated with the Central Land Council, pastoral lease holders and the Traditional Owners of Loves Creek Station to amend the lease through a deed of variation to allow the property to also be used for the Sentenced Youth Boot Camps, the first of which will be held in August 2016.

### COMMIT Program

In September 2015, NTDCS commenced scoping the viability of trialing a 'swift, certain and fair' sanction model similar to that of Hawaii's Opportunity Probation with Enforcement (HOPE) strategy. A Steering Committee was established by January 2016, and is chaired by Supreme Court judge, Justice Southwood. Committee members include Chief Judge John Lowndes, as well as representatives from correctional services, police, legal policy, defence counsel, legal aid organisations and prosecutions.

The Darwin based Compliance Management or Incarceration in the Territory (COMMIT) program trial of 12 months officially commenced on 27 June 2016, and continues to attract significant interest from the Supreme and Local Court Judges as well as probation and parole officers. COMMIT aims to reduce crime and drug use while also saving money spent on incarceration and prison costs. Community Corrections are closely monitoring the trial which will be evaluated in 2017.

### Electronic Monitoring

NTDCS has successfully implemented electronic monitoring (EM) technology in Darwin, Alice Springs and over the past year, expanded to Jabiru, Groote Eylandt and Nhulunbuy, including all the prisoners at the Datjala Work Camp being electronically monitored. EM has been successfully tested in over 20 remote communities in the Northern Territory.

## Strategic Issues for 2016-17 – from Budget Paper No. 3

- Improving prisoner education (especially literacy and numeracy) through access to a wide range of courses and skills development to support employability and reintegration upon release.
- Improving participation in vocational education and training.
- Increasing participation rates in correctional centre prisoner employment programs.
- Expanding prisoner participation rates in Sentenced to a Job programs.
- Providing well-ordered establishments in which we treat people in our care safely, securely, humanely and lawfully.
- Ensuring that the Darwin Correctional Centre is fully developed and delivers a service in line with best practice models.
- Providing programs and access to services that address underlying substance addiction and reduce a person's alcohol consumption and/or use of illicit drugs.
- Expanding electronic monitoring solutions in the Territory to provide enhanced monitoring and surveillance of offenders in the community.
- Improving the health and wellbeing of people in custody by facilitating primary health care provision and extending their capacity to engage in their own health care and encouraging healthy lifestyles and wellbeing.

### Strategic planning

NTDCS plays an important role in keeping our communities safe by reducing criminal offending through the rehabilitation of offenders. To deliver on our commitment to producing public value, our correctional services must not only be delivered in accordance with legislation and policy, but must also produce measurable harm reduction outcomes that meet community expectations.

NTDCS has made significant investments over time to develop alternative custodial and community corrections options for offenders. These have included the expansion of 'Working Prison' concepts through Correctional Industries, the operation of Regional Work Camps at Tennant Creek and Nhulunbuy and the use of Electronic Monitoring Devices across the Northern Territory. With significant proportions of adult prisoners being held in custodial facilities on remand or, following sentencing, for non-violent offending, further investment in custody alternatives remain a priority. Intended outcomes of re-investing in alternatives both in custodial and community corrections include improved environments, reduced demand on custodial facilities and improved community reintegration and management.

Planned future outcomes will build on the success of existing practical and innovative correctional interventions together with the introduction of models that expands the capacity of, and alternatives for, sentencing, accommodating and managing offenders.

The outcomes, priority actions and deliverables set out in our new Purpose and Direction Strategy 2016-2020 will build on the success of existing practical and innovative correctional interventions through five strategic priorities.

# Our new NTCS Purpose and Direction Strategy 2016-2020

## Our Vision

A safer Northern Territory through correctional interventions.

## Our Purpose

Northern Territory Correctional Services contributes to community safety by providing correctional interventions through programs and services for people who have offended or are at risk of re-offending or who need assistance to live cooperatively and effectively in the community.

## Our Strategic Priorities:

### Priority 1

Expanding alternative custodial and community corrections opportunities

### Priority 2

Assisting offenders to address criminogenic needs that lead to re-offending

### Priority 3

Building partnerships through community and stakeholder engagement

### Priority 4

Innovation as a cornerstone of our services and workplace culture

### Priority 5

Developing our people through workforce planning and management

# OUR ORGANISATION

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# Roles and Function

## Roles and Function

The Department of Correctional Services contributes to community safety through correctional interventions. It does this by providing custodial and community based supervision, programs, services and interventions for adult offenders and detention, community based supervision, programs and services for young people who have offended or are at risk of offending or who need assistance to live cooperatively and effectively in the community.

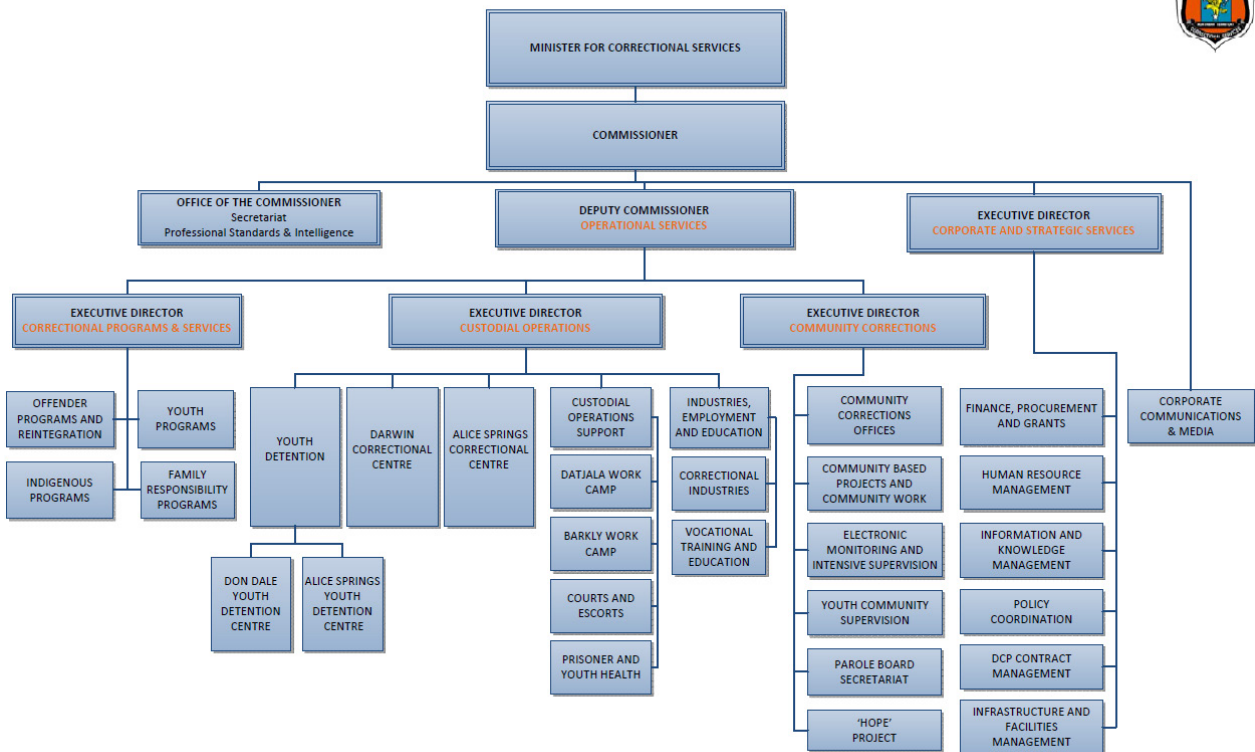
Our multi-dimensional workforce undertakes a wide range of activities to deliver our correctional services. The significant majority of our people resources are providing services directly to the public with a small, but effective percentage invested in supporting front line positions.

As at 30 June 2016:

- 83% of staff provide front line services
- 13% provide essential services to those in front line services
- 4% provide corporate and governance services or whole of agency support.

## Organisational Structure

Northern Territory Department of Correctional Services



# Executive Leadership Group



From L to R: William Yan, Acting Executive Director Custodial Operations, Rob Steer Deputy Commissioner, Commissioner Mark Payne, Amanda Nobbs-Carcuro Acting Executive Director Correctional Programs and Services, Tracy Luke Executive Director Community Corrections and Ros Lague Executive Director Corporate and Strategic Services



## COMMISSIONER MARK PAYNE APM

Mr Payne was appointed to the position of Commissioner, Northern Territory Department of Correctional Services on 12 November 2015 following 32 years of service with the Northern Territory Police Force.

Mr Payne has served at executive levels since 2012 as NT Police Assistant Commissioner for portfolio areas that include Operations, Regional Operations, Darwin Metropolitan, Human Resources, and Crime and Specialist service areas. Mr Payne was also responsible for corporate management of both the Continuous Improvement and Innovation reform portfolios. Mr Payne's most recent appointment with NT Police was in the position of Deputy Commissioner from April 2015.

Mr Payne holds a Master of Public Administration, a Graduate Certificate of Applied Management and a Graduate Certificate of Public Sector Management. Mr Payne is a graduate of the Australian Institute of Police Management Police Leadership Program, the Melbourne Business School Advanced Management Program, and the Leadership In Counter Terrorism Program. Mr Payne was awarded the Australian Police Medal in January 2012.

## ROB STEER

Acting Deputy Commissioner, Operational Services

Rob Steer was appointed Acting Deputy Commissioner, Operational Services in January 2016 after joining the 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.





## ROS LAGUE

Executive Director, Corporate and Strategic Services

Ros assumed the role of Executive Director People, Business and Strategic Services when the Department came into being in 2012, transferring as a consequence of the Administrative Arrangement Orders from the role of Executive Director, Corporate and Strategic Services within the former Department of Justice, a role she held since May 2009.

Ros joined the Northern Territory Government after 21 years working for the Australian Government in the Northern Territory in a range of roles including positions with the Federal Court, Family Court and Administrative Appeals Tribunal, Health and Family Services (by its various names), Department of Families and Children's Services (before it became the Department of Families, Housing, Community Services and Indigenous Affairs) and with the Department of Defence.

Ros was born, raised and lives in Darwin, and follows a family history of employment with Correctional Services.

## 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.





## WILLIAM YAN

Acting Executive Director, Custodial Operations

Bill was appointed as the General Manager, Alice Springs Correctional Centre in June 2013, and is currently the Acting Executive Director, Custodial Operations. Bill finished his apprenticeship as a Diesel Mechanic in Victoria and then moved to Alice Springs in December 1990. On arrival Bill commenced managing workshops for small business plus workshops and vehicle fleets for Tour companies like AAT Kings and NT Adventure Tours. These jobs also provided him the opportunity to travel to some of the most remote areas of the NT and also to branch out into different trade areas like refrigeration/air-conditioning, auto electrical, and electrical work.

Bill joined Correctional Services as a prison officer in training in May 2002, and has been fortunate to have been involved in a number of the agency's developments since that time, with Corrections providing him with the opportunity to work in various areas of facility and offender management plus Industries which all have provided him with some extremely memorable moments and challenges.

Bill accepted the higher duties role as Acting Executive Director from June to October 2016.

## BILL CARROLL

Acting Executive Director, Custodial Operations  
(March to June 2016)

After five years with the Royal Australian Army, Bill joined the South Australian Correctional Services then moved to Alice Springs becoming a Correctional Officer with the NT Department of Correctional Services in 1995 and promoted to Chief Correctional Officer in 1996. After completing a business degree Bill was successful in gaining a position as the Business Manager at the Alice Springs Correctional Centre (ASCC), later promoted as the General Manager ASCC from June 2010.

Bill was appointed as the General Manager Darwin Correctional Precinct in January 2013, before its successful opening in September 2014. He commissioned the operation of DCP and managed the commissioning team.

He undertook the higher duties role as Acting Executive Director, Custodial Operations from March to June 2016.





## AMANDA NOBBS-CARCURO

Acting Executive Director, Correctional Programs and Services

Amanda commenced work in 2002 with the Northern Territory Office of Director Public Prosecutions (DPP) as a Prosecutor, and later as the Managing Prosecutor. After eleven years with DPP, Amanda was appointed in 2013, by the Department of Correctional Services as the project manager responsible for the implementation of Youth Boot Camps.

Amanda was subsequently appointed the Director of Youth Justice Programs and Services in the following year where her key responsibilities included the development and implementation of the Early Intervention and Sentenced Youth Boot Camp programs, oversight of the Family Responsibility Program, and the reform and expansion of the youth diversionary programs.

Amanda was appointed as the Acting Executive Director of Youth Justice in July 2015 and as a result her role expanded to include the management of the implementation of the recommendations from the Review of the Northern Territory Youth Detention System Report 2015 by Michael Vita and reviewing and redesigning the case management approach within the youth detention centres. Following a review of the NTDCS organisational structure in March 2016, Amanda was appointed as the Acting Executive Director of Correctional Programs and Services; a role which holds responsibility for the adult and youth offender programs within adult correctional facilities and youth detention centres, Indigenous programs, youth diversion grants, early intervention and sentenced youth boot camp programs and implementation of the Youth Justice Framework 2015-2020.

Amanda holds a Bachelor of Economics from the University of Newcastle, a Bachelor of Laws from the Northern Territory University, and a Graduate Diploma in Legal Practice from the Australian National University and a Graduate Certificate in Public Sector Management from Flinders University. Amanda is an Admitted Legal Practitioner to the NT Supreme Court, an accredited Mediator and a member of the Alcohol Management Treatment Tribunal appointed under section 104(1) of the Alcohol Mandatory Treatment Act 2013.

## KEN MIDDLEBROOK

Former Commissioner

After a distinguished career with over 39 years' experience in Correctional Services, with 26 of those years in management, Mr Middlebrook resigned as Commissioner on 12 November 2015, taking up a position as a consultant with the US based Management and Training Corporation.



# Divisional Structure

On 1 February 2016, a revised structure for the Department was introduced creating the new position of the Deputy Commissioner. Management oversight for adult and youth custodial and detention centres, including work camps, was brought under the position of Executive Director Custodial Operations.

Offender programs and services were combined as Correctional Programs and Services with an Executive Director responsibility and while Community Corrections remained unchanged. Corporate functions expanded to include facilities management and the Private Public Partnership contract management as Corporate and Strategic Services. Media and Communications functions transferred to the Office of the Commissioner.

## Office of the Commissioner

Established to provide executive support to the Commissioner and includes the Secretariat, Professional Standards Units and the Media and Communications Hub. The Hub also provides services and support to the Department of the Attorney-General and Justice, and Independent offices.

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

## Corporate and Strategic Services

Corporate and Strategic Services (CASS) 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.

CASS is a source of strategic, specialist technical advice relative to research and statistics, financial and procurement services, human resources, organisational performance, staff training, policy and Information Technology.

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

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

Infrastructure and Facilities Management provides leadership and effective planning processes for capital works, minor new works and repairs and maintenance programs for the Department Territory wide. The unit is also responsible for efficient and effective planning processes for fleet management; and 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.

## Custodial Operations

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

Custodial Operations is responsible for:

- Two adult correctional centres and two adult work camps
- Two youth detention centres
- Offender Programs and Reintegration
- Health Services
- Sex Offender management
- Community engagement
- Vocational training and education
- NT Correctional Industries.

## Community Corrections

The division comprises 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:

- Assessing the risks and needs of offenders in order to provide recommendations to the Courts and Parole Board
- 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 re-offending
- 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.

## Correctional Programs and Services

The Correctional Programs and Services (CP&S) division is comprised of multi-disciplinary teams that develop, manage and deliver a range of programs, services for people within, or at risk of entering, the NT correctional system. These include preventative, early intervention, alternative sentencing and custodial treatment and psycho-educational programs; cultural supports; reintegration services; and community engagement activities.

Additionally, CP&S maintains strategic oversight of matters relating to correctional programs and services and relating to the implementation of recommendations made to the Department regarding the correctional system.

The strategic focus of CP&S is to:

- Enhance rehabilitative prospects for adult and youth offenders;
- Provide alternatives to detention for young people;
- Facilitate cultural supports and culturally informed programs and services for adults and young people;
- Focus on early intervention programs and services for young people; and
- Enhance reintegration opportunities for adults and young people.

The CP&S strategic focus is achieved through the following CP&S initiatives:

- Indigenous programs and services;
- Adult and youth custodial treatment and psycho-educational offender programs;
- Coordination of the Elders Visiting Program;
- Grant funding and partnership with NT police for the youth diversion program;
- Grant funding for the Register of Appropriate Support Persons (RASP);
- Delivery of the Early Intervention Youth Boot Camp program;
- Development of the Sentenced Youth Boot Camp program;
- Development of the Youth Bail support program;
- Implementation of the Youth Justice Framework 2015-2020;
- Secretariat support for the Youth Justice Advisory Committee; and
- Community Engagement.

# Statutory Offices

## Parole Board of the Northern Territory

The Parole Board is an independent statutory body established by *Section 3A of the Parole Act*. The Commissioner is an ex officio member of the Board and the Executive Director, Community Corrections is the Secretariat to the Board. NT Police are also represented.

As at 30 June 2016, the following members have been appointed under the *Parole Act*:

- Mr John Brears
- Ms Susan Crane
- Ms Selina Holtze
- Mr Harold Howard
- Ms Susan Lowry
- Mr Alasdair McGregor
- Mr Paul Rysavy
- Mr Mark Coffey
- Ms Kate Crawley
- Mr Eric Poole
- Ms Jane Lloyd
- Mr Mark McAdie
- Mr Leonard Notaras
- Mr Mark Payne

The Parole Board met on 24 occasions during 2015-16.

## Youth Justice Advisory Committee

The *Youth Justice Act (Part 13)* provides for the establishment of the Youth Justice Advisory Committee (YJAC). Correctional Programs and Services have 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. One of the key functions of YJAC is to advise the Minister of Correctional Services, (whether on request by the Minister or otherwise), on issues relevant to the administration of youth justice including the planning, development, integration and implementation of government policies and programs concerning young people in, or those at risk of entering the youth justice system. A new committee was appointed by the Minister of Correctional Services for a term of three years commencing in 2015.

Those tenures will be in place until 31 December 2017.

The following are the YJAC members:

- Mr Stewart Wiley (Chair)
- Ms Louise Blacker
- Commander Brent Warren
- Ms Marion Guppy
- Ms Meg Geritz
- Mr Bernard Wilson
- Superintendent Mark Christopher
- Ms Melissa May
- Mr Luke Twyford
- Mr Clement Ng
- Ms Adele Gibson
- Ms Noeletta Young

The YJAC met on five occasions in the past year.

# Advisory Bodies

## Youth Detention Reform Advisory Group

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

YDRAG's objectives are to:

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

YDRAG tables their advice to the Department through the Chair, at bi-monthly meetings. The Department reports to YDRAG on the implementation of advice and progress of actions to address the recommendations of the Vita Report. NTDCS formally provides quarterly advice to the Minister on the status of the implementation actions to address the recommendations of the Vita Report.

YDRAG membership is as follows:

- Commissioner Mark Payne (Chair)
- Mrs Tracy Luke
- Ms Jane Boyle
- Ms Simone Jackson
- Mr Laurie Andrew
- Mr Timothy McManus
- Ms Shahleena Musk
- Mrs Amanda Nobbs-Carcuro
- Mrs Vanessa Bates
- Ms Antoinette Carroll
- Ms Marion Guppy
- Ms Angela Agostini
- Ms Jennie Renfree
- Ms Fiona Hussin

YDRAG has met three times in the past year.

## Correctional Industries Advisory Councils

The Correctional Industries Advisory Council of NT (CIAC) is an integral part of the NTCI. The Council comprises of peak employer bodies, Unions NT, training organisations, Department of Business, Chamber of Commerce and community representatives. The Council has 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 role of CIAC ensures that NTCI do not adversely impact upon local businesses and in particular, community employment. The business opportunities that CIAC have supported are related to import replacement, new opportunities and opportunities where there is a shortage of skilled labour.

There are 14 members in Darwin, as follows:

- Deputy Commissioner Rob Steer (Chair)
- Mrs Debbie Halprin
- Mr Dave Curby
- Mr Hugh Roberts
- Mr Peter Donovan
- Mr Tom Ryan
- Ms Elise McLay
- Mr Tim Cross
- Mr Tony Bowland
- Mr Robert Buttery
- Mr Jeff Colver
- Mr Shenal Basnayake
- Mr Mick McCarthy
- Mr Bardia Bodaghi

The Darwin Correctional Advisory Council met four times.

There are 15 members in Alice Springs, as follows:

- Deputy Commissioner Rob Steer (Chair)
- Superintendent William Yan
- Ms Kay Eade
- Alice Springs Mayor Damien Ryan
- Mr Jeff Macleod
- Mr Scott Lovett
- Mr Martin Glass
- Mr Mike Crowe
- Mr Tim Cross
- Mr Keith Castle
- Ms Sharyn Elkin
- Ms Cathryn Hutton
- Ms Joyce Taylor
- Mr Miguel Ociones
- Mr Steven Brouwer

The Alice Springs Industries Advisory Council met four times in 2015-16.

# Strategic Intent 2013–2016

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

The Strategic Intent 2013 - 2016 represented how we would meet our commitment to government and the people of the Northern Territory by achieving a community valued correctional service that made a positive difference in people's lives.

Success indicators were aligned to each of the strategic themes with divisional business structured to capture the priorities, key deliverables and performance measures that progressed the Department's strategic direction and ensured success indicators were met.

## Strategic Themes:

The plan was built around four strategic themes:

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

NTDCS values are aligned with the Northern Territory Public Sector (NTPS) Code of Conduct and the sector wide values of the NT Public Sector.

Our progress for 2015-16 against each of these four strategic themes is reported in the section: Performance, Achievements and Outcomes on page 35.



DEPARTMENT OF CORRECTIONAL SERVICES

# STRATEGIC INTENT 2013–2016

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

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

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

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

## Strategic Themes

### Reduce re-offending through employment, education and programs

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

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

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

Provide enhanced repatriation options to improve offender reintegration to community

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

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

### 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

### Reduce re-offending through employment, education and programs

### Integrated and Accountable Organisation

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

Introduce enterprise architecture and systems that support reforms

Ensure financial integrity and accountability is safeguarded

### Strong Community Partnerships

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

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

## Our Values

### Integrity

Act openly, honestly, fairly and with accountability

### Respect

Listen to and value different perspectives and contributions

### Courage

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

### Professional Excellence

Represent positively the department and the Northern Territory Government

### Accountability

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



### Commitment

Strive to achieve the department's business and strategic intent

*Delivering justice, changing attitudes*

# Corporate Governance Framework

Corporate governance provides the process and framework by which the agency is governed, it's reporting structure and internal management arrangements. Good corporate governance has two main facets: performance and conformance.

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

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

Elements of the Department's system of governance include:

- Legislative and statutory compliance
- Leadership, ethics and culture
- Risk management
- External and internal accountability
- Planning and performance reporting
- Stakeholder engagement and communications
- Information and decision making
- Evaluation and review of governance arrangements.

Corporate governance must continually evolve to ensure organisational and service delivery objectives are met effectively, efficiently and transparently. The current 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.

## NTDCS Corporate Governance Framework



## Legislative Framework

The NTDCS legislative framework includes Acts and Regulations enabling the Department and governing the internal activities and external reporting requirements. The list below is not exhaustive, however, it does highlight the most prominent and important legislation for the Department.

| NTDCS is the controlling agency for the following legislation:  |   |   |   |
|---|---|---|---|
| <p><i>Correctional Services Act</i><br/> <i>Correctional Services Regulations</i><br/> <i>International Transfer of prisoners (NT) Act</i><br/> <i>Parole Act</i><br/> <i>Parole Orders (Transfer) Act</i><br/> <i>Prisoners (Interstate Transfer) Act</i><br/> <i>Prisoners (Interstate Transfer) Regulations</i><br/> <i>Youth Justice Act (except Parts 3 and 4)</i><br/> <i>Youth Justice Regulations</i></p> |   |   |   |
| The following legislation underpins our internal practices:   |   |   |   |
| Management of Staff/Employment  | Management of People under our care   | Financial Accountability  | Accountability to the Government and Citizens   |
| <ul style="list-style-type: none"> <li>• <i>Fair Work Act 2009 (Cth)</i></li> <li>• <i>Privacy Act 1988 (Cth)</i></li> <li>• <i>Public Sector Employment and Management Act</i></li> <li>• <i>Work, Health &amp; Safety (National Uniform Legislation) Act</i></li> <li>• <i>Return to Work Act</i></li> </ul>  | <ul style="list-style-type: none"> <li>• <i>Care and Protection of Children Act</i></li> <li>• <i>Children's Commissioner Act</i></li> <li>• <i>Correctional Services (Non-Custodial Orders) Regulations</i></li> <li>• <i>Criminal Code Act</i></li> <li>• <i>Justices Act</i></li> <li>• <i>Serious Sex Offenders Act</i></li> <li>• <i>Sentencing Act</i></li> </ul> | <ul style="list-style-type: none"> <li>• <i>Financial Management Act</i></li> <li>• <i>Procurement Act</i></li> <li>• <i>Contracts Act</i></li> </ul> | <ul style="list-style-type: none"> <li>• <i>Auditor General Act</i></li> <li>• <i>Audit Act</i></li> <li>• <i>Public Interest Disclosure Act</i></li> <li>• <i>Information Act</i></li> </ul> |

## Leadership, Ethics and Culture

NTDCS recognises that leadership, culture and ethical behaviour are critical to implementing a strong corporate governance framework.

These elements enable staff to:

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

The Executive Leadership Group (ELG) convenes weekly with the Commissioner Mark Payne APM, Deputy Commissioner, Rob Steer, Executive Director Community Corrections, Tracy Luke, Executive Director Corporate and Strategic Services, Ros Lague, Acting Executive Director Correctional Programs and Services, Amanda Nobbs-Carcuro, and Acting Executive Director Custodial Operations, William Yan.

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

NTDCS aims to display integrity, transparency and ethical accountability while acting in the best interests of the community by ensuring the ethical use of public assets and resources.

NTDCS strives to be equitable, culturally diverse and professional in the quality of services delivered to people under our care and supervision, and to the general community.

NTDCS has a specific agency Code of Conduct describing the standards of behaviour expected from all employees.

The 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 which may affect employees from time to time. All employees are in a position of trust requiring standards of behaviour that reflect community expectations.

The Code of Conduct provides practical guidelines on how these ethical standards are to be maintained and enhanced.

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

**Risk Management Framework**

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

The framework consists of a risk management plan to inform staff 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 Plans.

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

These documented risks are assessed against the risk analysis matrix. The Department's determination of acceptable risk is based on a balanced view of all the risks in the operating environment, the aim being to ensure a responsible balance between risk aversion and potential opportunity or gains achieved.

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                            |
|---------------------|--|
| <b>Extreme</b>      | <b>Commissioner / Deputy Commissioner</b>    |
| <b>High</b>         | <b>Executive Director attention required</b> |
| <b>Medium</b>       | <b>Director attention required</b>           |
| <b>Low</b>          | <b>Manage by routine procedures</b>          |

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/ Deputy Commissioner as appropriate, for consideration before being included on the Strategic Risk Register for monitoring by the Executive Leadership Group and the Audit Committee.

### External accountability

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

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

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

### Planning and performance reporting

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

Over the last three years NTDCS has worked to the Strategic Intent 2013 – 2016. In February 2016, a strategic planning workshop was held, starting the process of developing a new plan for the future. The draft NTCS Purpose and Direction Strategy 2016 - 2020 has been developed which will then lead to the development of business plans, strategies and outcomes performance reporting frameworks.

### Internal accountability

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

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

### People under our care

NTDCS' primary responsibility is to ensure the safe, secure 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 uses contemporary technologies and modern approaches for the rehabilitation and reintegration of people within the correctional system. New initiatives aimed at targeting reoffending behaviours and more supported reintegration options are being implemented within a transparent and accountability framework that includes a revised policy governance framework, policies and the review of processes, directives and standard operational procedures that underpin our practices.

## 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.

### Media and enquiries

External communications are handled by the Manager, Media and Communications, in consultation with the Office of the Commissioner.

### Internal stakeholders

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

### Exit survey

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

## Information and Decision Support

### Records management system

Good record keeping is essential to transparency and accountability for NTDCS.

All significant decisions or actions made are documented so that the decisions or actions can withstand independent scrutiny. Proper record keeping allowing others to understand the reasons why a decision was made or an action taken and can guide future decision makers. NTDCS uses the whole of government policy and procedures to manage and track all internal documents and files.

### Information release

NTDCS is subject to the *Information Act* and the *Care and Protection of Children Act*, and is required to meet the obligations under these Acts. Pursuant to 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, in the Office of the Commissioner. Further information about requests under the Act can be found on page 142.

### Evaluate and review governance arrangements

The evaluation and review of the performance of NTDCS and its operations is an integral part of our corporate governance which ensures the Department learns from experience and adapts to changing circumstances affecting its governance structures or practices. The Corporate Governance Framework, Risk Management Framework and Toolkit, and the Fraud Control Plan were tabled for review by the Audit Committee in April 2016. Copies of these documents are posted on the Governance homepage on the Intranet site, accessible to all staff.

# Committees, working groups and stakeholder engagement

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

# OUTPUTS AND PERFORMANCE



# 35

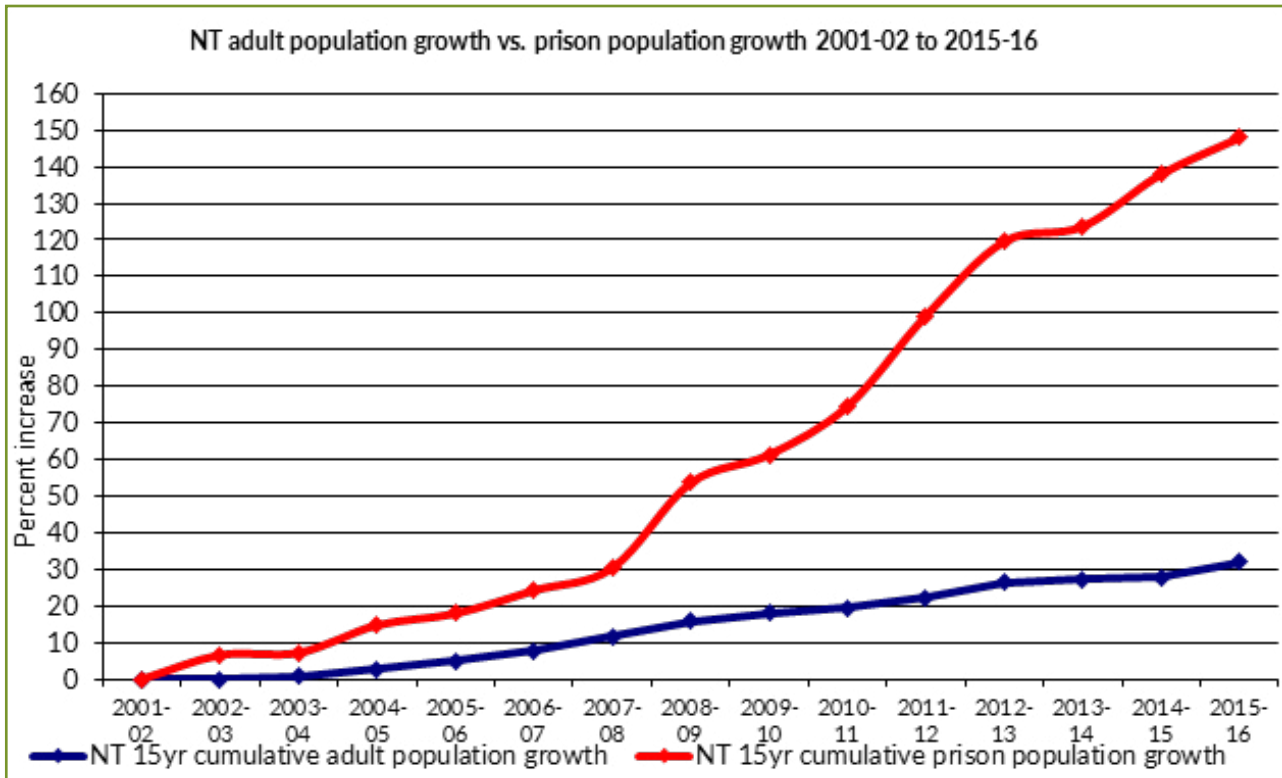
## Snapshot Statistics

### Output Groups:

- Output Group: Custodial Operations
- Output Group: Correctional Industries and Employment
- Output Group: Community Corrections
- Output Group: Youth Justice
- Output Group: Corporate and Governance

# Snapshot Statistics

## NT population growth vs prison population growth 2001-2 to 2015-16<sup>1,2</sup>



Note the following:

1. The graph has been modified to display NT adult population growth vs. prison population growth – This is a fairer comparison as the prison population is only for adults, aged 18 and over. The graph in essence has not changed with the prison population growing significantly and the NT adult population showing approximately 30% growth over the period.
2. The NT average prison population is as at 23 June 2016. The Daily State average is based on the 359 days from 1 July 2015 to 23 June 2016 inclusive.

### Persons Imprisoned

The statistics provided below were compiled from the Australian Bureau of Statistics (ABS) publication, *Corrective Services, Australia, March Quarter 2016* (ABS catalogue number 4512.0<sup>a</sup>).

- The NT recorded the highest imprisonment rate in Australia, at 958.1 prisoners per 100,000 adult population in the March Quarter 2016. This is 4.7 times the national rate of 204.7 prisoners per 100,000 adult population.
- During the March Quarter 2016, the NT's daily average prison population was 1,733. This was 5.3% more than in the December Quarter 2015 and 5.2% more than in the March Quarter 2015.

<sup>a</sup> The calculations of the impact of the NT's demographic profile on the NT rates of persons in prison and community-based corrections are estimates based on information provided by the ABS, but are not part of the ABS publication.

- During the March Quarter 2016, the NT Aboriginal and Torres Strait Islander imprisonment rate was 3,025.2 per 100,000 adult Aboriginal and Torres Strait Islander population. This is 29.4% higher than the national Aboriginal and Torres Strait Islander imprisonment rate of 2,337.6 prisoners per 100,000 adult Aboriginal and Torres Strait Islander population. The NT Aboriginal and Torres Strait Islander imprisonment rate was ranked second highest among Australian jurisdictions, behind that of Western Australia.
- In the March Quarter 2016, the rate of Aboriginal and Torres Strait Islander imprisonment in the NT was 2.0% more than the rate in the December Quarter 2015 and 0.2% more than in the March Quarter 2015.
- During the March Quarter 2016, the NT's daily average Aboriginal and Torres Strait Islander prison population was 1,446. This was 4.5% more than in the December Quarter 2015 and 2.6% more than in the March Quarter 2015.
- Aboriginal and Torres Strait Islander people are imprisoned nationally at 15.4 times the rate of non-Indigenous people (2,337.5 compared to 152.0)<sup>b</sup>. In the NT, Aboriginal and Torres Strait Islander people are imprisoned at 14.0 times the rate of non-Indigenous people (3,024.3 compared to 215.7)<sup>b</sup>. At 26.4%, the proportion of Aboriginal and Torres Strait Islander adults in the Northern Territory's adult population is 11 times the national figure of 2.4%.
- This disparity drives our high rate of imprisonment relative to the national rate. If the NT had the same demographic profile as the nation as a whole, our overall imprisonment rate would be approximately 39% greater, instead of 368% greater, than the national rate.

### Persons in Community Based Corrections

- Of all Australian jurisdictions, the NT recorded the highest rate of persons in community-based corrections for the March Quarter 2016 at 615.5 per 100,000 adult population. This is 1.8 times the national rate of 339.5.
- During the March Quarter 2016, the average number of persons in NT community-based corrections was 1,113. This was 0.4% more than in the December Quarter 2015 and 0.7% more than in the March Quarter 2015.
- In the March Quarter 2016, 76.1% of the NT's persons in community-based corrections were Aboriginal and Torres Strait Islander. This is almost four times the national proportion of 19.6%. However, 26.4% of the NT's adult population is Aboriginal and Torres Strait Islander, 11 times the national level of 2.4%.
- If the NT had the same demographic profile as the nation as a whole, our rate of persons in community-based corrections in the March Quarter 2016 would be approximately 238.2, or 29.9% less than the national rate of 339.5.

<sup>b</sup> The non-Indigenous imprisonment rates in this section are not published by the ABS but are calculated by the Criminal Justice Research and Statistics Unit using the most recently published ABS estimated resident population statistics. The same method is used to calculate the Aboriginal and Torres Strait Islander imprisonment rates in this section for comparison, so the rates used in the calculation may differ slightly to the published ABS Aboriginal and Torres Strait Islander imprisonment rates noted earlier in the brief.

# Cost of managing prisoners/detainees

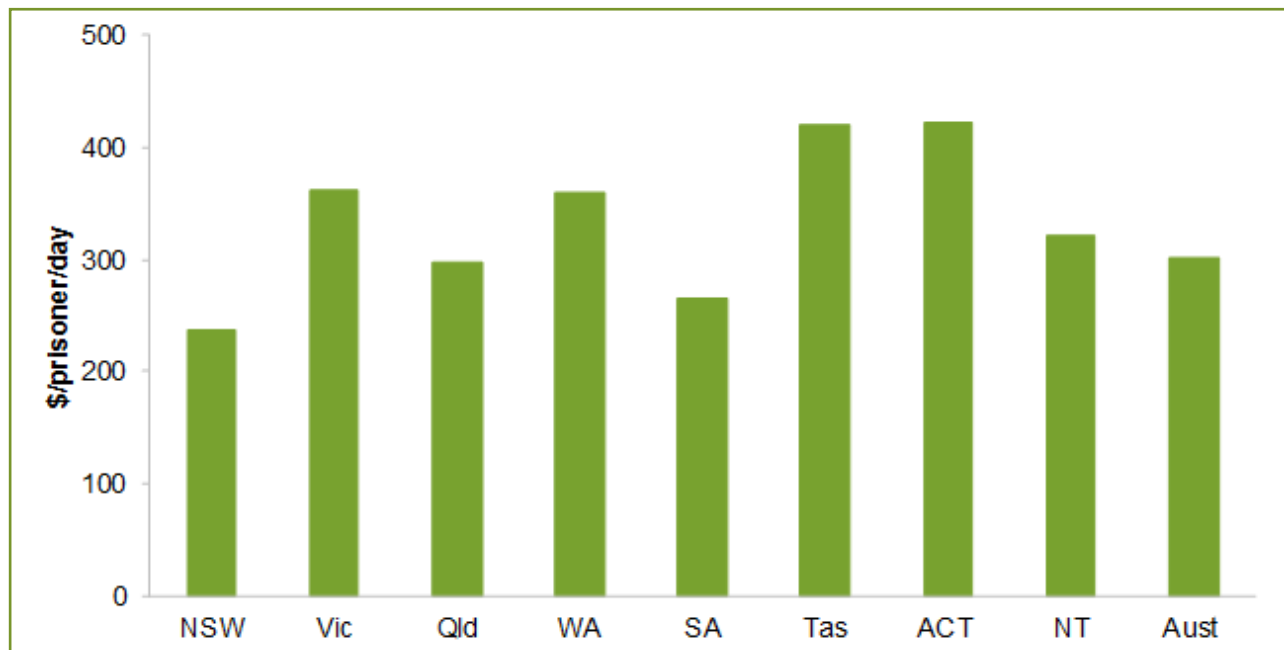
## Cost per prisoner per day

|                                   | 2013-14<br>(\$) | 2014-15<br>(\$) | 2015-16<br>(\$)  |
|-----------------------------------|-----------------|-----------------|------------------|
| Cost per Prisoner per Day - NTDCS | 206.08          | 193.53          | 177.36           |
| Cost per Prisoner per Day - ROGS  | 257.84          | 321.97          | N/A <sup>1</sup> |

Data for ROGS 2016 (relating to the 2015-16 period) will be published in January 2017.

## Cost per prisoner per day jurisdictional comparative <sup>abcd</sup>

Total cost per prisoner per day, 2014-15



Source: Australian Government Productivity Commission, Report on Government Services 2016

<sup>a</sup> Net operating expenditure excludes payroll tax and is net of operating revenues from ordinary activities.

<sup>b</sup> NT is unable to disaggregate costs into open and secure custody because NT open prisons are annexes of secure prisons and each prison operates as a combined entity for financial management purposes.

<sup>c</sup> Calculated as 8% of the value of government owned assets

<sup>d</sup> Debt servicing fees are financial lease payments incurred by governments as part of the contracts for privately owned prisons and prisons built under Public-Private Partnership arrangements, comparable to the user cost of capital for government owned facilities. This item is only applicable to Victoria and, as of 2014-15, to NT.

**Cost per detainee per day**

|                                   | 2013-14<br>(\$) | 2014-15<br>(\$) | 2015-16<br>(\$)       |
|-----------------------------------|-----------------|-----------------|-----------------------|
| Cost per Detainee per Day – NTDCS | 656.09          | 933.86          | 1,345.62 <sup>1</sup> |
| Cost per Detainee per Day - ROGS  | 624.56          | 976.21          | N/A <sup>2</sup>      |

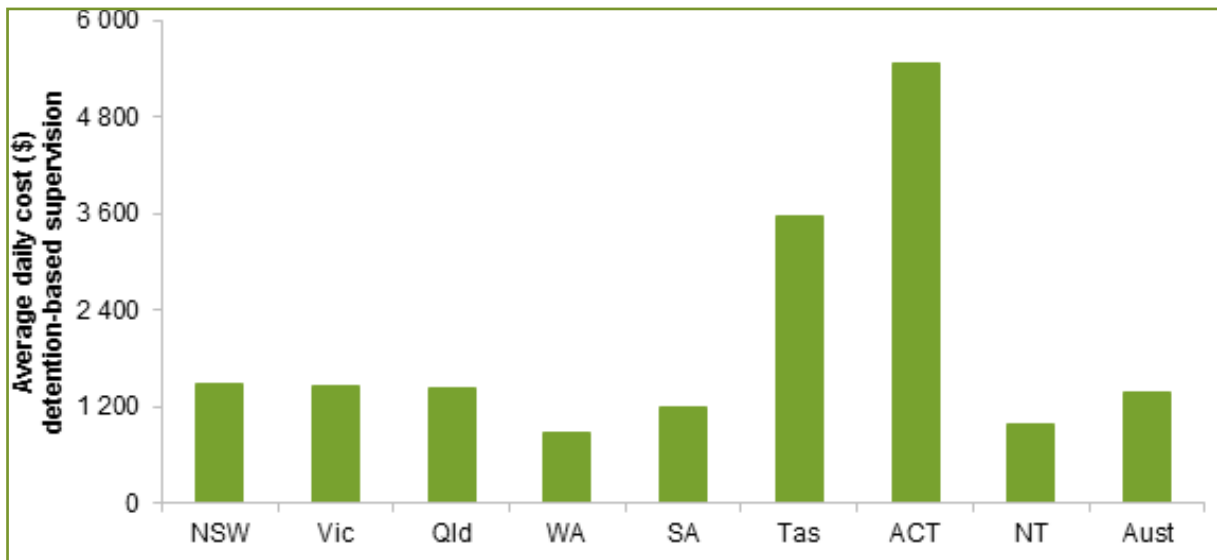
Notes:

<sup>1</sup>Methodology was changed to due to relocation of Don Dale Youth Detention Centre.

<sup>2</sup>Data for ROGS 2017 (relating to the 2015-16 period) will be published in January 2017.

**Cost per detainee per day jurisdictional comparative**

**Cost per day, per young person subject to detention-based supervision on an average day, 2014-15<sup>a,b,c,d,e</sup>**



<sup>a</sup>The number of young people under detention-based supervision on an average day is calculated by summing the number of days each young person spends under supervision during the year (irrespective of age) and dividing this total by the number of days in the financial year. To derive the average daily cost per young person under detention-based supervision on an average day, total recurrent expenditure on detention-based supervision is divided by 365.25. This figure is then divided by the average daily number subject to detention-based supervision.

<sup>b</sup>Data reported for this indicator are not comparable and need to be interpreted with caution.

<sup>c</sup>Unit costs presented in the report are not necessarily comparable to local unit costs reported in jurisdiction-specific annual reports due to different methods of calculation.

<sup>d</sup>Time series financial data are adjusted to 2014-15 dollars using the General Government Final Consumption Expenditure (GGFCE) chain price deflator (2014-15=100). See Chapter 2 (sections 2.5-6) for details and table 16A.28.

<sup>e</sup>The Blueprint for Youth Justice in the ACT 2012-22 has introduced a number of initiatives to reduce youth involvement in the justice system, decreasing the number in the ACT’s single detention centre.

### Key points:

- The cost of keeping a prisoner/detainee by NTDCS is recorded through the NT Government's accounting system and associated prisoner reporting tools. NTDCS reports on the cost per prisoner per day by using two different calculation methodologies.
- The actual prisoner/detainee cost per day is derived by the relationship of total expenditure and the daily average number of prisoners/detainees in custody.
- The prisoner/detainee cost per day report calculated by the NTDCS includes payroll tax and excludes costs incurred by other agencies, such as primary health care. It is considered to be more reflective of the actual costs to NTDCS of providing custodial services.
- The cost reported in the Productivity Commission's Report on Government Services (ROGS) Provision excludes payroll tax and includes the costs of services provided by other agencies, including prisoner primary health care provided by the Department of Health. Primary health care is not included in the calculation of the ROGS cost per detainee per day.
- The reporting methodology in ROGS is reflective of the differing arrangements across Australia for the delivery of primary health care and other services to prisoners/detainees, which in some jurisdictions, sit within correctional services.
- Both methods include the direct costs incurred by the correctional centres, detention centres and costs associated with providing Executive Management and corporate services.
- The Darwin Correctional Centre (DCC) commenced operations in 2014-15 coinciding with the planned closure of the former Berrimah site. This has had an impact on the estimated cost per prisoner per day from 2014-15 onwards.
- DCC has been designed to include some inbuilt efficiencies which should have the effect of reducing costs in general terms. However, it must also be taken into account that DCC is operated under a Public-Private Partnership agreement.
- The cost per prisoner per day calculated by the NTDCS from 2014-15 onwards is estimated to increase as the capital costs incorporated in the construction and operation of DCC are required to be included and are expected to outweigh any immediate cost efficiencies gained from the design of the new facility.
- The impact on ROGS reporting is more than the NTDCS calculation because depreciation is included in the ROGS figures and NTDCS has excluded costs associated with fixed assets and Industries.
- The anticipated increase in the cost per youth detainee per day in 2015-16 is predominately the result of the following:
  - The occurrence of five significant incidences, which not only required staff overtime for reporting and security purposes but also significant workers compensation liabilities.
  - The relocation of the Don Dale Youth Detention Centre (twice) in 2014-15 which required significant staff overtime.
  - Site specific staffing and associated security requirements of the new facility.

**Recidivism**

Recidivism rates in the NT in 2014-15, as published in the Australian Government Productivity Commission Report on Government Services were as follows:

| Category       | Percentage |
|----------------|------------|
| All prisoners  | 57.5%      |
| Indigenous     | 60.4%      |
| Non-Indigenous | 20.2%      |

These compare with recidivism rates of 36% for Sentenced to a Job (STAJ) participants and 39% for the comparison 'Open Rated' group (prisoners undertaking a similar suite of employment skills programs).

Current figures show that 6% of STAJ participants are apprehended for a new property offence within a year of release, significantly less than the 16% of the matched comparison 'Open Rated' prisoner group and dramatically lower than the overall recidivism rate of 57.5% (Australian Government Productivity Commission Report on Government Services; All Prisoners: 2014-15).

This is a statistically significant result and reflects that STAJ better addresses a prisoner's criminogenic risk factors relating to economic prospects however would not directly impact factors that contribute to violence, traffic offences or drug offences.

The STAJ program is only one element of an overall suite of interventions engaged in the process of rehabilitation for any prisoner. The process of applying educational (numeracy and literacy), behavioural (psychoeducational) and employment skills programs are critical to reducing the likelihood of recidivism following the release of a prisoner, together with transitional and post-release support.

**Summary of paid and voluntary employment for 2015-16**

**Paid work summary for 2015-16**

| As at 30 June 2016                  | Number of prisoners in paid employment |
|-------------------------------------|--|
| Darwin Correctional Centre          | 105                                    |
| Datjala Work Camp                   | 83                                     |
| Alice Springs Correctional Centre   | 67                                     |
| Barkly Work Camp                    | 100                                    |
| <b>TOTAL Prisoners participated</b> | <b>355</b>                             |
| <b>Total hours worked</b>           | <b>149,869</b>                         |

Total Paid worked for the period 1 July 2015 to 30 June 2016, across all correctional centres and work camps, with 355 prisoners participating in paid work for a total of 149,869 hours.

**Volunteer work summary for 2015-16**

| As at 30 June 2016                  | Number of prisoners in voluntary employment |
|-------------------------------------|---|
| Darwin Correctional Centre          | 164   |
| Datjala Work Camp                   | N/A   |
| Alice Springs Correctional Centre   | 112   |
| Barkly Work Camp                    | 116   |
| <b>TOTAL Prisoners participated</b> | <b>392</b>                                  |
| <b>Total hours worked</b>           | <b>85,416</b>                               |

Total voluntary hours worked for period 1 July 2015 to 30 June 2016, across all correctional centres and work camps, with 392 prisoners participating for a total of 85,416.2 hours. There was no voluntary employment at Datjala Work Camp during this period.

## Escapes and Absconds

### Adult Facilities

#### Alice Springs Correctional Centre

| Year    | Location             | Number of Prisoners | Number of Incidents | Returns |
|---------|----------------------|---------------------|---------------------|---------|
| 2015-16 | Alice Springs region | 5                   | 4                   | 5       |

#### Darwin Correctional Centre

| Year    | Location      | Number of Prisoners | Number of Incidents | Returns |
|---------|---------------|---------------------|---------------------|---------|
| 2015-16 | Darwin region | 11                  | 6                   | 11      |

#### Barkly Work Camp

| Year    | Location      | Number of Prisoners | Number of Incidents | Returns |
|---------|---------------|---------------------|---------------------|---------|
| 2015-16 | Barkly region | 1                   | 1                   | 1       |

#### Datjala Work Camp

| Year    | Location         | Number of Prisoners | Number of Incidents | Returns |
|---------|------------------|---------------------|---------------------|---------|
| 2015-16 | Nhulunbuy region | 1                   | 1                   | 1       |

### Youth Facilities

#### Alice Springs Youth Detention Centre

| Year    | Location             | Number of Detainees | Number of Incidents | Returns |
|---------|----------------------|---------------------|---------------------|---------|
| 2015-16 | Alice Springs region | 3                   | 1                   | 3       |

#### Don Dale Youth Detention

| Year    | Location      | Number of Detainees | Number of Incidents | Returns |
|---------|---------------|---------------------|---------------------|---------|
| 2015-16 | Darwin region | 1                   | 1                   | 1       |

During 2015-16 there were no escapes from adult secure custody. Nine prisoners absconded from open custody, seven absconded from approved off-centre activity and six prisoners returned of their own accord.

There were three detainees who escaped from youth detention secure custody and one detainee who escaped from Youth Court.

With the various escapes from either secure or open security custody in 2015-16, a number of measures have been implemented to reduce further escapes and absconds. In our open security work camps and external residential rehabilitation programs electronic monitoring has been introduced, most recently in the Datjala Work Camp.

Electronic monitoring provides real time notification to NTDCS of prisoners who are outside work camp or residential boundaries after set curfews, this initiative has demonstrated that it is an actual deterrent to absconding and maintains compliance.

Historical evidence demonstrates that escorts external to a secure perimeter are proven to be high risk activities for potential escapes across all International Correctional Jurisdictions.

NTDCS has introduced additional measures for external escorts to reduce the likelihood of escapes, these include but are not limited to; additional training for custodial staff, changes to procedures to improve security practices and additional equipment to improve physical security control whilst maintaining the dignity of the offender.

### Key points:

- Secure Custody escapes are escapes from within a secure prison facility/precinct regardless of whether or not there was a breach of a physical barrier.
- Open Custody escapes are escapes from within an open prison facility regardless of whether or not there was a breach of a physical barrier and include 'walk-offs' from the work camps.
- Approved Off Centre Activity escapes are classified as 'absconds' by prisoners:
  - on unescorted leave, e.g. work release or day leave, including prisoners who fail to return or are found at unlawful locations.
  - while outside a prison facility under custodial supervision, i.e. from work parties or while participating in activities such as sporting events outside the perimeter, but not under direct one-to-one supervision.
  - from outside the perimeter of the centre, but within the centre precinct.
- Other Escapes/Absconds which occur either:
  - during a prison to prison or prison to hospital transport/escort; or
  - while attending court; or
  - while the prisoner is under the direct supervision of a correctional officer (e.g. at least one-to-one escort to funeral, medical appointment, etc.);
  - When a prisoner or detainee escapes and is arrested by NT Police, they are taken to a Police Watch House, interviewed, charged with escaping lawful custody and remanded to appear in court to hear the offence of escape lawful custody.
  - If a prisoner escapes from a low security facility they are returned to maximum security for a determined period and during this time are not given the same opportunities for program participation that they were afforded prior to escaping.

# Official Visitors Program

## Official Visitors

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

Visits to the youth detention centres and the adult correctional centres are facilitated once a month in accordance with the *Correctional Services Act and the Youth Justice Act*.

Official Visitors provide a report to the Minister detailing prisoner or detainee concerns, infrastructure issues and activities within the correctional facilities.

Appointment as an Official Visitor is open to all eligible adult members of the public, who are of excellent character, have a respected standing in the community and have no significant criminal record.

An Official Visitor is appointed for a period of three years and is eligible for consideration for re-appointment at the expiration of the appointment period.

The main objective of the Official Visitors Program (OVP) is to maintain public confidence in correctional facilities and the management of prisoners in those facilities. The OVP provides the Minister responsible for Correctional Services with an independent view of the treatment, behaviour and conditions of prisoners and youth detainees in accordance with part 2.3 of *Correctional Services Act* and section 169 *Youth Justice Act* respectively.

The majority of the complaints to the Official Visitors are of a minor nature and are addressed at the correctional centre 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.

As at 30 June 2016, no serious matters requiring further investigation were reported to the Minister.

From September 2012 to April 2016, the youth detention centres and adult correctional centres had separate OVPs. As of 1 May 2016, the adult correctional centre and youth detention centre OVPs were amalgamated to form a single program.

| Official Visitors 2015-16                   | Darwin Correctional Centre | Alice Springs Correctional Centre | Datjala Work Camp | Don Dale Youth Detention Centre | Alice Springs Youth Detention Centre | Barkly Work Camp |
|---|----------------------------|-----------------------------------|-------------------|---------------------------------|--------------------------------------|------------------|
| Number of Official Visitors appointed       | 0                          | 0                                 | 0                 | 0                               | 0                                    | 0                |
| Number of Official Visitors resigned        | 1                          | 0                                 | 1                 | 1                               | 0                                    | 0                |
| Total Number of Official Visitors           | 3                          | 4                                 | 1                 | 5                               | 2                                    | 2                |
| Total Number of visits by Official Visitors | 9                          | 9                                 | 9                 | 9                               | 9                                    | 9                |

# Output Groups

- Output Group: Custodial Services
- Output Group: Correctional Industries and Employment
- Output Group: Community Corrections
- Output Group: Youth Justice
- Output Group: Corporate and Governance

# Output Groups

## Introduction

The Department was funded through five output groups in 2015-16, being: Custodial Services, Correctional Industries and Employment, Community Corrections, Youth Justice and Corporate and Governance.

Following a restructure, the output group Custodial Services changed in March 2016, to include Youth Detention and Industries and Employment, and was renamed Custodial Operations.

This output group provides:

- a safe, secure and humane custodial service including rehabilitation and care of adult prisoners and youth detainees;
- targeted and relevant educational and training opportunities to adult prisoners and youth detainees;
- the establishment and growth of correctional industries as a commercial enterprise within a correctional environment;
- targeted and relevant employment opportunities for adult prisoners via correctional centre based, outside or private employment; and
- promoting the generation of revenue through the establishment and growth of those correctional industries.

Adult correctional facilities include the Darwin Correctional Centre at Holtze, the Alice Springs Correctional Centre, the Barkly Work Camp in Tennant Creek and the Datjala Work Camp in Nhulunbuy.

Community Corrections is comprised of Community Corrections and the Parole Board Secretariat.

This output group provides:

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

Youth Justice was renamed Correctional Programs and Services in March 2016, with the move of Youth Detention to Custodial Operations. This division is now comprised of Offender Programs, including Reintegration, Indigenous and Youth programs and Youth Justice Policy.

This output group contributes to community safety by reducing offending and re-offending through targeted programs and services.

This output group provides:

- administration of youth diversion and support programs through grants;
- targeted and evidence based programs and services to meet the criminogenic needs of offenders to increase community safety;
- access to rehabilitation support, including pre and post release support to offenders to assist in reducing the rate of recidivism;
- the Early Intervention Youth Boot Camp Program that aims to prevent young people from entering the youth justice system and the Sentenced Youth Boot Camp Program that aims to break the cycle of offending behaviour of young people in the justice system; and
- a structured environment in which offenders are given opportunities to address their offending behaviour and to successfully reintegrate with the community.

People, Business and Strategic Services changed in March 2016, to become Corporate and Strategic Services and continue to provide the overarching executive oversight, governance, guidance, strategy and strategic support to the Department.

Specialist technical advice and strategic support is provided in the areas of information services, policy, research and statistics, financial services, human resource management, staff learning and development, professional standards, audit and risk management, major projects and infrastructure.

The Office of the Commissioner is also provided for under this output group, and includes Professional Standards, Secretariat and Corporate Communications.

These services enable efficient operation and effective performance of the Department while ensuring compliance and promotion of fiscal responsibility.

This output group also provides a media and communications hub for both the Department of Correctional Services and the Department of the Attorney-General and Justice and supported independent offices.

### **2016 Review of Output Group key deliverables**

A review of NTDCS Output Group key deliverables was undertaken early 2016, with a view to shift from activity based key performance indicators to outcomes and performance reporting.

As a result there were a number of changes made to enhance key deliverables for the 2016-17 budgets. Where there have been changes to a key deliverable it is shown as 'Not continuing' with a corresponding note. Where trend data is available it has been included in the Output Group table.

**Output Group: Custodial Services**

**Outcome**

Provide a safe, secure and humane correctional system.

**Custodial Operations**

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

**Key Deliverables**

|  | Actual  |         |         |         |         |         | 2015-16 |        | 2016-17<br>Budget<br>Estimate |
|--|---------|---------|---------|---------|---------|---------|---------|--------|-------------------------------|
|  | 2009-10 | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 | Budget  | Actual |                               |
| Daily average number of prisoners        | 1,082   | 1,172   | 1,337   | 1,438   | 1,501   | 1,599   | 1,794   | 1,664  | 1,758                         |
| Expected peak beds required <sup>1</sup> | 1,137   | 1,280   | 1,373   | 1,575   | 1,582   | 1,696   | 1,882   | 1,767  | 1,862                         |
| Staff retention <sup>2</sup>             | n/a     | n/a     | n/a     | New     | 94.8%   | 91.8%   | 85%     | 93%    | Not continuing <sup>a</sup>   |

**Notes:**

- 1) Prisoner numbers fluctuate in response to numerous variables that may include police activity, court activity, length of sentences imposed and sentencing options.
- 2) The maximum number of beds required to accommodate fluctuations in the daily average of prisoner numbers.

**Additional notes:**

\* Throughout the annual report the term 'prisoner' has been used to reflect the current Acts (*Correctional Services Act, Parole Act and Youth Justice Act*) the term 'inmate' as was published in Budget Paper No. 3 2015-16, is no longer used.

<sup>a</sup> Following a review in 2016, this measure will be replaced by a Whole of Agency key deliverable of Staff retention (see page 56)

**Education and Offender Programs**

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  |         |         |         |         |         | 2015-16 |        | 2016-17 Budget Estimate     |
|--|---------|---------|---------|---------|---------|---------|---------|--------|-----------------------------|
|  | 2009-10 | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 | Budget  | Actual |                             |
| Participation in education <sup>1</sup>                    | 58%     | 81%     | 73%     | 17%     | 13%     | 10%     | 30%     | 38.28% | Not continuing <sup>a</sup> |
| Participation in offender programs                         |         |         |         | New     | 56%     | 75%     | 75%     | 75%    | Not continuing <sup>a</sup> |
| Eligible prisoners participating in education <sup>2</sup> |         |         |         |         |         |         | New     |        | New measure 40%             |
| Eligible prisoners participating in offender programs      |         |         |         |         |         |         | New     |        | New measure 75%             |

**Notes:**

- 1) The increased percentage in education is due to the collaboration between an external Registered Training Organisation, Batchelor Institute of Indigenous Tertiary Education and NTDCS. This is the first year of a seven year contract and outcomes are expected to increase further in the coming years. This figure also includes statistic from our literacy and numeracy program Quicksmart which is in collaboration with the University of New England, by allowing prisoners to train other prisoners. This has contributed to an increase in participation within this program. Results are dependent on individual prisoner capabilities. However participation is expected to increase in 2016-17 in line with additional capacity.
- 2) Eligible prisoners are those who have attained and maintained the appropriate security classification and behaviour and who meet the criteria set for participation in each employment/program area.

**Additional notes:**

- a) During 2016 NTDCS reviewed the key deliverables for Education and Offender Programs and identified more informative and refined measures that would better represent key deliverables. Where indicated above as not continuing, the performance measures will be replaced from 1 July 2016, with: Eligible prisoners participating in education; Eligible prisoners participating in offender programs.

**Output Group: Correctional Industries and Employment**

**Outcome**

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

**Correctional Industries and Employment**

Provide targeted and relevant employment opportunities to adult prisoners via correctional centre-based or outside employment and promote the generation of revenue through the establishment and growth of correctional industries as a commercial enterprise within a correctional environment.

**Key Deliverables**

|   | Actual  |         |         |         |         | 2015-16 |          | 2016-17<br>Budget<br>Estimate |
|---|---------|---------|---------|---------|---------|---------|----------|-------------------------------|
|   | 2009-10 | 2010-11 | 2012-13 | 2013-14 | 2014-15 | Budget  | Actual   |                               |
| Prisoner participation in commercial employment           |         |         |         | New     | 354     | 500     | 545      | Not continuing <sup>a</sup>   |
| External revenue generated                                |         |         |         | \$1.4M  | \$3.1M  | \$1.9M  | \$4.135M | \$2.2M                        |
| Participation in employment programs <sup>a</sup>         | 40%     | 33%     | 60%     | 64%     | 48%     | 65%     | 56%      | Not continuing <sup>a</sup>   |
| Prisoners participating in Sentenced to a Job             |         |         | New     | 52      | 74      | 75      | 85       | Not continuing <sup>a</sup>   |
| Prisoners participating in volunteer employment           |         |         |         | 49      | 108     | 70      | 54       | Not continuing <sup>a</sup>   |
| Eligible prisoners participating in commercial employment |         |         |         |         |         | New     |          | New measure 80%               |
| Eligible prisoners participating in employment programs   |         |         |         |         |         | New     |          | New measure 85%               |
| Eligible prisoners participating in Sentenced to a Job    |         |         |         |         |         | New     |          | New measure 45%               |
| Eligible prisoners participating in volunteer employment  |         |         |         |         |         | New     |          | New measure 15%               |
| Eligible prisoners participating in paid employment       |         |         |         |         |         | New     |          | New measure 30%               |

**Notes:**

- 1) Due to the classification changes the numbers of prisoners employment as a percentage of those eligible to work decreased and more prisoners worked internally.
- 2) Increased community engagement combined with proactive marketing in regional areas has seen an increase in sales and contracted work. As an example, partnering with Batchelor Institute resulted in a contract to deliver cabinetry.
- 3) Due to the classification changes more prisoners worked internally.
- 4) The number of prisoners employed subject to eligibility.
- 5) Due to prisoners moving into paid employment the voluntary employment numbers dropped.

**Additional notes:**

- a) During 2016 NTDCS reviewed the key deliverables for Correctional Industries and Employment and identified more informative and refined measures that would better represent key deliverables. Where indicated above as not continuing, the new performance measures will commence on 1 July 2016 with: Eligible prisoners participating in commercial employment; Eligible prisoners participating in employment programs; Eligible prisoners participating in commercial employment; Eligible prisoners participating in employment programs.

**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 provide secretariat support to the Parole Board.

**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.

**Key Deliverables**

|  | Actual  |                     |                     |                     |                     | 2015-16 |                     | 2016-17         |
|--|---------|---------------------|---------------------|---------------------|---------------------|---------|---------------------|-----------------|
|  | 2009-10 | 2010-11             | 2012-13             | 2013-14             | 2014-15             | Budget  | Actual              | Budget Estimate |
| Daily average number of offenders under supervision:     |         |                     |                     |                     |                     |         |                     |                 |
| • Adult  | 1,131   | 1,114               | 1,232               | 1,327               | 1,154               | 1,350   | 1,161 <sup>1</sup>  | 1,220           |
| • Youth  | 183     | 181                 | 197                 | 207                 | 186                 | 220     | 154 <sup>1</sup>    | 175             |
| Order commencements:                                     | 1,367   | 1,286               | 1,722               | 1,482               | 1,519               | 1,720   | 1,731               | 1,675           |
| • Adult  | 179     | 187                 | 310                 | 265                 | 283                 | 318     | 320                 | 360             |
| • Youth  |         |                     |                     |                     |                     |         |                     |                 |
| Proportion of orders completed successfully <sup>2</sup> | 64%     | 65%                 | 64%                 | 68%                 | 69%                 | 67%     | 69%                 | 68%             |
| Community work hours completed                           | 10,928  | 14,883 <sup>4</sup> | 30,896 <sup>3</sup> | 31,719 <sup>3</sup> | 35,462 <sup>5</sup> | 22,000  | 31,325 <sup>3</sup> | 28,000          |

**Notes:**

- 1) During 2015-16 Community Corrections complete a review of files held in breach resulting in historic orders being completed following required action.
- 2) Orders completed and not breached during the year.
- 3) Community work hours completed have been revised to more accurately reflect actual hours worked in financial year.
- 4) The community work hours completed in 2011-12 are lower due to the changeover in administrative practices (IJIS to IOMS) and the associated issues in adjusting to a new system.
- 5) 2014-15 budget estimate figure was recalculated with regard to the new administrative system for capturing community work hours.

**Output Group: Youth Justice**

**Outcome**

Contribute to community safety by reducing offending and re-offending by young people through targeted programs and services.

**Grants**

Monitor and administer youth diversion and support programs through grants.

**Key Deliverables**

|   | Actual  |         |         | 2015-16 |                     |
|---|---------|---------|---------|---------|---------------------|
|   | 2012-13 | 2013-14 | 2014-15 | Budget  | Actual              |
| Value of targeted youth grants distributed  | \$3.6M  | \$3.49M | \$2.85M | \$4.7M  | \$4.7M <sup>a</sup> |
| Number of communities where Youth Diversion Programs are available                  |         |         | New     | 36      | 60                  |
| Number of young people assisted through the Register of Appropriate Support Persons |         |         | New     | 100     | 182                 |
| Number of young people commenced formal youth diversion programs                    |         |         | New     | 200     | 198                 |
| Number of young people participated in other youth diversion programs               |         |         | New     | 1,500   | 729 <sup>b</sup>    |
| Number of young people completed formal youth diversion programs                    |         |         | New     | 120     | 531 <sup>b</sup>    |

**Notes:**

1. Data provided by NT Police.

**Additional notes:**

Youth Justice transferred to Territory Families as per Administrative Arrangement Orders of 12 September 2016.

- a) \$720k of uncommitted funding was redirected to Youth Detention.
- b) Increase in the geographical catchment zones being services by providers.
- c) Increase in numbers of young people requiring support.
- d) Decreased capacity to provide informal diversion programs due to an increased requirement for formal diversion.
- e) Increased demand for formal youth diversion has exceeded expectation due to an increased uptake through the courts, the NT Police, and the program expanded to three more remote communities with a greater need (Maningrida, Yuendumu and Wadeye).

**Programs and Services**

Provide targeted and evidenced-based programs and services to meet the needs of young people who offend, and increase community safety.

**Key Deliverables**

|  | Actual  | 2015-16 |                 |
|--|---------|---------|-----------------|
|  | 2014-15 | Budget  | Actual          |
| Number of Case Plans <sup>1</sup>  | New     | 40      | 28 <sup>a</sup> |
| Number of Behavioural Management Plans <sup>2</sup>                                    | New     | 10      | 5 <sup>b</sup>  |
| Number of sentenced detainees leaving detention with a Reintegration Plan <sup>3</sup> | New     | 15      | 19 <sup>c</sup> |

**Notes:**

- 1) Case plans map the management of a detainee identifying particular requirements that may include education, offender focused programs, family engagement and specific court instructions.
- 2) Behavioural Management Plans identify the background of an incident or behaviour and identifies the desired behaviours and outcomes that a detainee is to comply with when placed on a Behaviour Management Plan.
- 3) Reintegration Plans identify support mechanisms that are to be in place to support a detainee when they are released from detention and to support their reintegration into the community and reduce the likelihood of reoffending.

**Additional notes:**

Youth Justice transferred to Territory Families as per Administrative Arrangement Orders of 12 September 2016.

- a) Variances between planned and actual case plans reflects seasonal differences in the amount of youth receiving a sentence of detention.
- b) The decrease in requirement for behavioural management plans being implemented has been positively impacted by the strategies put in place to encourage positive behaviours and an increase in the capacity of staff to respond appropriately to challenging behaviour.
- c) Reintegration plans (case plans) Case Management and Assessment and Throughcare services have increased focus on developing case plans for youth.

**Youth Boot Camp Programs**

The Early Intervention Youth Boot Camp Program aims to prevent young people from entering the youth justice system and the Sentenced Youth Boot Camp Program aims to break the cycle of offending behaviour of young people in the justice system.

**Key Deliverables**

|   | 2015-16 |                 |
|---|---------|-----------------|
|   | Budget  | Actual          |
| Early Intervention Youth Boot Camps (EIYBC):          |         |                 |
| • Number of young people who commence a camp program  | 100     | 97              |
| • Number of young people who complete a camp program  | 90      | 89 <sup>a</sup> |
| Sentenced Youth Boot Camps (alternative to detention) |         |                 |
| • Number of young people who commence a camp program  | 10      | 0 <sup>b</sup>  |
| • Number of young people who complete a camp program  | 10      |                 |

**Notes:**

In 2015-16, the measures for Youth Boot Camps were separated into two: Early Intervention Youth Boot Camps and Sentenced Youth Boot Camps to differentiate between the two programs.

**Additional notes:**

Youth Justice transferred to Territory Families as per Administrative Arrangement Orders of 12 September 2016.

a) Case management continues for up to eight weeks after the camp and therefore some participants continue to be case managed into the next financial year. Those in progress have been accounted for in this figure.  
 b) The Sentenced Youth Boot Camp trial begins in August 2016.

**Youth Detention**

To provide a safe, structured, secure and supportive environment in which young people are given opportunities to address their offending behaviour and to positively reintegrate into the community.

**Key Deliverables**

|  | 2014-15 | 2015-16  |                     |
|--|---------|----------|---------------------|
|  |         | Budget   | Actual <sup>a</sup> |
| Alice Springs Youth Detention Centre   | New     |          |                     |
| Total number of detainees (average)  |         | 16       | 11                  |
| <ul style="list-style-type: none"> <li>Total daily average number of detainees on remand</li> <li>Total daily average number of detainees sentenced</li> </ul> |         | 12<br>4  | 8<br>3              |
| Don Dale Youth Detention Centre  | New     |          |                     |
| Total number of detainees (average)  |         | 34       | 38                  |
| <ul style="list-style-type: none"> <li>Total daily average number of detainees on remand</li> <li>Total daily average number of detainees sentenced</li> </ul> |         | 23<br>11 | 26<br>12            |

**Notes:**

- a) The actual figures for 2015-16 reflect the transfer of detainees from Alice Springs to Darwin while assessing security and infrastructure needs, with Alice Springs being a holding centre.

**Additional notes:**

Youth Justice transferred to Territory Families as per Administrative Arrangement Orders of 12 September 2016.

**Output Group: Corporate and Governance**

**Outcome**

Provide the overarching guidance, strategy and strategic support to the Department of Correctional Services. Provide a media and communications hub for Justice (Department of Correctional Services and the Department of the Attorney-General and Justice).

**Corporate and Governance**

Provide specialist technical advice and strategic support in the areas of information services, policy, research and statistics, finance services, human resources, staff learning and development, professional standards, audit and risk management, major projects and infrastructure, executive and secretariat. These services enable efficient operation and effective performance of the Department of Correctional Services while ensuring compliance and promotion of fiscal responsibility. Provide a media and communications hub for the Department of Correctional Services, the Department of the Attorney-General and Justice and associated independent offices including Consumer Affairs, Anti-Discrimination Commission, Office of the Director of Public Prosecutions, Registrar-General and Information Commissioner.

**Key Deliverables**

|   | 2015-16 |                  | 2016-17 Budget Estimate |
|---|---------|------------------|-------------------------|
|   | Budget  | Actual           |                         |
| Client satisfaction with services                 | 80%     | 62% <sup>a</sup> | 80%                     |
| Number of audits completed                        | 100     | 146 <sup>b</sup> | 121                     |
| Ministerial responses submitted within timeframes | 85%     | 55% <sup>c</sup> | 90%                     |
| Staff retention <sup>1</sup>                      | New     | New              | 94%                     |

**Notes:**

- a) Measure of client satisfaction was via limited internal survey taken at a point in time. Over 2016-17, this will be a focus of continuous improvement.
- b) NTDCS audits include NT Police Cells audits.
- c) Over 2016-17, this will be a focus of continuous improvement.

**Additional notes:**

During 2016, NTDCS reviewed the key deliverables for Corporate and Governance and identified more informative and refined measures that would better represent key deliverables. Where indicated above as new, the performance measures will commence from 1 July 2016.

<sup>1</sup> Following a review in 2016, this measure will apply to whole of agency as of July 2016.

# PERFORMANCE, ACHIEVEMENTS AND OUTCOMES

# 58

## Strategic Themes:

Reduce reoffending through employment, education and programs

Supportive People Culture

Integrated and accountable organisation

Strong community partnerships

# Strategic Theme:

## Reduce reoffending through employment, education and programs

- Strategy:** Provide safe and well-ordered establishments in which we treat people in our care humanely, decently and lawfully
- 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
- Strategy:** Introduce an enhanced sentence management approach which promotes an integrated model of offender throughcare
- Strategy:** Provide enhanced repatriation options to improve offender reintegration to community
- Strategy:** Improve client employment opportunities, education and skills development which support employability
- Strategy:** Enhance prison industry and deliver correctional services transformation through the new Darwin Correctional Precinct

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

### Sustainability – Green solutions

#### Energy / Environment

In 2015-16 the Department developed a Business Case to reduce power consumption in both Darwin and Alice Springs Correctional Centres. Its objective was to reduce long term energy usage as well as cost wherever possible through the use of photovoltaic (PV) power generation technology or alternative solutions.

The outcomes being sought are to: significantly reduce NTDCS power costs; improve environmental performance; and create prisoner employment opportunities through the initial installation process as well as the ongoing maintenance of solar panels or alternative technologies.

The Department was seeking to reduce greenhouse gas emissions by 121,107kg or 121.1 tonnes per annum in Alice Springs Correctional Centre and 605,535kg or 605.5 tonnes at Darwin Correctional Centre. This would be an overall annual reduction in greenhouse gas emissions of 726.6 tonnes per annum for the Department.

During the development of the Business Case the Department identified the need to further investigate the viability of the initiative through discussions with Power and Water Corporation (PWC), Jacana Energy and the Department of Lands Planning and the Environment. It also acknowledged a need to develop and issue an Expression of Interest (EOI) in order to identify current technologies that could assist the Department in reducing its environmental footprint. It is anticipated that the Department will seek EOI's in 2016-17.

#### Recycling at the ASCC

ASCC Industries provides prisoners with the opportunity to be part of the creative process developing new ideas and bringing them to fruition.

One of the projects generated by this process involves contains environmental considerations regarding reusing discarded items and recycling them into new products. Wooden pallets are turned into unique items of garden and interior furniture with some of them decorated with hand-painted Indigenous designs.

In another workshop prisoners sort through piles of old clothes that were donated to opportunity shops but rejected as unsaleable. The prisoners process the old clothes into cleaning rags, repackaging them for sale through the local Salvation Army Thrift Store outlets.

These activities are educating prisoners that in this throw-away society items can be recycled into useful items that other people want to purchase. This approach has a ripple effect by reducing the amount of waste destined for land fill and in turn, helping to reduce the amount of land required to accommodate waste.

#### Fire Systems Upgrade - Alice Springs Correctional Centre

\$380,000 was committed to complete Stage 3 works in the 2015-16 financial year. This was to achieve certification, testing and any associated repairs of latent issues still needed to be completed. Stage 4 works for the 2016-17 financial year, are estimated at \$100,000, a saving of \$80K on the original budget.

**Datjala Work Camp**

At the commencement of the 2015-16 financial year the DWC negotiated with Department of Health (DoH) to use the Sobering Up Shelter facility located within the perimeter grounds, thereby increasing the camp accommodation capacity from a 30 bed to a 50 bed facility.

The increase in prisoner numbers highlighted the need for a designated prisoner meal servery and dining area. Working with Department of Infrastructure (DOI), NTDCS presented a design extension to an existing carport area into an undercover outdoor meals area, complete with roll down blinds, fans, bench seating and cooking facilities.

Prior to the upgrade, prisoner meals were served in an outdoor corridor and prisoners were required to utilise two small undercover recreation areas or return to their accommodation rooms.

The implementation of a designated dining area has assisted with the supervision of prisoner meals, has created an area where prisoners can meet and has provided a suitable facility for conducting social and professional visits.

Another major infrastructure improvement included the installation of storm water drainage around the administration and prisoner accommodation buildings. As the East Arnhem region sees significant rainfall in the wet season the previous design of the camp and surrounding gardens resulted in flooding in walkways and into buildings during the wet season.

The improvements to the storm water drainage has solved this problem, with water now redirected through a drainage system that can cope with a deluge. This project has improved WHS standards and improved hygiene in these areas.

**Don Dale Youth Detention Centre M Block project**

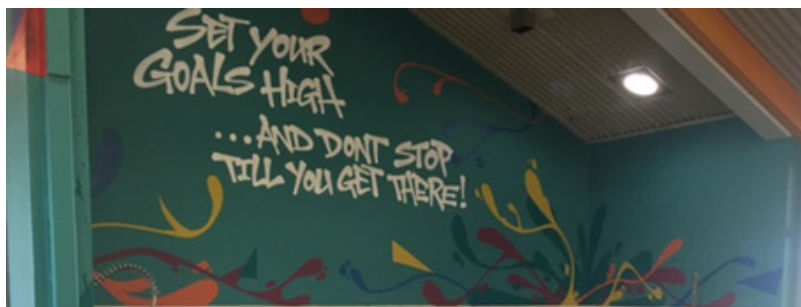
There has been a significant amount of works carried out by prisoners converting what was the old medium security block to a youth recreation centre at the new Don Dale Youth Detention Centre, Berrimah. Works include an Arts and Music Centre as well as a theatre, computer room, the Library and carpentry area.

Commencing in 2015, with a completion date scheduled for September 2016, the project has consumed:

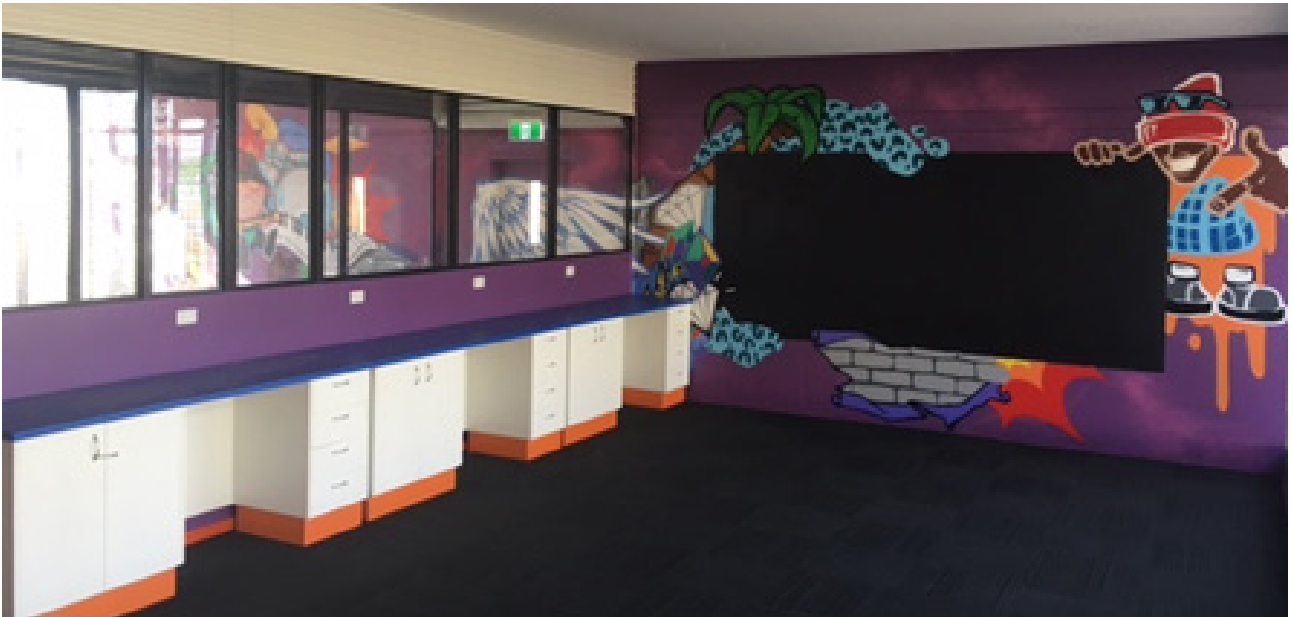
|                             |           |
|-----------------------------|-----------|
| Prisoner hours              | 5,987     |
| Community participant hours | 161       |
| Contracts issued            | 8         |
| Expenditure                 | \$494,326 |

Prior to young people occupying the space, NTDCS had a prisoner crew working on 'self-help' projects. They carried out most parts of the work including but not limited to demolition, preparation of walls and structural materials, preparing and painting all required surfaces, tiling, floor polishing, installation of fixtures, fitting doors and cabinetry.

With the assistance of Drawing Community Arts who provided the graffiti artist David Collins, in a reciprocal arrangement whereby NTDCS did a 'self-help' project for Darwin Community Arts, (building a gazebo, garden beds, irrigation and painting) David completed some wall art outlines for young offenders to paint in the refurbished M Block.



Dorm 6 (wet arts) completed



Dorm 5 and 7 (music room) completed



Dorm 9, 10, 11 and 12 (library, theatre and games room) games room.



The new DDYDC Library for young offenders



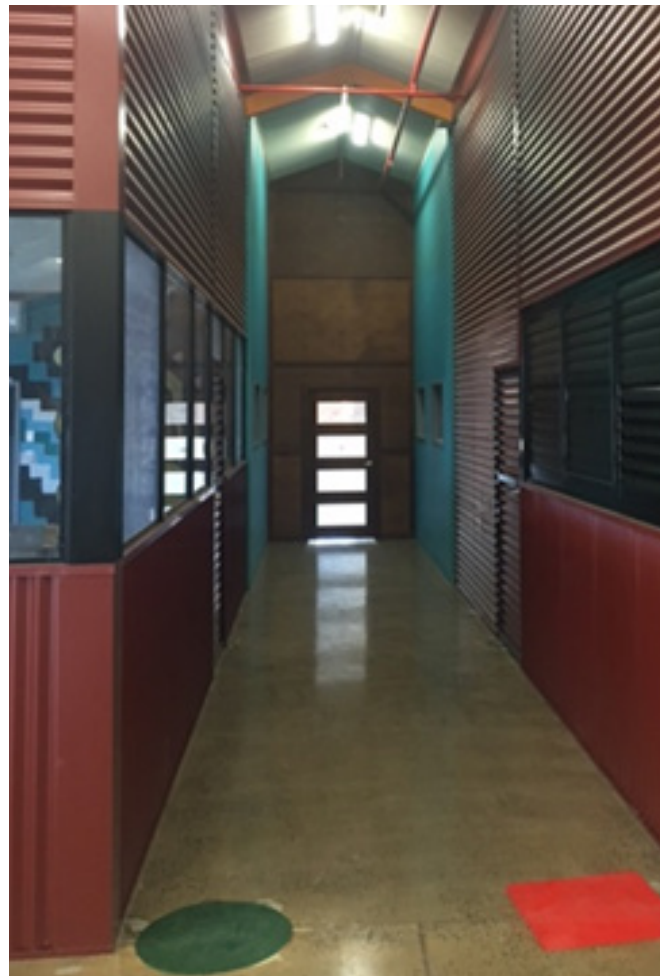
Dorm 1, 2, 3 and 4 (timber workshop, billiards and table tennis rooms, completed.



Basketball court and outdoor areas are completed.



Refurbished office



M Block refurbished

**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

### Youth Justice Act

On 25 May 2016, the NT Government passed legislation to contribute to safety and security in detention centres. Broadly, the purpose of the legislation is to:

- a) Clarify the provision of mechanical devices approved for use by the Commissioner of Correctional Services to restrict the movement of a detainee; and
- b) Further clarify the circumstances authorising the Superintendent to use, or authorise the use of, approved restraints:
  - to escort a detainee both inside and external to a detention centre;
  - in an emergency situation or to reduce a risk to the good order or security of the detention centre in maintaining discipline; or
  - to protect the safety of the detainee and other persons.

Changes to the *Youth Justice Act* will come into force on 1 August 2016.

### Youth Justice

The purpose of Youth Justice 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 is comprised of four operational components:

- Strategic Development and Partnerships;
- Programs and Services which includes the delivery of the Family Responsibility program under Part 6A of the *Youth Justice Act*;
- Youth Detention Centres in Alice Springs and Darwin; and
- Executive and Business Services including the secretariat of the Youth Justice Advisory Committee (YJAC) established under Part 13 of the *Youth Justice Act*.

### Outcomes for 2015-16

#### Youth programs and services

- Development of the Step Up Youth Justice Anger/Family Violence Program and associated training for youth case management staff;
- Introduction of the Youth Level Service (YLSI)/Case Management Inventory (CMI) assessment tool as a common assessment tool for youth in detention and community corrections;
- Publication and implementation of the Youth Justice Framework 2015-2020;
- Expansion of Youth Diversion Program to three remote communities;
- Development of the Sentenced Youth Boot Camp program;
- Development and delivery of the Early Intervention Youth Boot Camp cultural narrative and activities in conjunction with Traditional Owners of Love Creek Station and the Central Land Council; and
- Vita Review recommendation.

## Youth Detention

During 2015-16, youth detention activities and issues included:

### Don Dale Youth Detention Centre

- establishment of the High Security Unit to manage challenging detainees and associated staffing requirements.
- management of former Berrimah site which requires an increase in staff to manage security and the visits post, and has higher operational costs for the larger facility.
- repairs to the former Holtze Youth Detention Centre due to detainee damage of \$208,000.

### Alice Springs Youth Detention Centre

- change in operational management to a holding centre due to an escape by three detainees in October 2015;
- the change in operations saw the introduction of Correctional Officers and the requirement for regular transfers of detainees to Don Dale Youth Detention Centre; and
- introduction of iPod based music solution that is used as a reward for good behaviour.

## Seek Education or Employment not Detention program

The Seek Education or Employment not Detention (SEED) program is designed to build youth detainees' skills in education and/or employment to support their reintegration back to community and to break the cycle of re-offending.

A SEED Committee provides the overarching guidance of the program and ensures that participants are engaged in appropriate education and training programs that are aligned to their individual case management plans, to ensure outcomes meet the individuals' future aspirations and capabilities.

The SEED Committee consists of various stakeholders within youth detention including education, custodial, and case management. Darwin and Alice Springs have separate committees to recognise operational differences in these locations.

The year has provided a number of challenges for the program including the establishment of a new daily routine, particularly for high security detainees and the temporary transition of the Alice Springs Youth Detention Centre to a Holding Centre.

The age and classification of detainees remaining in Alice Springs in addition to the short period they are held at the Centre before being released or transferred to Don Dale Youth Detention Centre (DDYDC) has made it impossible to engage young people in the program in Alice Springs.

The Darwin SEED Committee has been working on a number of new initiatives with the benefit of new staff and ideas being brought to the program. These ideas focus on pre-employment activities to ensure detainees are work-ready should they elect to pursue an employment outcome.

### The Family Responsibility Program

The Family Responsibility Program (FRP) is focused on building parental capacity to provide effective supervision and control of children who are demonstrating antisocial behaviours. It is established that a contributing factor to that behaviour is the circumstances of the parent.

Examples of increased parental capacity include parents:

- taking steps to address their children's antisocial behaviour;
- exercising proper control, care and supervision of their children;
- ensuring their children attend school, keep away from peers and/or places that are not contributing to wellbeing;
- engaging in courses, counselling and parenting programs; and
- complying with the FFR agreement.

Part 6A of the *Youth Justice Act* provides the legislative framework for the program and the powers to enter in Family Responsibility Agreements, and in certain circumstances the making of an Order by the Court.

The FRP is an early intervention program for parents of young people who are demonstrating behaviours that may lead to them entering the youth justice system. The program is available in Darwin and in Alice Springs. Parents are generally referred to the program by the courts although self-referral sometimes occurs. The Family Responsibility Program will be transferred to the Department of the Attorney-General and Justice with effect from 1 July 2016.

### Darwin Children's Court opening

On 29 February 2016, Minister Elferink opened the Darwin Children's Court. The Children's Court was established to hear youth specific matters independent from the Magistrates Court. The Children's Court custody staffing consists of a Senior Correctional Officer and three Youth Justice Officers. Custodial Operations provide in-court and in-custody security management at the Children's Court, with a Community Corrections office onsite.

A Probation and Parole Officer is currently based in the Children's Court and undertakes a range of assessments as to suitability for supervision on community based sentences. This office is also involved in providing information on sentencing options, progress of youth on orders, and liaison with stakeholders. Also situated within the Youth Court is the North Australian Aboriginal Justice Agency (NAAJA), the Northern Territory Legal Aid Commission and Prosecutions.

Community Corrections works closely with all stakeholders in a collaborative approach. This initiative is a key milestone in adapting our justice processes to match the principles of the *Youth Justice Act* and will greatly improve the delivery of service to Youth in the Northern Territory.

Judges are on a three month rostered placement with the Darwin Children's Court. Her Honour Ms Armitage is currently the Youth Court Judge.



Community Corrections office at Darwin Children's Court

### Community Based Youth Supervision Model (CBYSM)

A key feature of NTDCS' vision for youth justice services is *"Working partnerships to promote community safety and better outcomes for young people and their families"*.

Over the year, NTDCS has made a significant commitment to improving services for young people on community-based orders and change is being driven from the *Youth Justice Framework 2015-2020*, Action 3.4 'Community Based Youth Supervision Model' (or CBYSM).

The CBYSM includes the development of a new stand-alone Strengths Approach and Trauma-Informed practice manual to support the youth-specific service delivery model with a focus on education and training.

During 2015-16, Probation and Parole Officers received training in youth justice legislative and national standards, as well as the evidence-based Youth Level of Service/Case Management Inventory 2.0 (YLS/CMI) criminogenic risk and needs assessment tool and the Changing Habits and Reaching Targets (CHART) program.

The YLS/CMI and CHART are shared with other statutory services through training and collaborative case planning to support holistic offender management.

The CBYSM also includes practice changes to deliver 'outreach services' to young people (and their families), so that CHART structured supervision sessions are conducted in environments where young people feel safe and which are conducive to effective learning.

With the exception of Bail and Community Work Orders, these gender and culturally-informed tools support complex court and Parole Board reports and form the foundation of NTDCS community-based supervision practice. Whilst every Probation and Parole Officer has

a statutory duty to provide youth justice services, Youth Justice 'Portfolios' have been established under *Youth Justice Framework 2015-2020* Action 3.1 'Youth Justice Teams' to support implementing new practice in to Community Corrections operations. The CBYSM Portfolios provide an integrated response to youth justice issues and systematic information management.

With the opening of the Darwin Children's Court, new resource commitments to CBYSM services have included a full-time Youth Court Probation and Parole Officer; and more recently, a Youth Detention Probation and Parole Officer out-posted part-time at DDYDC.

Early Intervention Youth Boot Camps

**Program Overview**

The Early Intervention Youth Boot Camp (EIYBC) Program targets young people who are at risk of entering, or are in the early stages of entering the youth justice system and utilises a range of program components to achieve specified outcomes. These outcomes include improved communication skills, appropriate emotional expression, reduced offending, enhanced health and wellbeing, self-acceptance, improved cultural value and identity and improved self-esteem.

A feature of the EIYBC is that young people are taken to a wilderness environment where avoidant behavioural patterns are challenged. Following the successful pilot program of the EIYBC in 2013, Operation Flinders Foundation was re-contracted to deliver the wilderness camp component of EIYBC with grants finalised for a range of NGOs to deliver pre and post-camp case management.

An increased number of young people had access to the EIYBC in 2015-16, with up to 120 young people able to benefit from the program over the course of the year (up to 40 young people per camp). NTDCS had planned for three EIYBC camps during 2015-16 and all three camps were delivered.

The EIYBC camps have included single sex teams of young people from the Top End, Central Australia, Tennant Creek, Katherine and the Tiwi Islands. Each camp exercise is followed by post-camp case management services which are delivered by local non-government organisations

During the first camp of 2016, a small group of corporate delegates was given a tour of the site to raise awareness of the EIYBC and to explore potential corporate partnerships including career pathways for participants. Feedback from these delegates was highly positive and partnership options are being explored.



Young person participating in rock climbing.

In March 2016, the EIYBC Traditional Owner Steering Committee met with NTDCS staff. The Traditional Owners of Loves Creek Station are working in partnership with NTDCS to deliver cultural activities that are fit for purpose and as such, camps have involved the employment of six Traditional Owners to deliver activities including painting workshops. There continues to be a focus on improving the cultural content of the EIYBC to meet the outcome of improved cultural connectedness and identity.

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

## Youth detention activities in Darwin

### Step Up Program

The Step-Up Program is psycho-education and looks at social problem solving, goal setting, anger management skills training and self-monitoring. Two detainees have successfully completed the twelve week Step-Up Violence Program and were awarded their certificates by the Deputy Superintendent, congratulating them on their success.

### Commercial Cookery

One open security detainee started a Certificate III in Commercial Cookery at Charles Darwin University in July 2016. He also volunteers at the Australian Red Cross Youth Shak on Friday nights. During these sessions he assists with basketball competitions, the cooking, and also assists the manager with setup and pack down of the Shak. This detainee also participated in the Heads up Youth Forum held in June 2016.

### Equine Magic Therapy

DDYDC commenced the Equine Magic program in April 2016. Over the five week program participants were taught the foundations of horsemanship as a method to identify body language, improve communication, deal with emotions and identify ways to negotiate and communicate effectively. The young people gained confidence throughout the program and appeared to engage well with the learning experience.

### DDYDC School Holiday Programs

Each school holiday, staff at the DDYDC organise a number of programs for the young people to participate.

During 2015-16, some of these programs included, but are not limited to:

- basketball competitions;
- art programs;
- cricket and football matches;
- pampering session for the female detainees - where young women practiced giving themselves facials and moisturising their faces and hands interacting positively with staff and NGO representatives;
- music workshops held by a local artist and staff. Detainees wrote and recorded their own lyrics (that they and their peers could relate to) as a positive form of expressing themselves; and
- young women participated in a fun cooking activity with an NGO as a basis for learning basic life skills aimed at helping preparing them for release.



Youth detainees in Equine Magic program

### Northern Cup (basketball)

The 2016 Northern Cup was run by the Department of Sport and Recreation in the township of Batchelor. The Northern Cup is the end product of a series of coaching clinics conducted in remote regions, focussing on participation, teamwork and leadership. The clinics culminating in a two day round robin tournament and DDYDC detainees were invited to participate.

NTDCS entered a team from DDYDC named the 'Tivendale School' which comprised seven detainees and Victor Williams, General Manager of DDYDC. Youth Justice Officer Bayi Handy was the coach and Errol Wilson Senior Correctional Officer the team manager.

Tivendale School played nine games all up, losing to the Timber Creek Eagles in the grand final. Victor Williams was very positive in his assessment of the detainees, stating that, "The young men conducted themselves like gentlemen during the tournament and their sportsmanship was exceptional." The tournament organisers and members from the public also made comment on how polite and well-mannered the young men from DDYDC were, and that we were welcome to participate in other sporting events.

### Youth Detention activities in Alice Springs

#### Student of the week award, in conjunction with Education

All young people in Youth Detention are required to attend school but ASYDC has come up with a new initiative to encourage learning and strive for results. Every week a student is selected as 'Student of the Week'. This has proven to be a good incentive for Alice Springs detainees. At the end of the school week a student is issued with a certificate, which can be produced in court. Custodial staff also rewards the detainee with a drink and a packet of chips.

### Youth Detainee garden program in Alice Springs

Commencing in September 2015, detainees ranging in groups of 6 to 12, are growing assorted vegetables on site. These vegetables are then used as part of the cooking programs conducted by Education. Each Thursday the detainees prepare the lunch and evening meals, learning daily life skills, which may assist them with their court matters, and on release from the detention centre.



Youth detainees in Alice Springs garden program

### Basketball Court for ASYDC

In June 2016, ASCC Correctional Industries in consultation with the ASYDC built a basketball court at the Detention Centre site to be used by the youth detainees.

The new basketball area provides a user friendly and safe environment for the detainees to engage in sporting activities. The basketball court was built using prisoners from the Cottages at ASCC to provide the labour under supervision of Correctional Industries officers who also assisted.

The detainees are able to participate in activities which promote a healthy lifestyle and as well as engage in team sport.

### Youth Justice Framework 2015 - 2020

The Youth Justice Framework 2015 – 2020 was initially endorsed by Government in May 2015. Subsequently, the Framework underwent minor review and amendment to ensure that it aligned with Government's contemporary plans for the provision of youth justice services in the Northern Territory.

The amended Framework was publicly released by the Department of Correctional Services in February 2016. The Framework was developed to guide a coordinated and comprehensive response to youth crime in the NT.

The Framework was developed following cross-agency and non-government sector consultation. The Framework provides a 5 year plan with 7 key focus areas for change to reduce offending and re-offending by young people.

The key actions for change support the NTG Pillars of Justice Law Reform initiatives to enhance community safety and to protect victims of crime. The Framework will connect Government initiatives, services and partnerships with the non-government sector to provide a coordinated response to youth offending and its causal criminogenic factors.

NTDCS will support the delivery of the Framework through its work in the youth justice sector and is committed to achieving Framework objectives through:

- the delivery of evidence-based programs and services;
- improving cross-agency business practice;
- committing to information sharing;
- identifying cost-effective measures by removing inefficiencies, duplications and reducing red tape;
- assuring all efforts are reported, monitored; and evaluated.

### Implementation of Northern Territory Youth Detention System Report Recommendations

On 18 February 2015, the Review of the Northern Territory Youth Detention System Report – a roadmap for youth detention (also known as the Vita Report), was released.

Following the release of the Vita Report, the Department of Correctional Services (NTDCS) established the Youth Detention Reform Advisory Group (YDRAG) to monitor the implementation of the recommendations and ensure the recommendations had met their intended objectives and outcomes.

Information on the membership of YDRAG is available on page 30.

#### Recommendations Update

The Department of Correctional Services has implemented the 16 recommendations, with:

- three of the recommendations (4, 14, and 15) requiring no further action; and
- twelve of the recommendations (1, 2, 3, 5, 6, 7, 8, 9, 10, 12, 13 and 16) now either forming part of departmental ongoing practice or nearing completion.
- one recommendation (11) is still in progress and is close to finalisation.

#### Recommendation 1:

- A Certificate III Correctional Practice (Youth Justice) has been finalised for NT Youth Justice Officers (YJOs).
- YJO's undertake a rigorous eight week training course – essential training for both existing and new staff. The eight week course, including face-to-face and online training, is followed by ten months on-the-job training that prepares staff to fulfill this difficult role.

- Existing staff have undergone refresher training and are undertaking new training courses.
- The Certificate III commenced in August 2015, for both existing and new staff identified in a bulk recruitment program.

**Recommendation 2:**

- Staff from both the Youth Justice and Community Corrections divisions completed Train the Trainer training in the Youth Level of Service/Case Management Inventory (YLS/CMI™) in July 2015.
- The YLS/CMI tool is being consistently used within youth detention and across Community Corrections forming part of operational practice.

**Recommendation 3:**

- Work is ongoing to enhance YJOs' engagement in the case management process, including providing training for staff in the YLS/CMI™ and the utilisation of Changing Habits and Reaching Targets (CHART). CHART is an offending-behaviour change program designed to work with the offending needs of youth justice clients.

**Recommendation 4:**

- The Operational Philosophy for Northern Territory detention centres has been finalised and is accessible on the NTDCS website.

- The Operational Philosophy was guided by the *Youth Justice Act* and its regulations, the *Care and Protection of Children Act*, and the *Information Act*. It was informed by the NTDCS Philosophy for Working with Clients, the NTDCS Community Engagement Strategy, the Youth Justice Framework 2015-2020, the Australasian Juvenile Justice Administrators' (AJJA) Standards 2009, and the AJJA Principles of Youth Justice 2014.

**Recommendation 5:**

- A new procedures manual has been implemented and is being reviewed on an ongoing basis.

**Recommendation 6:**

- Site Specific Procedures (SSPs) have been developed and implemented for both the Alice Springs and Don Dale Youth Detention Centres.

**Recommendation 7:**

- The draft detention centre classification system procedure has been reviewed with a number of changes being implemented.

**Recommendation 8:**

- A consistent and structured methodology to manage behaviour has been introduced. The establishment of the High Security Unit at the DDYDC has seen the introduction of Individual Intensive Management Plans for high risk detainees. Detainees accommodated outside the High Security Unit who are exhibiting challenging behaviours are assigned behavioural management plans to assist in managing those behaviours.

**Recommendation 9:**

- The new formal incentive scheme is closely linked to the redesigned classification system. Formalisation of the scheme is yet to occur across both centres. This scheme will be finalised across both Centres when the Alice Springs centre returns to full operations.

**Recommendation 10:**

- The detention centres have been issued personal protection equipment and staff have been trained in its use.

**Recommendation 11:**

- NTDCS has developed a predominantly permanent staffing model.
- NTDCS has also commenced bulk recruitment of YJOs aligning the quality and process of recruitment of these staff to that of correctional and community corrections officers.
- The bulk recruitment process feeds in directly to the establishment of the permanent staffing model.

**Recommendation 12:**

- As previously stated under Recommendation 3, YJOs have commenced training in the utilisation of Changing Habits and Reaching Targets (CHART).
- Additional to CHART, the following programs are also being delivered: Safe Sober Strong; Alcohol and Other Drugs – Youth Program (DAISY); Individual Sex Offender program; Individual Violent Offender Program; and the Step-Up (Violence) Program.

**Recommendation 13:**

- Multi-disciplinary decision making is common practice across youth detention centres: classification and case management are conducted with the attendance of involved Government and NGO stakeholders, and where possible, family members.

**Recommendation 14:**

- The former and temporary Holtze Youth Detention Centre is no longer in use and the new DDYDC has been established at the former Darwin Correctional Centre Berrimah site.

**Recommendation 15:**

- Aranda House in Alice Springs is no longer being used as a youth holding centre.

**Recommendation 16:**

- NTDCS continues to operate the Seek Education and Employment not Detention program (known as SEED) with young people both in and out of detention.

**US Marine Corps PT sessions at Don Dale Youth Detention Centre**

A team from 4th Marine Regiment worked with ten boys from DDYDC over a four week period in September/October 2015.



US Marines with Marine Rotational Force D Darwin, final morning visit mentoring youths at the Don Dale Youth Detention Centre as part of an initiative through the NT Government and NTDCS, October 2015. Photo supplied by NT News

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

### Outcomes for 2015-16

#### Adult programs and services

Pilot conducted of the newly developed Sex Offender Treatment Program 'RSVP'.

Research and consultations with Indigenous Elders for a new program to address domestic violence in the NT called 'RAGE' – Reducing Anger, Gaining Empowerment'.

Further development of an Employability Index for mapping the progress of offenders. Progress toward implementing the LSI-R as a common offending assessment tool.

Introduction of a range of programs to assist prisoners with matters such as financial education, life skills, sport and recreation, art, prisoner aid and violence management.

Further development of the Through-care model and associated program logic.

Review of policy and terms of reference for the Serious Sex Offender Referral Committee.

#### Indigenous programs and services

Expansion of the Elders Visiting Program (EVP) to include further representation by Elders from Central Australia, Lajamanu and Ngukurr.

Representation by Yuendumu female Elders at the International Women's Day celebration at Darwin Correctional Centre.

Delivery of training for members of the EVP in the Family Violence Program and Mediation modules over a three day program.

Appointment of the EVP Chair and Co-Chair for a 12 month period.

### Offender Programs

Custodial Programs and Services deliver a wide range of psychoeducational and treatment programs to address offending behaviour.

Programs currently on offer include:

- Sex Offender Treatment Program (SOTP); and
- Sex Offender Treatment Program/ Responsibility, Safety, Victims and Plans Program (SOTP/RSVP).

Eligibility criteria for the above programs include:

- Serving a term of imprisonment for a sexual offence;
- Having sufficient understanding to benefit from the program; and
- Outcomes of specialised forensic assessments related to criminogenic needs and risk management.

Violent Offender Treatment Programs are delivered in Darwin and Alice Springs

- Violent Offender Treatment Program (VOTP)
- Violent Offender Treatment Program Moderate (VOTP-Mod)
- Family Violence Program (FVP)
- Individual Treatment Program
- Cross Borders – Family Violence Program.

Eligibility criteria for participation in violent offender treatment programs (VOTP and VOTP-Mod) include:

- Serving a term of imprisonment for a violent offence;
- Having sufficient understanding to benefit from the program; and
- Outcomes of specialised forensic assessments related to criminogenic needs and risk management.

Family Violence Programs are also provided in the community. This is a psycho-educational program delivered in custodial and community settings across the Northern Territory.

### Update Electronic Monitoring 2015-16

Electronic monitoring (EM) continues to be utilised as an additional tool to enhance the monitoring, surveillance and management of offenders in the community. Community based offenders subject to electronic monitoring, are offenders on Parole, Court imposed orders, prisoners released to Administrative Home Detention, and General Leave Permits, where offenders are based in the community. Changes made to the Bail Act in 2016, enables the court to release youth on Bail with electronic monitoring. This has seen an increase of offenders on EM across the Northern Territory.

The Department has continued to use electronic monitoring across the main centres of the Northern Territory with offenders in Darwin, Katherine, Wadeye and Alice Springs. EM has successfully been established in a range of remote locations such as Groote Eylandt, Nhulunbuy and Jabiru and the Department will continue to develop this across other remote communities throughout the Northern Territory.

As at 30 June 2016, there were 114 community based offenders connected and being actively monitored by EM.

Since January 2016, all prisoners at Datjala work camp in Nhulunbuy are fitted with electronic monitoring equipment as a management tool.

NTDCS have continued to trial SCRAM (Secure, Continuous Remote Alcohol Monitoring) and are now at the stage for this to roll out throughout 2016-17. The use of SCRAM will allow for a more targeted approach to managing offenders with significant alcohol related offending behaviours that are identified as at risk of relapsing.

EM will continue to be used as a management tool to assist in monitoring compliance of Order conditions and ensure community safety is maintained.

This tool combined with other support services will allow for offenders to be reintegrated back into community.

### Community Work Program

Community Work is a sentence of the court that requires offenders to 'make amends' to the wider community through unpaid work. Work is undertaken with 'not for profit' organisations and provides a welcome boost to these organisations' service deliverables.

NTDCS has recently undertaken measures to reinvigorate the community work program to ensure offenders have opportunities for reintegration through work skills and other training options while undertaking their work requirements. Following the recent appointment of a Manager, the program has been reviewed and changes are in progress to enhance the benefits of the program for both the community and the offender.

In line with other NTDCS initiatives such as Sentenced to a Job and Correctional Industries, the community work program identifies opportunities for an offender to acquire additional skills or training that will improve employment prospects and overall employability.

In support of this, NTDCS has recruited staff with trade backgrounds who are able to both supervise and train offenders while working on more technically challenging projects than has previously been the case.

Accredited White Card and other training will also be a feature of the community work program.

Youth subject to community work orders are an important focus of the community work program. It is recognised that a strength based approach along with other recognised best practices is a key feature to future successes. Working collaboratively and in partnership with other agencies, including involvement of families, is considered the best way to apply the community work program with young people, many of whom are potentially on the cusp of entering the justice systems to a greater extent.

The success of the community work program is measured by the number of work hours 'paid back' to the community and the reintegration spin-off that occurs. While one is easily quantifiable the other is less so.

Community work features an array of different project types some of which have had a long relationship with Community Corrections. Many thousands of work hours are provided to the community each year through the program and many offenders have obtained employment as a result of performing community work.

The following are examples of the types of some of the projects undertaken on a weekly basis throughout the Territory in the past year.

### Bus Stop Murals

A project in Darwin involved youth removing graffiti from bus stops and then painting murals of animals on them, mostly of native fauna.



Bus Stop Mural, part of the Youth Graffiti removal project

The project, supported by both Departments of Infrastructure (DOI) and Transport (DOT), provided youth with the opportunity to be mentored by local street artists while learning a number of skills.

The finished murals have engendered a sense of pride among the youth involved and makes the bus stops less prone to graffiti 'attacks' in the future.

### Katherine Woody Weed Project

Some community work projects benefit the wider community in different ways, for example protecting the environment through the woody weed project.

In partnership with the Department of Land Resource Management (DLRM), Katherine Community Corrections recently embarked on a weed eradication project to clear the neem scourge from a 25 km section of the Katherine River. The weed, introduced (from India) in the 1940's, is detrimental to native plant species.

The project provided offenders with training and experience in weed management. This has relevance to their own particular communities and can improve the prospects of paid employment in those communities. The highly successful project has been nominated for this year's Natural Resource Management awards for 'Best Collaboration'. The Awards Gala will be held in November 2016.



Woody weed project

### Katherine Play Park Project

In another partnership between NTDCS Katherine Community Corrections, the local branch of the Country Women's Association and the Katherine Town Council, community corrections participants have been engaged in upgrading a play park to enable children with disabilities to also enjoy the facility. The upgrade involved considerable preparation of the area before the 'soft fall' rubber was then able to be laid under the playing equipment.

Partnerships provide win-win outcomes for all parties.



The Katherine play park, before and after the upgrade



### Swift, Certain and Fair Justice and the COMMIT Program Pilot

The Darwin-based Compliance Management or Incarceration in the Territory (COMMIT) Program trial officially commenced on 27 June 2016, and is quickly gaining momentum with the judiciary. The pilot, based on the principles that underpin Hawaii's Opportunity Probation with Enforcement (HOPE) model: swift, certain and fair justice.

In September 2015, the Department commenced scoping the viability of trialing the HOPE model in the NT. The model relies on clear pre-determined sanctions being swiftly imposed on probationers for non-compliance in an effort to increase an offender's ability and motivation to participate in behavioural change processes. The strategy is aimed at reducing the number of breaches by drug/alcohol offenders and others at high risk of recidivism.

A small dedicated project team was assembled in Community Corrections to gather and evaluate the research, investigate possible models for the NT and drive the project forward. It was identified that the project would require a shift in suitability assessments and breach practices, as well as collaboration with police and the courts, to ensure offenders could appear quickly before a judge after a breach.

The project team has worked hard to transform the swift, certain and fair principles into a reality.

A Steering Committee, chaired by Justice Southwood, was established to ensure that key stakeholders were engaged throughout the development process and into the implementation phase. Committee members include Local Court Chief Judge, Dr Lowndes and representatives from the Courts, Public Prosecutions, NTDCS, NT Police as well as several legal agencies.

The project team has worked closely with the Steering Committee, external stakeholders as well as Darwin and Regional Community Corrections Probation and Parole Officers, to develop and communicate the model and address any issues.

The Steering Committee selected the title 'COMMIT Program' (**Compliance Management or Incarceration in the Territory**) for the Darwin-based pilot from over 60 names put forward by Community Corrections staff.

While the pilot officially commenced in June 2016, the Supreme Court has handed down several orders with supervision that are to be managed in line with the principles of swift, certain and fair justice since October 2015, right across the NT.

The Department has worked closely with NT Police and the Courts to facilitate swift arrests and breach hearings where necessary.

The pilot will be closely monitored by the COMMIT Project Team and a six month and 12 month evaluation will be conducted.

NTDCS looks forward to working with stakeholders as the project trial continues.

### **Borroloola Community Corrections Office opening**

The Borroloola Community Corrections Office opened for business on 1 March 2016, and is located in the Roper Gulf Shire building, Robinson Road, Borroloola.

There are two staff members attached to the office, Sharon Kinraid is the Probation and Parole Case Manager (PPCM) who commenced in Borroloola on opening day, and Stephanie Anderson who was appointed a Community Probation and Parole Officer, commenced on 27 April 2016.

The Borroloola office also oversees Robinson River (150 kilometers to the south east) near the Queensland border. The office is currently supervising 43 offenders.

Information Technology connectivity has been an issue and will hopefully be resolved soon by installing towers on the roof of the school and Roper Gulf building enabling a Wi-Fi connection.



From L to R: Stephanie Anderson Community Probation Parole Officer and Sharon Kinraid Probation Parole Case Manager at the new Borroloola Community Corrections office

**Strategy:** Provide enhanced repatriation options to improve offender reintegration to community

**Making collaboration work – NTDCS, Housing and the NGO Sector**

**NTDCS Partnership with the Department of Housing**

In August 2014, NTDCS entered into a partnership with the Department of Housing (DHsg) to have prisoners and offenders undertake refurbishment of vacant public housing properties.

The partnership aimed to:

- Provide prisoners and offenders with practical skills in the building and construction industry to increase employability; and
- Reduce the time and cost of refurbishments for public housing properties.

The concept of the program originated in Alice Springs with the involvement of prisoners in the redevelopment of the Elliott Street Units, which involved prisoners working alongside local tradesman to refurbish the properties.

In Alice Springs the prison based crew were assigned two properties in the same street that were assessed by DHsg as ‘beyond economical repair’ for refurbishment. The crew comprised four to five prisoners under the supervision of a Prison Officer who was a qualified builder.

Work on the first property was commenced in December 2014, and was completed in July 2015; all work, with the exception of licensed electrical and plumbing, was undertaken by the prison crew.

Work on the second property commenced in July 2015, and completed in March 2016.

The partnership also identified that properties after refurbishment could be allocated to NTDCS or an organisation identified by NTDCS for the delivery of Pre and Post Release Supported Accommodation programs.

**Pre and Post Release Supported Accommodation Program**

On 15 April 2016, after exploring a range of uses for the properties, NTDCS requested that the properties be allocated to Anglicare NT as an industry housing lease for the Pre and Post Release Accommodation Program (the Program) funded by NTDCS.

In May 2016, Anglicare NT undertook community consultation with residents in surrounding properties to advise them of the intended use, and moved residents into the properties on 17 June 2016. The Program is intended to provide transitional accommodation and reintegration support services to eligible male prisoners and offenders who are experiencing issues with housing and homelessness.

There is a significant emphasis on case management and reintegration to provide skills for living in the community and to assist residents in establishing community connections and restoring family/community relationships that will support independent living.

The program will also support residents to:

- Engage in and/or find meaningful and sustainable employment;
- Obtain various vocational skills through structured training; and
- Build knowledge of the requirements of maintaining tenancy and employment.

Failure to provide appropriate transitional accommodation for many former prisoners means they will be released either to the same circumstances they were living in prior to their incarceration which could include violence, overcrowding and excessive alcohol and drug use or homelessness. These are high risk indicators for prisoners in terms of re-offending.

It is important to both Anglicare NT and NTDCS to maintain a drug free environment, as alcohol and other drugs is an established criminogenic risk factor, particularly for offenders in the Territory.

As part of the funding agreement NTDCS retains the right to have Passive Alert Detection (PAD) Dogs from ASCC conduct random inspections on the request of either NTDCS or the service provider.

### Anglicare NT OutCARE Case Study

Green was referred by the Reintegration Team at the ASCC in February 2014, as he had served an extended sentence and was institutionalised. At the time of his initial interview with an Anglicare OutCARE case-worker, Green was working within the correctional centre but by the time of his pre-release Green was employed by a local company, travelling to and from Alice Springs each day on a bus.

Green had a staged pre-release, beginning with weekends at the OutCARE House, moving to week nights, and two week blocks returning to prison every second weekend. Green was also being introduced to the processes of parole such as reporting to a parole officer, to ensure he understood everything before being released on parole.

Green had a few set-backs during this pre-release period, as a result the Parole Board deferred his release until they considered he was ready.

Green was able to talk this through with his case-worker and Corrections staff.

During this time Green, with the assistance of his case-worker:

- Completed some financial literacy training;
- Opened his account at the bank and activated a key card;
- Learnt how to use an ATM;
- Discovered the complexities of shopping at a local shopping centre;
- Learnt how to use the house computer, a mobile phone and surf the internet; and
- Began driving lessons.

Green had managed to save some money whilst still in the correctional centre through employment and wanted to gain a driver's license and purchase a vehicle, but was quite anxious about being tested. Green and the caseworker spent quite a few hours, over the next year, driving around the streets until Green was confident enough to have lessons with a driving instructor. Green got the license on the first attempt.

Green completed a twelve week Manage Your Life Course with Holyoake and completed some sessions with the Central Australian Aboriginal Congress Health counsellor.

Green was isolated from family and with curfew conditions found it difficult to meet friends or have contact with family. This meant that Green relied on fellow residents at the house for friendship. As Green is a very generous person these friendships have been supportive and have lasted even after moving on from the Program.

After a considerable period of time, Green's brother began to communicate on social media and recently sent an invitation to come to meet other family members. These family issues have been a regular topic of discussion with the caseworker. Green understands that reuniting with loved ones can be one of the biggest and most rewarding challenges to face.

Green completed a few financial counselling sessions with the Anglicare Money Matters Team and was shown how to examine bank statements, cancel a key card and order a new one.

The house for the OutCARE Program was now at full capacity and Green was the spokesperson for the residents, speaking confidently with the caseworker about any issues that they may be facing. Green was heading out bush for work trips and communicating well with the employer and parole officer regarding the monitoring device requirements.

The employer signed Green onto an adult apprenticeship and studying at the Charles Darwin University in September 2015. By November 2015, Green and the caseworker were discussing future accommodation. Green was looking at moving into a private rental with a friend and accumulating personal property ready for a move and had purchased a vehicle.

Green's caseworker was contacted by the employer in February 2016, to discuss an upcoming employee review. Green had been working there for two years and the employer was keen to promote him to a more senior role. Green did have some issues with the supervisor at the workplace, and with adapting to the learning environment at the University. The caseworker encouraged Green to speak up about this at the review and was pleased to be given some positive feedback from the

employer.

In March 2016, Green began the process of moving into one of Anglicare NT Transitional Housing units. This move proceeded without any issues and Green continues to live independently with minor support from the caseworker.

*Case Study provided by Adam Holme, Anglicare NT*

### Peer Mentoring Program at ASCC

Young and older Aboriginal men at the ASCC are gaining a sense of purpose and connection with their culture during incarceration by participating in a peer mentoring program.

The program engages Aboriginal prisoners by sharing their knowledge, language and culture with other prisoners. For older Aboriginal men the program provides a forum to pass on their traditional knowledge and skills to the younger Aboriginal men. The participants share stories and explore their culture through painting and bush crafts.

The program is in its infancy however it is hoped that it will grow and eventually become part of a much larger concept concentrated on an Indigenous Cultural Precinct. The peer mentoring program encourages Aboriginal prisoners to engage with each other and encompass culture, language, traditions, learning and teachings when making proactive decisions about their lives.

Often Aboriginal prisoners are in the correctional centres owing to alcohol fuelled crime and had lost their way culturally and distanced from family. The peer mentoring program is a support program for Aboriginal men that aims to re-establish pride in their cultural and community.



Prisoners making boomerangs during the peer mentoring program



A young prisoner is taken outside the wire to find the right timber to make a boomerang as part of the Aboriginal mentoring program

**Elders Visiting Program**

The Elders Visiting Program (EVP) operates in the DCC, ASCC, BWC, DWC and the Youth Detention Centres.

The EVP involves Indigenous Elders from remote communities travelling to correctional centres to meet with prisoners to maintain links with community and culture, and to discuss reintegration pathways with prisoners.

The EVP is a two tier program with the development of the regional forums which includes; Katherine, Saltwater/Gulf and Central/Barkly. This model enables Elders from these regions to concentrate on their specific regions and provide specialised advice to NTDCS.

The three identified regions have established their regional plans and are working with NTDCS and key stakeholders in the ongoing implementation phase of the regional model and the progression of their strategic priorities, i.e. violence with youth, domestic violence, employment opportunities and education.

**Elders Visiting Program participation per community**

| Community          | Male Elders | Female Elders               |
|--------------------|-------------|-----------------------------|
| Tiwi Islands       | 2           | 0                           |
| Katherine Region   | 2           | 2                           |
| Groote Eylandt     | 2           | 0                           |
| Hermannsburg       | 1           | 1                           |
| Barkly Region      | 6           | 8                           |
| Lajamanu           | 2           | 2                           |
| Kalkarinji         | 2           | 2 representatives non elder |
| Yuendumu           | 10          | 8                           |
| East Arnhem region | 0           | 1                           |
| Ngukurr            | 1           | 0                           |
| Beswick            | 1           | 0                           |
| Borrooloola        | 1           | 1                           |

**Elders Visiting Program visits 2015-16**

| Correctional Facility                | Month 2015 | Elders Community                   | No. of Prisoners |        |
|--------------------------------------|------------|------------------------------------|------------------|--------|
|                                      |            |                                    | Male             | Female |
| Darwin Correctional Centre<br>NAIDOC | July       | Kalkarindji / Lajamanu<br>DDYDC    | 26               | 7      |
| Darwin Correctional Centre<br>NAIDOC | July       | Katherine / Beswick<br>DDYDC       | 35               | 10     |
| Alice Springs Correctional Centre    | July       | Barkly, Yuendumu &<br>Hermannsburg | 17               | 0      |
| Darwin Correctional Centre           | August     | Ngukurr / Groote Eylandt           | 45               | 8      |
| Darwin Correctional Centre           | August     | Kalkarindji                        | 19               | 6      |
| Alice Springs Correctional Centre    | August     | Hermannsburg                       | 8                | 9      |
| Alice Springs Correctional Centre    | September  | Barkly                             | 32               | 14     |
| Alice Springs Correctional Centre    | September  | Yuendumu                           | 18               | 5      |
| Darwin Correctional Centre           | October    | Katherine / Beswick and<br>Ngukurr | 41               | 8      |
| Darwin Correctional Centre           | October    | Tiwi                               | 31               | 0      |
| Barkly Work Camp                     | November   | Hermannsburg                       | 9                | 0      |
| Alice Springs Correctional Centre    | November   | Barkly                             | 40               | 12     |
|                                      |            | *(Youth Detainees)                 | 9                | 0      |
| Alice Springs Correctional Centre    | November   | Yuendumu                           | 40               | 12     |
|                                      |            | *(Youth Detainees)                 | 8                | 0      |
| Darwin Correctional Centre           | November   | Groote Eylandt                     | 34               | 5      |

| Correctional Facility             | Month 2016 | Elders Community                  | No of Prisoners |        |
|-----------------------------------|------------|-----------------------------------|-----------------|--------|
|                                   |            |                                   | Male            | Female |
| Darwin Correctional Centre        | February   | Lajamanu                          | 33              | 3      |
| Darwin Correctional Centre        | February   | Kalkarindji                       | 24              | 3      |
| Alice Springs Correctional Centre | April      | Barkly<br>*(Youth Detainees)      | 25<br>5         | 11     |
| Alice Springs Correctional Centre | April      | Yuendumu<br>*(Youth Detainees)    | 38<br>9         | 12     |
| EVP Annual Forum                  | May        | Reps from across the<br>EVP DDYDC |                 |        |
| Darwin Correctional Centre        | August     | Kalkaringi & Lajamanu             | 48              | 14     |
| Alice Springs Correctional Centre | August     | Barkly<br>*(Youth Detainees)      | 56<br>4         | 10     |

**Notes:**

In recent years, the Elders have visited the ASYDC on every visit to Alice Springs Correctional Centre and prior to the transition into Darwin Correctional Centre, Holtze and the previous DDYDC before the transfer to the DDYDC, Berrimah.

In November 2015, Prisoner Services commenced recording the number of juvenile clients seen during these visits. Prior to this; the ASJDC and/or the visiting Elder group may have kept a numerical record of client seen.

Client contacts during NAIDOC are not recorded, however all Elders in attendance at NAIDOC celebrations attend the Youth Detention Centres during NAIDOC.

### Mark Monaghan – Tennant Creek

Since returning in April 2014, having left for the New South Wales Department of Correctional Services in April 2005, I have found the role of NTDCS had changed greatly, especially in the areas of accountability and job composition.

In Tennant Creek, I have been invited to participate in many community committees; Government Co-Ordination Committee (COORD), Family Safety Framework, Barkly Work Camp Community Consultative Committee, Community Safety Committee to name a few.

Although these roles allow for a certain amount of networking, I am happier working in a one to one role with other Government agencies, NGO's, employers and community groups. Establishing strong ties in the community is paramount to successful participative case management, trust and stronger lines of communication.

The future for the Tennant Creek Community Corrections Office sits well with the strengths of the staff here and their hard work. I am often astonished by their continuing effort.

### WISE Employment partnership

In February 2016, Community Corrections engaged the services of WISE Employment a not-for-profit employment services provider. WISE provide employment services under the Australian Government's Disability Employment Services (DES) and job active programs. WISE Employment services provide a staff member working from the Palmerston and Casuarina Community Corrections offices and with the Probation and Parole staff.

Community offenders are referred through to the WISE service provider who in turn works with the individual to identify Employment and Training opportunities. WISE has been able to connect offenders with access to courses, apprenticeships, White Cards and any ticket courses as well as assisting in the development of resumes.

Since the inception of this partnership, and as of the end of June 2016, WISE Employment has been able to assist with the placement of 24 Community Corrections offenders into full-time employment and one into casual employment from the Palmerston and Casuarina Community Corrections offices.

In this short period WISE Employment has shown their commitment to the rehabilitative needs of the Community Corrections offender group.

### Case Study:

When WISE Employment first met Grey, he was very shy, had no suitable accommodation and was going through a separation. He possessed great skills as an electrician but he had no motivation to want to work. He was stuck in a rut and needed confidence to work again.

WISE Employment staff met with Grey frequently in an effort to motivate him to get him out of his current accommodation arrangement and to find more suitable accommodation, for himself and his children.

Once he achieved this he regained an improved level of self-esteem although he was still not applying for employment positions.

With ongoing support from WISE they sent his resume to many prospective employers and he commenced employment with a construction firm as an Electrician in May 2016.

Grey is currently working in a remote location, loves the feeling of working again, the money he earns and being able to provide for his children.

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

The purpose of education and training in prison is to encourage prisoners to develop skills that will help them improve their prospects of employment and reintegration into the community on their release. The primary aim is to reduce the reoffending rate by structuring education and work skills to align with the external employment market, thereby giving the prisoner a chance of becoming competitive when trying to gain employment.

The Batchelor Institute of Indigenous Tertiary Education (Bachelor Institute) has been engaged as the main provider for education at DCC and ASCC, and have partnered with the NTDCS under a Service Level Agreement for the delivery of vocational and non-vocational training courses, delivered at ASCC and DCC. The Agreement does not extend to the Barkly Work Camp and Datjala Work Camp.

An increased number of opportunities for accredited training, and training related projects, have commenced under the partnership, with a focus on vocational training within industry areas. This forms the basis for prisoners acquiring training in trade skills and recreates a typical work place environment.

NTDCS delivers White Card training (construction induction training) at DCC and ASCC, on a monthly basis. Training makes prisoners more competitive when applying for employment or participating in the Sentence to a Job program.

In addition, Industry Vocational, Education and Training Support Officers contribute to Individual Offender Management Plans through the provision of assessments and case reports to identify possible pathways to education, training and employment.

Three cohorts of prisoners commenced the Certificate II in Construction during the 2015-16 period with 26 completions. There were 19 completions in the Certificate II in Resources and Infrastructure.

The next cohort of prisoners receiving Certificate II in Resources and Infrastructure will be female prisoners.

Female prisoners have also been given the opportunity to gain their forklift licences and white cards, opening up employment opportunities for warehousing and construction work within the STAJ program upon release.

Certificate I in Engineering was delivered at DCC with 12 prisoners gaining their certificate, a 100% success rate.

Approximately 90% of prisoners in Northern Territory correctional facilities have extremely low levels of basic educational skills and have been assessed at having an overall grade two level of education. This situation decreases the likelihood of employment prospects for prisoners on release.

QuickSmart aims at targeting prisoners with very low numeracy and literacy levels and is intended to deliver basic learning concepts to the participants. QuickSmart is an unaccredited educational intervention, designed to support concepts and learning of literacy and numeracy (LLN) skills that are delivered within accredited LLN courses. Integration into accredited training has proven to be problematic and currently the program has generally operated as a standalone program.

QuickSmart offers participants, functioning between Pre—Level 1 to Level 3 on the Australian Core Skills Framework (ACSF), an intensive, challenging, relevant and motivational program that is evidence based. The outcomes of the program can be one of the mechanisms for prisoners to gain fundamental education skills to engage in meaningful employment and to undertake vocational education.

QuickSmart also involves training prisoners with sound education levels to act as tutors to deliver sessions to other prisoners. This provides prisoners with one on one mentoring opportunities with their peers.

The University of New England recruit their own staff within DCC and ASCC, with QuickSmart educators recommencing QuickSmart during January 2016.

From 1 January 2016 to 30 June 2016, at ASCC, there were 213 prisoners participating in QuickSmart numeracy and literacy with four tutors assisting.

From 1 January 2016 to 30 June 2016, in DCC there were 58 prisoners participating in QuickSmart numeracy and literacy with two tutors assisting.

It has been recognised that some prisoners are not able to read or write and therefore cannot commence QuickSmart lessons; discussions are taking place to introduce a stepping stone to QuickSmart which introduces prisoners to numbers and words in a more simplistic methodology.

**Prisoners graduate from the Batchelor Institute course**

Prisoner graduation ceremonies were held on 23 March and 30 March 2016, at Alice Springs and Darwin respectively, with a total of 83 prisoners being awarded Certificates of completion after completing the following courses:

- Certificate II in Construction
- Certificate II in Resource Infrastructure
- Certificate II in Business
- Certificate I in Kitchen Operations
- Certificate I in Engineering
- Certificate I in Agrifood
- Foundation Skills.

One of the roles of correctional centres is to provide an effective environment that reduces the risk of reoffending. Many prisoners have education and skill levels well below the Northern Territory average and are more likely to remain unemployed.

It is accepted that prisoners who receive general education and vocational training are significantly less likely to return to prison after release and are more likely to find employment than prisoners who do not receive such opportunities.



The introduction of vocational education and training programs as part of prisoner rehabilitation offers opportunities for prisoners to reduce this disadvantage, thereby increasing the likelihood of successful re-integration into the community and reducing the risk of reoffending.

Additional benefits that prisoners can gain from being involved in vocational education and training programs are:

- Exposure to a real workplace environment;
- More job readiness attributes;
- Improved personal skills – negotiation, dispute resolution, workplace communication and financial management; and
- Enhanced self-esteem and future planning which can create a better life for themselves and their families when released.

The Graduates will have the added opportunity to access further education pathways to remote campuses throughout the Northern Territory post release, with the Batchelor Institute having annexes in Coomalie, East Arnhem, Katherine and Alice Springs servicing the surrounding regions.

The Service Level Agreement between Batchelor Institute and NTDCS aims to improve economic and social outcomes for prisoners through practical vocational education training and achieved very positive results.



Minister Elferink hands out certificates to all Graduates

# Sentenced To a Job

Sentenced to a Job (STAJ) provides real working/training opportunities for prisoners, many of whom are Indigenous, through exchanges with external employers and training organisations.

STAJ has a number of equally important personal benefits for the prisoner and social benefits for the wider community. The prisoner gains confidence, self-respect, personal and familial responsibility and a normalised stake in society that they may well have never experienced before in their life.

For the community, it assists in dispelling the myth that offenders cannot be rehabilitated or contribute productively to a safer society by changing their behaviours and becoming law abiding citizens. The level of trust and personal responsibility expected of prisoners is also of significance, and by way of example, some drive their own vehicles to and from work, or drive other prisoners by mini-bus to their places of work without prison officer escorts.

The contributions to board and lodging, Victims of Crime levy and Fines Recovery by prisoners in paid employment for 2015-16 are as follows:

|   |           |
|---|-----------|
| <b>Board and lodging</b>                              | \$270,802 |
| <b>Victims of crime levy</b>                          | \$13,399  |
| <b>Fines Recovery by prisoners in paid employment</b> | \$49,611  |

During 2015-16, 747 prisoners (approximately 90% Indigenous) participated in STAJ, in Darwin, Nhulunbuy, Alice Springs and Tennant Creek.



Darwin Metal Fabrication

The average number of prisoners in paid employment each week in 2015-16, was 84.

Another excellent result of STAJ was in 2015-16, 63 prisoners were released from prison with paid employment.

NTDCS also considers labour market shortages using the Skilled Occupation Priority List, and liaises with Batchelor Institute to provide Certificate I and II courses in these areas.



Alice Springs Wood Work industry

The STAJ program has been operating now for three and a half years. Early figures indicate that when prisoners combine vocational education and training with real work opportunities linked to a job in the community, the likelihood of them returning to prison decreases significantly. This in turn produces direct savings to the criminal justice system and indirect savings to society as a whole.

NTDCS recognises that it must ensure that the business sector is not disadvantaged by STAJ and has taken several steps to make this initiative transparent, including:

- Regular public forums for local businesses in Darwin and Alice Springs to explain the benefits of STAJ, for example the reliability of prisoners, their willingness to work and the fact that they are drug and alcohol free;
- Individual meetings with local businesses to address any concerns; and
- Regular monitoring by the Correctional Industries Advisory Council, which comprises representatives from the community, peak employer bodies, Unions NT, training organisations, the Chamber of Commerce and NT Government departments.

The STAJ program is offering employers an alternative source of local labour that does not rely on labour sourced from overseas and requiring a visa. It also provides local employers with the advantage of accessing staff who are reliable, drug and alcohol free and willing to work.



Prisoner welding

The delivery model adopted in this program remains sustainable in to the future given the positive outcomes and strong partnerships across the organisations involved.

STAJ has been innovative in how it has been developed. It aims to deliver a holistic approach in the provision of education, training and employment, and its involvement of external stakeholders – in particular, local employers. Its approach to mirror real life work and living situations as far as practical is the most important aspect of the program.

STAJ will continue to deliver successful outcomes for reducing re-offending, returns to the corrections system and having a positive impact on community safety by further developing prisoners employment capability into the future.

# Family Violence Program

The NTDCS Family Violence Program (FVP) is an adult community based psychological-educational program. The program is delivered over a period of five days by FVP facilitators in consultation with local individuals, Elders, community groups and agencies.

The program reinforces that family violence is a crime and is not acceptable. It challenges attitudes and behaviours that allow violence and abuse to occur, develops capacity to accept responsibility for violence committed, and allows offenders to remain in community while learning and practising skills and strategies to reduce the likelihood of violent behaviour.

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

The FVP delivers on the following topics:

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

In 2015-16, the FVP delivered 19 programs in communities across the Northern Territory including the DCC, DWC and BWC. Some of these programs were delivered as a result of partnerships between alcohol and drug rehabilitation centres and community employment agencies. There were 201 referrals and 157 participants completed the program.

**Regional Locations of Family Violence Programs delivered**

| Top End      | Arnhem     | Katherine     | Central/Barkly | NTDCS Correctional Centres |
|--------------|------------|---------------|----------------|----------------------------|
| Darwin       | Ngukurr    | *Katherine    | *Tennant Creek | Darwin Correctional Centre |
| *Palmerston  | Nhulunbuy  | *Timber Creek | Yuendumu       | Barkly Work Camp           |
| Wurrumiyanga | Milikapiti | Lajamanu      | Ntaria         | Datjala Work Camp          |
| Wadeye       | *Angurugu  | Kalkarindji   | Ali Curung     |                            |
|              |            | *Venndale     |                |                            |

\*Both male and female programs have been delivered in this community

**Family Violence Program and NT Police Partnership**

In 2016, the Family Violence Program team partnered up with NT Police and other government agencies to deliver education programs to communities after the work completed by the ‘No More’ campaign.

This was an inter-agency coordinated approach to ensure the follow up in the community by the FVP team supported the community and provided an opportunity for further information and education awareness. This new approach provided insight for future possibilities on how the team could work with other agencies and community.

# Case Study

## Family violence program

When Blue goes fishing it's about a lot more than just trying to catch a feed of fish for his family. Finding safe diversions for anger was one the key lessons Blue learned from his involvement in the Family Violence Program, run by the NTDCS; a lesson he says has changed his life. The program focuses on helping participants develop the capacity to accept responsibility for the violence they have committed. It is delivered at five-day workshops which are held in urban and remote communities across the Territory.

Most participants are ordered to attend after appearing in court on domestic violence-related charges.

Blue was a walk-in; he was not mandated by a court order to attend the program but signed on his own initiative after realising that his anger problem had a destructive grip on his life and relationships. He also recognised that alcohol and drugs played a big part. But joining the family violence program led him to an awareness that his loved ones had to come first and that he needed to neutralise the influences that triggered his violence.

For Blue the answer was to control his drinking and drug use, and to manage his anger by walking away from situations that had previously led him to react violently.

"I decided I just have to stop now; choose my loved ones over grog and dope which have caused them a considerable amount of pain and suffering," Blue told facilitators of the family Violence Program.



Family Violence workshop in Darwin facilitated by Ms Moogie Patu

**Prisoner Driving Program**

Adult prisoners have the opportunity to acquire their driver’s licences through the NTDCS partnership with the Department of Transport’s (DOT) DriveSafe NT Remote Driver Education Program. It is important to facilitate a program enabling prisoners to acquire their driver’s licence prior to release to help reduce reoffending. The program is designed to assist work with Correctional Officers and staff running the program within the prison system to work with the DriveSafe NT Remote Driver Education Program.

To make the program efficient and affordable to prisoners, DOT provides complimentary training to NTDCS staff to enable them to deliver on-road driver training and facilitate the Drink Drug Drive program within the correctional facilities. DOT continues to deliver learners and provisional licencing tests supporting prisoners to obtain their licence free of charge.

The Alice Springs Program Facilitator delivers the Learner Theory to the prisoners and once approximately 30 prisoners have successfully completed this facilitation, the DOT team delivers the final class and the prisoners marked competent receives their Learner Licenses.

All participants who have a drink/drug driving offence must complete the Back On Track Drink Drug Driver Program. This program is designed to educate and change attitudes and behaviours of the participants. Both DCC and ASCC trained staff deliver this training in- house. The Alice Springs trained Officer travels to the Barkly Work Camp as required to deliver this program as a cost saving measure

NT Fleet, through their vehicle gifting program, has gifted two vehicles for the program, one in Darwin and one in Alice Springs, both fitted with dual controls.

The vehicle in Alice Springs was modified by correctional centre staff and prisoners providing prisoners meaningful work skills through working in a real life mechanical work environment.

Italk Library is also a partner in this program, creating culturally appropriate visual stories in relation to road rules, safe driving practices and the need to have a licence.

Developed to assist Indigenous prisoners (many of whom have low levels of literacy and numeracy), these stories contained on electronic media can also be translated into various Indigenous languages.

The partnership has proven very innovative in its practices, by both adapting the program to a prison-based environment, and by the training of NTDCS staff to facilitate the courses.

To date, the results have been very promising, and with a constant flow of approximately 100 prisoners showing an interest in acquiring their driver’s licences, NTDCS staff are committed to continuing to assist prisoners reach this goal.

|   |    |
|---|----|
| <b>NTDCS staff trained</b>                              | 7  |
| <b>Learner Licences issued</b>                          | 40 |
| <b>Provisional Licences issued</b>                      | 7  |
| <b>Back on Track Drink and Drug Driving Completions</b> | 63 |

The accreditation of NTDCS staff has also given them ownership of the program and feedback has been very positive.

### Community Support Work Program

The Community Support Work Program (CSWP) has been in place since 1986, and undertakes valuable community work activities outside the DCC, ASCC and Barkly Work Camp. The Datjala Work Camp does not have designated CSWP however undertakes community work as required.

All CSWPs 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 and statement of attainment; and
- falls under the main six categories of heritage, environmental, recreation and tourism, community service, not-for-profit organisations and disaster relief.

Over a six week period during July and August 2015, 15 prisoners, under the supervision of a Senior Industries Officer, conducted the preparation and support of the Garma Festival.

NTDCS was noted as one of the primary sponsors of this event and was acknowledged for our assistance by the CEO of Yothu Yindi Corporation.

The ASCC and DCC CSWP currently provide ongoing lawn mowing and general yard maintenance for approximately 206 pensioners and 430 pensioners respectively.

During 2015-16, DCC and ASCC CSWP also completed work for over 100 non-profit organisations each in the Darwin, Palmerston and Alice Springs areas.

The Darwin CSWP supported the people evacuated from the Daly River community at the Foskey Pavilion, Darwin Showgrounds with two work parties and approximately 20 prisoners over three weeks.

Assistance provided included the initial set up of the evacuation centre, general cleaning each day followed by the pack up and refurbishment of stores.

The DCC CSWP assists Darwin City Council with its annual pre cyclone clean-up. This involves all work parties for a week each October.

The Darwin and Alice Springs Correctional and the Barkly Work Camp CSWP also assisted with the setup, cleaning and dismantling of stands and pavilions for the Royal Darwin Show, Fred's Pass Show, Tennant Creek Show and the Alice Springs Show.

The Darwin CSWP assisted with the setup, cleaning and dismantling of the Mararra Complex for the Davis Cup.



Prisoners clean up the Darwin Show ground

## Field of Light Installation, Uluru, Northern Territory



ASCC CSWP began installing slender stems crowned with radiant-frosted glass spheres.

On 22 February 2016, the ASCC CSWP began installing more than 50,000 slender stems crowned with radiant-frosted glass spheres, connected via illuminated optical fibre, for the Field of Light installation at Uluru designed by Bruce Munro.

Four Officers and 28 prisoners completed the task over a four week period installing the 15 tons of lighting which was completed ahead of schedule. The designer of the installation commended the prisoners and officers for the phenomenal work undertaken to complete this large body of work.

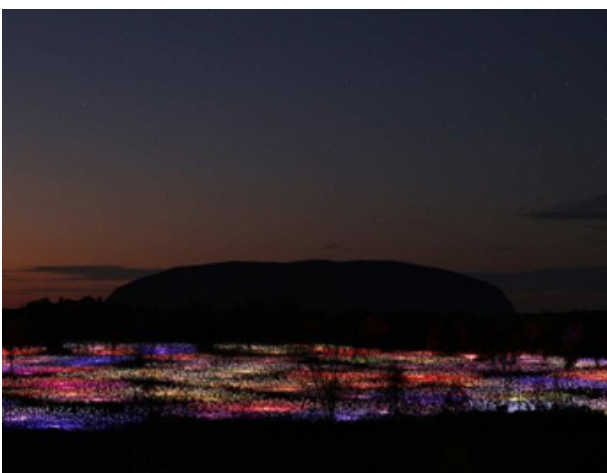


Photo by Mark Picknell



Tili Wiru Tjuta Nyakutjaku Field of Light installation developed by Bruce Munro, 2016

**Community Support Work Program**

Community Groups and Events that have received assistance from the Darwin and Alice Springs Correctional Centre and Barkly Work Camp during 2015-16:

| Darwin   | Alice Springs  | Barkly   |
|--|--|--|
| Rubbish collection for 140 roads / thoroughfares / foreshores and boat ramps | Easter in Alice Mountain Bike Muster                               | Catholic Care                                  |
| Fred's Pass Show   | SWEL Mud Run   | Borella Ride Inaugural re-enactment            |
| Tracks Dance Inc   | Arunga Park Speedway   | Pensioner residences (74)                      |
| Toy Library Marrara  | Litter Patrol illegal dumping collection                           | Pulkapulka Kari Nursing Home                   |
| Territory Wildlife Park  | Pensioners residences  | Tennant Creek Senior Citizens                  |
| Pre-cyclone clean ups of Darwin and Palmerston                               | Salvation Army   | Tennant Creek Show Society and Show Ground     |
| Royal Darwin Show Society  | Our Lady of the Sacred Heart Catholic College                      | Tennant Creek Charles Darwin University Campus |
| Salvation Army   | Young Men's Christian Association (YMCA)                           | Tennant Creek Arts Centre                      |
| Pet Expo   | Sadadeen Primary   | Tennant Creek Telegraph Station                |
| Northern Territory Australian Football League - Marrara Stadium              | Acacia Hill Special School   | Northern Territory Country Women's Association |
| Darwin Drags Association   | Alice Springs Model Aero Club                                      | Tennant Creek Hospital                         |
| Hidden Valley V8s  | Larapinta Primary School   | Department of Infrastructure                   |
| Juninga / Jade Garden / Tracy Lodge Aged Care                                | Alice Springs Kennel Club and Dog Sports Club                      | Department of Land Resource Management         |
| Village Green Humpty Doo   | Royal Society for the Prevention of Cruelty to Animals (R.S.P.C.A) | Tennant Creek Fire Station                     |
| Greek Glenti Festival  | Red Centre BMX Club  | Department of Education and Training           |
| Adelaide River Show / Rodeo  | Remote Control Cars  | NT Emergency Services                          |

| Darwin  | Alice Springs                               | Barkly  |
|---|---|---|
| Mindil Markets                                | Alice Springs Turf Club                     | Barkly Regional Council                                     |
| Keep Australia Beautiful Programs             | National Road Transport Hall Fame           | St Vincent de Paul  |
| Don Dale Youth Detention Centre and surrounds | Desert Mob 2015                             | Kraut Downs   |
| Kids Christmas Party NT                       | Alice Springs Cricket Association           | Nyinkka Nyunyu Aboriginal Cultural Centre                   |
| Legacy House                                  | Dead Centre Bowhunters                      | Battery Hill Tourist Club                                   |
| Police Memorials                              | Living Waters School Alice Springs          | Tennant Creek Returned Service League Club                  |
| Hidden Valley Raceway                         | Central Australia Rifle Club Shooting Range | Tennant Creek Golf Club                                     |
| Adelaide River Rail Heritage                  | Field Of Light Installation at Uluru        | Tennant Creek Turf Club                                     |
| Coomalie Council                              | Alice Springs Inland Dragway                | Tennant Creek Gun Club                                      |
| Darwin Bowls                                  | National Pioneer Women's Hall of Fame       | Tennant Creek Boxing Club                                   |
| St Luke's Church, Palmerston                  | Alice Springs Netball Association           | Tennant Creek Bowling Club                                  |
| Anglican Church, Darwin City                  | Alice Springs Velodrome                     | Tennant Creek Go Kart Club                                  |
| Buddhist Temple                               | Alice Springs Shooting Complex              | Tennant Creek Saddle Club                                   |
| Gray Childcare                                | Bradshaw Primary school                     | Tennant Creek Lions Club                                    |
|   | Central Australian Football League          | Tennant Creek Rotary Club                                   |
|   | Alice Springs Baseball Club                 | Tennant Creek Speedway Club                                 |
|   | Alice Springs Cricket Club                  | Tennant Creek Barkly Australian Football League Association |
|   | Carols by Candlelight                       | Tennant Creek Rodeo Association                             |
|   | Amoonguna Health Centre                     | Tennant Creek High School                                   |
|   | Rural Fire Depot grounds (Ross Highway)     | Tennant Creek Primary School                                |

| Darwin | Alice Springs                             | Barkly   |
|--------|---|--|
|        | Go-kart track grass cutting               | Tennant Creek Child Care Centre                              |
|        | Frontier Services                         | Mungkarta Primary School                                     |
|        | Prison Social club                        | Tennant Creek Heritage Garden                                |
|        | Hollyoake (request)                       | Bonney Well / Attack Creek and Renner Springs Historic Sites |
|        | Play Group NT                             | NAIDOC Celebrations  |
|        | CASSA / Life Style                        | Desert Harmony Festival                                      |
|        | Mission Australia                         | Golden Hearts Awards   |
|        | Gap Youth Centre                          | Australia Day Celebrations                                   |
|        | Girl Guides                               | Waitangi Day Celebrations                                    |
|        | Youth Centre Anzac Hill                   | ANZAC Day Ceremony   |
|        | NT Aid & Hepatitis Council                | Australian Indigenous Ministries (AIM) Church                |
|        | Life without Barriers                     | Catholic Church  |
|        | Camel Cup                                 | Lutheran Church  |
|        | Henley on Todd Regatta                    | Uniting Church   |
|        | Riding for the Disabled                   |  |
|        | Loves Creek Early Intervention Youth Camp |  |
|        | Red CentreNats                            |  |
|        | NRL Game                                  |  |
|        | NAB Cup Game                              |  |
|        | NT Major Events                           |  |
|        | Alice Springs Motorcycle Club             |  |

**Community Groups and Events that have received assistance from the Datjala Work Camp during 2015-16**

| Datjala                               |                              |                                |
|---------------------------------------|------------------------------|--------------------------------|
| Nhulunbuy Corporation Limited (NCL)   | Town Lagoon - NCL            | Galupa Community               |
| CATS Club                             | BMX Club                     | Chief Ministers Office         |
| Rotary                                | Nhulunbuy Motocross          | Department of Business         |
| Ski Beach Community                   | Nhulunbuy Primary School     | Arnhem Historical Society      |
| Community Corrections                 | Arafrua Dance Company        | RSL                            |
| Woody Beach - NCL                     | Yirrikala Community          | Middle Beach - NCL             |
| Shady Beach - NCL                     | Nhulunbuy Community Garden   | Gove Boat Club                 |
| Crocodile Beach - Gumatj              | Wallaby Beach Community      | Waste Management Centre - NCL  |
| Surf Life Saving Club                 | Sacred Heart Catholic Parish | Nhulunbuy Squash Club          |
| Golf Club                             | Nhulunbuy PAWS               | Nhulunbuy Playgroup            |
| Nhulunbuy Christian School            | Miwatj Health Services       | Nhulunbuy Neighbourhood Centre |
| Nhulunbuy Community Child Care Centre | RIO TINTO Refinery           | Gumatj - Garma Site            |
| Arnhem School Sport                   | Dhimurru Aboriginal Corp.    | Yothu Yindi Corporation        |
| Golf Club                             | Ski Beach Basketball Club    | NT Emergency Services          |
| Sobering Up Shelter                   | Hindle Oval - NCL            |                                |
| Women's Shelter                       | Jawoyn Association           |                                |

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

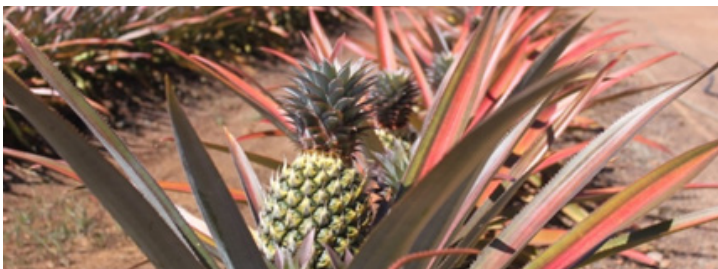
**Pineapples grown at Darwin Correctional Precinct**

Over 6,000 pineapples grown at DCP have been picked and sold to a fruit and vegetable wholesaler for distribution to fresh food stores. The pineapples are grown on a one hectare plot and are part of a horticulture project which also includes growing lemon grass for the wholesale market, growing plants for “Keep Australia Beautiful” to assist the communities in Arnhem Land affected by cyclone damage, and trialing passion fruit growing for the local market.

The pineapples were potted up at the former Darwin Correctional Centre on Tivendale Road, Berrimah and transferred to the new DCP when it opened in 2014.

A further 6,000 pineapples were planted during 2016, with 14,000 expected to be growing within the next 12 months. The Department of Primary Industries and Fisheries has been providing valuable guidance regarding the propagation of healthy plants that produce viable fruit.

To ensure that prisoners learn environmental responsibility as bushland is cleared to make way for the expanding market garden, the native cycad trees are being salvaged and potted for sale. By working in a market garden prisoners are learning the trade from seedling to an end product that is sold to a wholesaler. This is another initiative for providing prisoners with meaningful skills that can be translated into employment in the community.



Healthy fresh pineapples grown by prisoners as part of the horticulture program at Darwin Correctional Centre, 2016



Prisoners learning new skills at pineapple fields at Darwin Correctional Centre, 2016

**Correctional services in the community**

NTDCS were presented with a Certificate of Thanks from the Bees Creek Primary School for the NT Correctional Industries made furniture donated to the school. Teacher in charge Nicole Grant said the equipment had been a hit with the children. “The children enjoy the rocking horse, they pretend that they are in races and there is a line up to get on them”. Stuart Park Primary School has also presented NTDCS with a board filled with children’s artworks as a thank you.



Stuart Park Primary School

# 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

**Strategy:** Promote responsible and visible leadership that drives strategic and operational outcomes

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

**SNAPSHOT STATISTICS**

As at 30 June 2016 (pay 27):

|  |
|--|
| <p><b>1030<sup>1</sup></b><br/>Paid employees<br/>(paid headcount)</p>               |
| <p><b>992.97<sup>2</sup></b><br/>Full-time equivalent staff<br/>(paid headcount)</p> |
| <p><b>43 years</b><br/>Average age</p>   |
| <p><b>6 years</b><br/>Average length of service</p>                                  |

**OVERVIEW**

An organisation can't achieve anything...only its people can.

NTDCS seeks to be an employer of choice, drawing talented, passionate and committed people to collectively contribute to community safety by reducing re-offending. We seek to attract, grow, reward and retain a workforce which is diverse and resilient; who will continue to position our Department to be innovative and responsive to the government's and community's needs.

This section provides an overview of the people who form this Department, of their personal achievements and just some of their many collective achievements on behalf of NTDCS.

**Building Our Workforce**

The Department undertook a number of initiatives to build its workforce by promoting the diversity of career opportunities and job vacancies. These included:

**Career Expos and Career Information nights**

NTDCS successfully promoted its career opportunities to more than 4,800 visitors at the Skills, Employment and Careers Expos in Katherine, Darwin, Tennant Creek, Alice Springs, and Nhulunbuy. We also exhibited at smaller careers expos in Borroloola and Groote Eylandt.



Left: Jessica Harris and Right: Simone Donohue at the Nhulunbuy Career Expo with two of the Students who attended



From L to R: Cameron Tyrrell, Director HR, Abby Teddy, William Yan General Manager ASCC, Karina Beck, Louise Blacker Regional Manager Alice Springs Community Corrections, Katrina Matthews, Neil Broad and Rachel McCallum

<sup>1</sup>Total paid headcount refers to the number of employees who were being paid during the fortnightly pay period (pay 27) and has been used to calculate these figures.

<sup>2</sup>The full-time equivalent (FTE) calculation is based on the salary actually paid for the fortnight. 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.

The Department also delivered a series of Information Nights in both Alice Springs and Darwin promoting our flagship careers as Correctional Officers and Youth Justice Officers as part of the recruitment campaigns.

**Open Days**

Both Barkly Work Camp and Datjala Work Camp held their annual Open Days on 10 July 2016 and 10 October 2015 respectively, designed to promote awareness within their respective communities of the programs, services and careers on offer.

Events included live radio broadcast from CAAMA Radio at the BWC Open Day, live music, photographic exhibitions, spear making demonstrations and food provided by prisoners including BBQ kangaroo tails, steak and sausages. Datjala Work Camp also raised money for the local children’s charity “Playgroup”.

**SNAPSHOT STATISTICS**  
During 2015-2016

**157**

People employed through bulk recruitment in key frontline roles

**Major Recruitment Campaigns**

In February 2015, NTDCS implemented a bulk recruitment process for entry level positions for critical frontline positions within adult correctional centres and youth detention centres and Community Corrections.

| Applicants     | Custodial Operations               |          |          |                        |          |          | Community Corrections                      |          |          |
|----------------|------------------------------------|----------|----------|------------------------|----------|----------|--|----------|----------|
|                | Correctional Officers <sup>1</sup> |          |          | Youth Justice Officers |          |          | Probation and Parole Officers <sup>2</sup> |          |          |
|                | Applied                            | Suitable | Employed | Applied                | Suitable | Employed | Applied                                    | Suitable | Employed |
| Indigenous     | 56                                 | 7        | 6        | 29                     | 3        | 3        | N/A  | 4        | 3        |
| Non-Indigenous | 867                                | 90       | 72       | 196                    | 76       | 66       | N/A  | 11       | 7        |
| Total          | 923                                | 97       | 78       | 225                    | 79       | 69       | 71   | 15       | 10       |

As of 2016, priority placement for Indigenous applicants was introduced through the use of a Special Measures plan for the recruitment of Correctional Officers and Youth Justice Officers. To be eligible the applicant must be of Australian Aboriginal or Torres Strait Islander descent and have previously and consistently been known to be and/or identified as such in their day-to-day life.

<sup>1</sup> Includes both Trainee Correctional Officers and experienced officers at the rank of Correctional Officer

<sup>2</sup> Includes both Probation and Parole Officers and Probation and Parole Case Manager

## Focus on Our People: Vacation Employment Student Alicia Smith

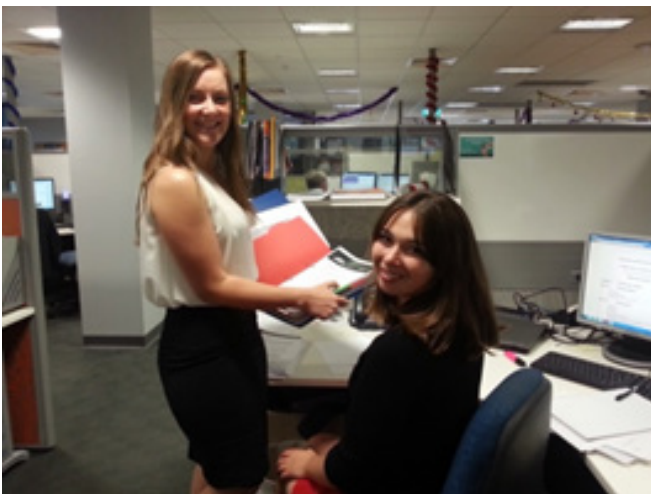
Alicia Smith worked as a vacation student for 6 weeks in the Policy Coordination Unit in Head Office as part of the Vacation Employment Program (VEP).

The program is coordinated by the Department of Corporate and Information Services (DCIS) and provides full-time students with the opportunity to gain valuable learning opportunities and paid workplace experience in the NTPS.

The program is coordinated by the Department of Corporate and Information Services (DCIS) and provides full-time students with the opportunity to gain valuable learning opportunities and paid workplace experience in the NTPS.

Alicia is studying a Bachelor of Laws/Arts, majoring in human rights, at Monash University. This was the second time she was working for NTDCS as part of the VEP and she thoroughly enjoyed it.

“Everyone in my team has been incredibly supportive. I am fortunate to have worked closely with my supervisor Amy, who is a mentor to me. She is a role model of professional excellence and has been an advocate for my development and wellbeing, both personally and professionally.”



Amy Ireland with Alicia Smith



Alicia Smith

On a typical day, Alicia reviewed internal documents in accordance with legislation, conducted legal or policy related research, jurisdictional analysis, day-to-day administrative duties and assisted with projects, including NTDCS' White Ribbon Accreditation and the amendment to the regulations under the Correctional Services Act.

“My involvement with the program has been overwhelmingly positive”, said her manager Amy Ireland. “I have had the pleasure of working with Alicia and supporting her in the early stages of her career. The team overall has benefited from an ‘extra pair of hands’ and the enthusiasm that Alicia has shown whenever we ask something of her.”

The greatest benefit of participating in the VEP for Alicia was the practical experience. “It is so important for me as a university student to be able to gain experience that will assist me in pursuing employment and the skills to perform well in roles related to my field of study. The best part of my employment with NTDCS is the range of practical skills I now have which I could not have learnt from a textbook.”

## Focus on Our People: Maria Derrington

Maria Derrington, Manager Operational Support celebrated over 25 years in Correctional Services in July 2015, having commenced in the justice system in 1989 with the Courts, then moving across to Correctional Services.

Her work has predominantly been in the custodial space resulting in her gaining a comprehensive knowledge of the procedures, processes and systems involved in this challenging environment.

Her thorough working knowledge of the IJIS and IOMS systems has been proven invaluable over the years as has her archive of documentation and custodial statistics.

Maria was a major contributor to the new *Correctional Services Act* owing to her extensive knowledge of the custodial sector. Her contribution to the project is to be commended.



Maria Derrington receiving her 25 years' service award from former Commissioner Ken Middlebrook

## Our Workforce Profile

An illustrative breakdown of our workforce follows:

### Full time equivalent by classification<sup>1</sup>

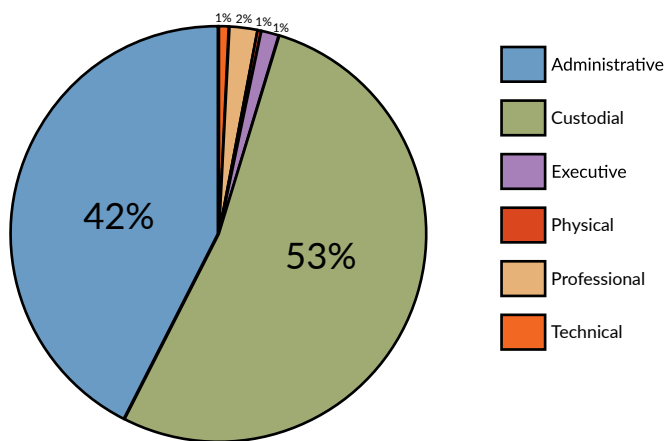
The table below provides a snapshot of full time equivalent (FTE) by classifications on 30 June 2015 compared to 30 June 2016.

| Classification                          | 30 June 2015 | 30 June 2016 |
|---|--------------|--------------|
| Administrative Officer 2                | 13.82        | 14.52        |
| Administrative Officer 2 rostered shift | 5.61         | 0.00         |
| Administrative Officer 3                | 60.75        | 61.94        |
| Administrative Officer 3 rostered shift | 59.20        | 73.10        |
| Administrative Officer 4                | 88.91        | 82.97        |
| Administrative Officer 4 rostered shift | 12.88        | 12.71        |
| Administrative Officer 5                | 61.28        | 52.91        |
| Administrative Officer 5 rostered shift | 1.99         | 3.00         |
| Administrative Officer 6                | 49.94        | 51.72        |
| Administrative Officer 7                | 36.85        | 35.82        |
| Senior Administrative Officer 1         | 21.44        | 27.14        |
| Senior Administrative Officer 2         | 9.00         | 5.00         |
| Chief Correctional Officer              | 36.48        | 33.64        |
| Chief Industries Officer                | 22.59        | 17.49        |
| Correctional Officer                    | 197.29       | 203.82       |
| Correctional Officer First Class        | 92.54        | 142.28       |
| Deputy Superintendent                   | 9.00         | 8.00         |
| Principal Industries Officer            | 3.00         | 2.00         |
| Senior Correctional Officer             | 64.66        | 54.50        |
| Senior Industries Officer               | 53.45        | 32.87        |
| Superintendent                          | 0.00         | 1.00         |
| Trainee Correctional Officer            | 49.87        | 27.89        |

<sup>1</sup>Note: Figures in the above chart are based on FTE of the final pay period 2015-16 (pay 27). Classifications are based on employees' actual/paid classification as this is a more accurate reflection of current establishment. Differences in FTE numbers for Custodial Officers can be attributed to Officers temporarily backfilling those on leave or progressing through the ranks as part of their career progression.

| Classification               | 30 June 2015   | 30 June 2016  |
|------------------------------|----------------|---------------|
| Executive Officer 1 Contract | 8.00           | 8.00          |
| Executive Officer 2 Contract | 4.00           | 4.00          |
| Executive Officer 5 Contract | 1.00           | 0.00          |
| Executive Officer 2          | 0.00           | 1.00          |
| Home Detention Officer       | 2.93           | 0.00          |
| Lecturer Prison Education    | 3.64           | 0.00          |
| Nurse 6                      | 1.00           | 0.00          |
| Physical 4                   | 2.00           | 4.27          |
| Professional 1               | 1.00           | 0.00          |
| Professional 2               | 9.82           | 8.60          |
| Professional 3               | 3.50           | 7.89          |
| Senior Professional 1        | 7.05           | 4.89          |
| Senior Professional 2        | 1.00           | 1.00          |
| Technical 1                  | 0.87           | 0.00          |
| Technical 4                  | 3.03           | 3.00          |
| Technical 5                  | 1.80           | 3.00          |
| Technical 6                  | 2.90           | 3.00          |
| <b>Total</b>                 | <b>1004.90</b> | <b>992.97</b> |

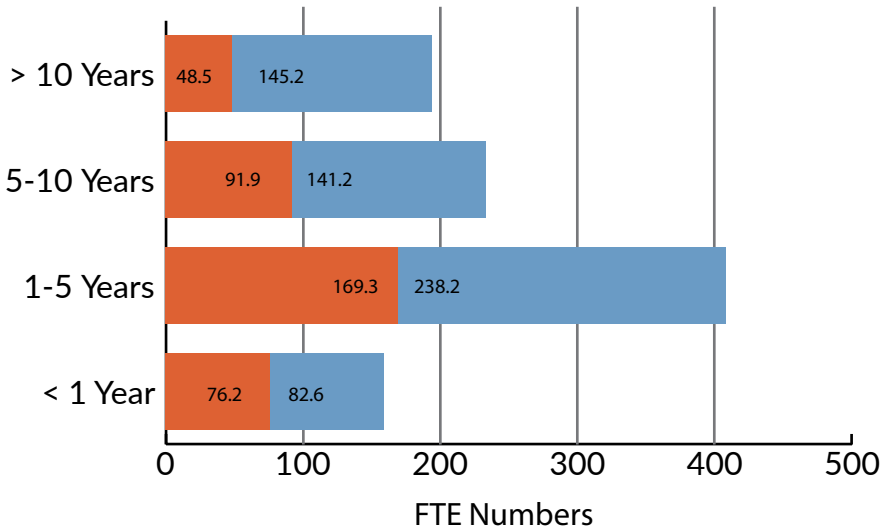
Classification Groups<sup>1</sup>



| Classification | ATSI % | Non-ATSI % |
|----------------|--------|------------|
| Administrative | 11.6   | 88.4       |
| Custodial      | 7.6    | 92.4       |
| Executive      | 0.0    | 100.0      |
| Physical       | 0.0    | 100.0      |
| Professional   | 0.0    | 100.0      |
| Technical      | 0.0    | 100.0      |

<sup>1</sup>Note: Administrative category includes Surveillance Officers, Probation and Parole Officers and Youth Justice Officers. Figures in the above chart are based on FTE of the final pay period 2015-16 (pay 27). Figures in the above tables are based on a percentage of on FTE of the final pay period 2015-16 (pay 27). Figures in the table above are only based on those employees who have voluntarily self-identified as Indigenous.

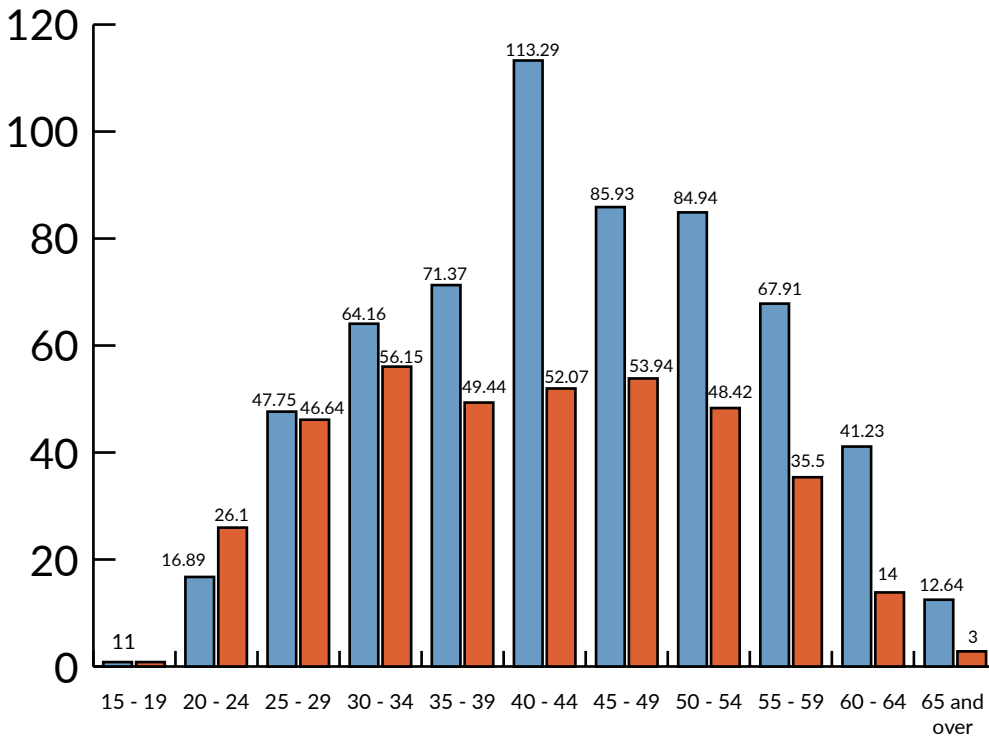
Length of service and sex<sup>1</sup>



Male  
Female

| Classification | Male % | Female % |
|----------------|--------|----------|
| Administrative | 37.0   | 63.0     |
| Custodial      | 81.6   | 18.4     |
| Executive      | 61.5   | 38.5     |
| Physical       | 100.0  | 0.0      |
| Professional   | 13.8   | 86.2     |
| Technical      | 100.0  | 0.0      |

Age and sex



Male  
Female

| Age         | %  |
|-------------|----|
| 15 - 24     | 4  |
| 25 - 34     | 22 |
| 35 - 44     | 29 |
| 45 - 54     | 27 |
| 55 - 64     | 16 |
| 65 and over | 2  |

<sup>1</sup>Figures in the charts above are based on FTE of the final pay period 2015-16 (pay 27). As the Department became a standalone agency in September 2012, length of service was determined by adding employees' years of service at the former Department of Justice and at NTDCS (for those who have transferred across).

### Building a Diverse Workforce

We are committed to represent the community we serve. The major focus over the reporting period was to strive towards the NTPS priority of increasing Indigenous participation in our workforce.

#### Government-wide targets for Indigenous Employment

The Indigenous Employment and Career Development Strategy 2015-20, was launched by the Office of the Commissioner for Public Employment in February 2015. It included a global target of 16% NTPS Indigenous employment by 2020, set by the Chief Minister.

In addition, 10% of senior and executive level roles are to be filled by Indigenous employees by 2020.

These global targets have been distributed across all agencies. NTDCS's target for 30 June 2016, was a paid headcount of 92.

As of the final pay period in 2015-16, 89 employees have identified as being of Aboriginal or Torres Strait Islander background, an increase of 11 individuals when compared to the same period in the previous year.



Margeret Friel (left) and Colleen Rosas (right) are both members of the NTG Senior Indigenous Reference Group

Snapshot of Indigenous employees at 30 June 2016

| Paid Classification                     | 2014-15 |       |       | 2015-16 |       |       |
|---|---------|-------|-------|---------|-------|-------|
|   | Female  | Male  | Total | Female  | Male  | Total |
| Administrative Officer 2                | 1       |       | 1     |         | 1     | 1     |
| Administrative Officer 2 rostered shift |         | 1     | 1     |         |       |       |
| Administrative Officer 3                | 4       | 3     | 7     | 10      | 5     | 15    |
| Administrative Officer 3 rostered shift | 2       | 3     | 5     | 2       | 3     | 5     |
| Administrative Officer 4                | 7       | 1     | 8     | 8       |       | 8     |
| Administrative Officer 4 rostered shift | 2       |       | 2     | 1       |       | 1     |
| Administrative Officer 5                | 3       | 3     | 6     | 4       | 4     | 8     |
| Administrative Officer 5 rostered shift |         | 1     | 1     |         | 1     | 1     |
| Administrative Officer 6                | 4       | 2     | 6     | 3       | 2     | 5     |
| Administrative Officer 7                | 1       |       | 1     | 3       |       | 3     |
| Chief Correctional Officer              | 1       | 4     | 5     |         | 5     | 5     |
| Chief Industries Officer                | 1       | 1     | 2     |         | 3     | 3     |
| Correctional Officer First Class        | 1       | 6     | 7     | 2       | 9     | 11    |
| Correctional Officer                    | 4       | 13    | 17    | 3       | 11    | 14    |
| Senior Administrative Officer 2         | 1       | 1     | 2     | 1       | 1     | 2     |
| Senior Correctional Officer             |         | 4     | 4     |         | 4     | 4     |
| Senior Industries Officer               |         | 1     | 1     | 1       | 1     | 2     |
| Trainee Correctional Officer            |         | 2     | 2     |         | 1     | 1     |
| Grand Total Indigenous Employees        | 32      | 46    | 78    | 38      | 51    | 89    |
| Total NTDCS Employees                   | 413     | 630   | 1043  | 402     | 628   | 1030  |
| % Indigenous                            | 7.75%   | 7.30% | 7.48% | 9.45%   | 8.12% | 8.64% |

Special Measures Plan

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

Special Measures means that Indigenous applicants will be considered for employment in nominated positions before other applicants. Applicants must continue to meet all the essential selection criteria and be able to perform the duties at the level required for the position. All positions advertised under a Special Measures plan will be clearly identified as such in the advertisement and in the job description. A total of 20 Indigenous applicants were selected through Special Measures recruitment.

### Indigenous Employment Program

As part of the People Plan (Talent and Resources) we are committed to work across the agency and with DCIS to better utilise early careers employment programs. In the reporting period, two candidates participated in the Administrative Indigenous Employment Program (IEP) and were placed in Community Corrections' offices in Alice Springs and Katherine. A customised version of the IEP for entry into the Trainee Correctional Officer course was conducted in previous reporting periods. NTDCS is committed to continue this program in the future and establish ways to expand into other divisions and roles.

### Indigenous Employment Reference Group

In February 2016, NTDCS formed an Indigenous Employment Reference Group (IERG) as a means of bringing together key drivers in the Department to meaningfully improve Indigenous employment participation rates both within NTDCS as the employer and also through NTDCS employment programs for offenders and prisoners.

IERG aims to achieve this through direct action, advocacy work and the provision of policy advice to the Executive Leadership Group on all matters pertaining to Indigenous employment. Since its inception the IERG has held four meetings in the reporting period and is currently in the process of developing an Indigenous Employment Action Plan.

**ADVOCATE** with government and employers to increase participation rates

Provide **ADVICE** to the Department on how to make improvements

Take **ACTION** through overseeing the implementation of employment programs

### SNAPSHOT STATISTICS As at 30 June 2016 (pay 27):

29

Individual flexible work agreements put in place

89

Employees identify as Aboriginal or Torres Strait Islander

61

Employees are from a culturally diverse background

9

Employees identify as having a disability

### Flexible Working Arrangements

NTDCS assists its employees to balance their work and lives through the provision of flexible working arrangements, flexible leave arrangements and home based work.

The Department aims to provide an environment which increases the productivity of employees in the working environment and maximises participation in the workforce.

NTDCS favourably considers requests for flexible working arrangements from mature-aged employees who wish to phase into retirement, employees with school age or young children and those with caring responsibilities.

NTDCS has approved 29 flexible working arrangements and as of 30 June 2016, has 47 staff members working part time hours.

**SNAPSHOT STATISTICS**  
During 2015-16:

**52**  
Trainee Correctional Officers completed Certificate III Correctional Practice

**13**  
Correctional Officers completed Certificate IV Correctional Practice

**22**  
Probation and Parole Officers completed Certificate IV Correctional Practice

**Building a Workforce to Deliver Business Objectives**

Training and skills development are the cornerstone of ensuring our workforce delivers the current and future business objectives. NTDCS also strives to provide an environment of on-going learning and development to assist the career aspirations of our staff.

NTDCS is a Registered Training Organisation (RTO) registered through the Australian Skills Quality Authority (ASQA) to deliver a suite of qualifications to staff and provides representation on the National Corrections Industry Reference Committee.

**Orientation and Cross Cultural Training**

NTDCS provides all new staff with a three day Corporate Orientation Program. The program includes presentations from the Commissioner, Executive Directors and divisional speakers. It is designed as a 'Welcome to the Department' and incorporates information on the Code of Conduct, Appropriate Workplace Behaviours, Finance, Human Resources, IT, Work Health and Safety, White Ribbon workplace awareness and Cross Cultural Awareness Training.

During the three day program participants also have the opportunity to visit a range of work sites across the Department as well as a tour of a Correctional Centre and Youth Justice Detention Centre. During 2015-16, a total of 70 new staff attended the Program.

**Trainee Correctional Officer Training**

Trainee Correctional Officers (TCO) undertake a 12 month traineeship within NTDCS which consists of three separate stages:

|                 |  |
|-----------------|--|
| <b>Stage 1:</b> | Eight weeks of classroom theory and practical activities                           |
| <b>Stage 2:</b> | Three weeks of work experience within the correctional centre                      |
| <b>Stage 3:</b> | The remainder of the 12 month contract is the on the job component of the training |



Commissioner Mark Payne with new recruits

Successful completion of the traineeship results in the issuance of Certificate III in Correctional Practice and may also result in an offer of ongoing employment.

During the 2015-16 year, 52 (34 from Alice Springs and 18 from Darwin) TCOs successfully completed their Certificate III in Correctional Practice and were offered permanent employment as Correctional Officers.

**Correctional Officer promotional courses**

In accordance with the Correctional Officer 2014-2017 Enterprise Agreement, Correctional Officers must undertake certain training and qualifications to progress in their career through the ranks. Those who meet the required criteria are eligible to apply and commence their study for the Certificate IV in Correctional Practice.

In 2016, the number of units required to complete the qualification was changed from 18 units to 12 units under the national standards.

**Senior Correctional Officer Promotional course**

|                 |  |
|-----------------|--|
| <b>Stage 1:</b> | Application process and completion of five units of competency   |
| <b>Stage 2:</b> | Promotional course and completion of four units of competency<br><br>On completion of the one week course, Officers are awarded the rank of Correctional Officer First Class and can then conduct higher duties roles as a Senior Correctional Officer within the workplace, enabling them to complete the remaining units of competence |
| <b>Stage 3:</b> | On successful completion of the remaining units the officer achieves a further salary increment.   |

During 2015-16, three separate Senior Correctional Promotional Courses were delivered. There were 29 new enrolments in the Certificate IV Correctional Practice and 13 students who completed the qualification.

**Correctional Officer Core Skills Training**

Essential core skills for Correctional Officers are maintained through a structured approach to on-going training. Core training is conducted each week with Correctional Officers from both correctional centres being taken off the roster to participate in training and requalification in the areas of Defensive Tactics, First Aid, Advanced Resuscitation, Chemical Agents and various other disciplines as required.

**Youth Justice Officer Training**

In 2015, a new training program was introduced for all new Youth Justice Officer (YJO) trainees. All newly recruited YJOs undertake a 12 month traineeship within NTDCS which consists of three separate stages:

|                 |   |
|-----------------|---|
| <b>Stage 1:</b> | Seven weeks of classroom theory and practical activities                        |
| <b>Stage 2:</b> | One week of work experience within the youth detention centre                   |
| <b>Stage 3:</b> | Remainder of the 12 month contract is the on the job component of the training. |

Successful completion of the traineeship results in the issuance of Certificate III in Correctional Practice and may also result in an offer of ongoing employment.

In 2015-16, 23 YJOs trainees in Darwin and seven in Alice Springs completed the first and second stages. A further 16 YJOs have completed stage one and are commencing stage two.



Youth Justice Officer: Leon Rotumah

### **Probation and Parole Officer Training**

The NTDCS Registered Training Organisation (RTO) is currently introducing a Quality Assurance System to cover qualifications under its scope. Community Corrections are required to design and develop a range of materials to support new Probation and Parole Officers undertaking the Certificate IV in Correctional Practice. Materials being developed include a Learner Guide, Trainer Assessment Plan and Assessment Handbook for each unit of the qualification. It is envisaged that the materials will be available for the cohort who commence Block Training in October 2016.

### **Block Training framework for new Probation and Parole Officers**

In 2015, Community Corrections introduced a 12 week Block Training framework to compliment the Bulk Recruitment initiative. The training included a mix of classroom based theory and office placements to enhance the effective transfer of learning. The 12 week program was successfully delivered to two cohorts who subsequently took up positions and caseloads in Community Corrections offices in Alice Springs, Katherine, Casuarina, Palmerston and Nhulunbuy.

A review of the framework was undertaken early in 2016, and the duration was reduced from 12 to nine weeks which modifies the amount of time originally allocated to both training delivery and office placement. The program was delivered to a small group of new Probation and Parole Officers on site over a period of months. The revised program will be reviewed again after delivery later in 2016.

### **Youth Justice Training**

During 2015-16, all Probation and Parole Officers received training in youth justice legislative and national standards, as well as the evidence-based Youth Level of Service/ Case Management Inventory 2.0 (YLS/CMI) criminogenic risk and needs assessment tool and the Changing Habits and Reaching Targets (CHART) program.

Case Managers from Youth Detention and other key stakeholders also attended this training. In total, 97 staff have undertaken this training, which was delivered in 10 separate training programs in Darwin and Alice Springs.

Trauma Informed Care and Strengths Approach to Supervision training are scheduled for delivery later in 2016.

### **PART (Predict, Assess and Respond to Challenging and Aggressive Behaviour)**

Probation and Parole Officers from across the NT (Alice Springs, Katherine and Darwin) received training in Predict, Assess and Respond to Challenging and Aggressive Behaviour (PART). This training covers workplace safety systems and how a systemic approach enhances safety in the workplace.

This training will be rolled out for other Community Corrections locations in the next fiscal year.

### Report Writing Refresher Training

Probation and Parole Officers from across the NT had the opportunity to attend Report Writing Refresher training in the second half of 2015. This training looked at development of court assessments and reports and parole reports for adults and young people. Topics included gathering information, liaising with the offender and other stakeholders, verification of evidence, and development of practical and realistic recommendations for the sentencing authority.

### Case Management Refresher Training

Probation and Parole Officers from across the NT also had the opportunity to participate in Case Management Refresher training in the second half of 2015. This training focused on the principles of case management from assessment, planning, implementation and review within a throughcare framework as well as the link between our statutory obligations and best practice case management to promote positive behavioural change.

The Training Unit team within Community Corrections also regularly provides advice and guidance to operational staff regarding best practice and development, such as participation in case management reviews and leading case consultations.

### Community Corrections Career Progression Scheme

Community Corrections introduced a Career Progression Scheme effective from 20 March 2013. The scheme is open to Probation and Parole officers (AO4) to progress to Case Manager (AO5) on demonstration of skills and experience relevant to the required competencies.

The Assessment Panel met three times during 2015-16 to assess applications and three Probation and Parole Officers were successful in being progressed to the next level.

Congratulations to Ms Krystie McQuade, Case Manager Palmerston, Ms Tracey Connelly, Case Manager Palmerston, and Ms Danielle Wenske Case Manager Alice Springs.

### Certificate IV in Correctional Practice

During the 2015-16 year, 22 Probation and Parole Officers successfully completed their Certificate IV in Correctional Practice and were offered permanent employment. Locations included Darwin (13), Nhulunbuy (1), Katherine (1), Tennant Creek (3) and Alice Springs (4).

### Krystie McQuade – career progression

Krystie McQuade has worked for Northern Territory Department of Correctional Services as a Probation and Parole Officer since July 2013. Krystie has been a strong contributor to Community Corrections and was chosen to be part of the initial Home Detention Unit in late 2013 when it was transitioning to the Electronic Monitoring Unit as she had the insight and ability to manage high risk offenders to the required standard. She has been instrumental in ensuring electronic monitoring is utilised correctly as an effective management tool as per the offenders conditions.

Krystie has strived for excellence over this time and worked to the level required to become a Probation and Parole Case Manager and recently secured this level through career progression. Her ability to work above her required level has ensured she gets the recognition she deserves and is a testament to the staff around her and her management team. Krystie has set the standard and I am sure others will follow suit and also strive for career progression.

### Casuarina Community Corrections Gets Qualified



L to R: Brydee Kenneally, Hollaye Scheppard and Alexandra Smith from Community Corrections

There are a total of eleven Probation and Parole Officers within the Casuarina Office, including three assigned to duty in the Darwin Local Court and the Youth Court.

During the past 12 months six of these Probation and Parole Officers have successfully completed their Certificate IV in Correctional Practice.

Staff successfully completing the Certificate include:

- Nithin Venkatbaba
- Hollaye Scheppard
- Alexandra Smith
- Brydee Kenneally
- Leonie Theron

A further two staff members are continuing to engage with and progress in this qualification.

This represents an enormous amount of development in our staff within the Casuarina Office.

### International conferences

- 2nd World Congress on Community Corrections and HOPE Program training in Los Angeles USA from 13-18 July, attended by the Commissioner Ken Middlebrook and John Fattore, General Manager Community Corrections.
- Hawaii Opportunity Probation with Enforcement (HOPE) Program Research from 8 to 23 July 2015, attended by Executive Director Community Corrections, Tracy Luke with Manager of Operations, Laura Sewel and HOPE Project Officer, Jenna Dennison with Community Corrections.
- 2015 Asian and Pacific Conference of Correctional Administrators from 22 to 27 November 2015 in Bangkok, Thailand, attended by Tracy Watkins Deputy Superintendent of Darwin Correctional Centre.
- Corrective Services Administrators' Council Forum, Auckland, New Zealand, was attended by the Deputy Commissioner Rob Steer on 5-6 May 2016.

### In Memoriam

The Department of Correctional Services would like to acknowledge the following past and serving staff who passed away during the year:

- **Sharyne Wait**, Darwin Correctional Precinct, 12 April 2016
- **Ange Ward**, Alice Springs Correctional Centre, 26 May 2016

Focus on Our People: International Correctional Officer Exchange with South Korea

NTDCS hosted Jung Mee Nam, a Correctional Officer from the Chuncheon Correctional Institution in South Korea, on a secondment arrangement for 18 months. Jung Mee’s placement was part of the Korean Government Long-Term Fellowship Program of Overseas Study (the Fellowship) in which Korean public servants serve a two year rotation with a similar organisation in a different country. After completing six months of language training through Charles Darwin University, Jung Mee spent time in various NTDCS facilities and locations, including Darwin Correctional Centre and Community Corrections offices in Casuarina and Katherine.

“I’ve learned a lot here both personally and professionally and really appreciate the support and various opportunities NTDCS has provided me with,” Jung Mee said. “Professionally, I’m impressed by the way the Corrective Services works. You try to give the prisoners humane treatment as much as possible and you’re willing to work with NGOs and other agencies for their rehabilitation. I really like your open minded and flexible way of doing work and the workplace culture is very encouraging. I was also impressed with the cultural awareness efforts of the Department, such as assessment tools, programs, vocational training, language resources, staff training to address the chronic overpopulation of Indigenous people in NTDCS facilities. As a Correctional Officer of 18 years in prison, this placement broadened my views to a great extent.”

Acting General Manager of DCC Tracy Watkins said Jung Mee’s contribution to the team was highly valued. “She has made a positive contribution, having the opportunity to learn and work across many of the work areas within DCC. We are also learning about the Korean correctional system. This is a fantastic development program”.



Jung Mee and Commissioner Mark Payne



Jung Mee with A/General Manager DCC, Tracy Watkins



L to R: Sarah McMasters, A/Manager Workforce Planning, Jung Mee, Commissioner Mark Payne & Tracy Luke, ED Community Corrections

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

The brand of NTDCS is not formed by what we say about ourselves, but what we actually do. What we actually do is shaped by the culture we create. NTDCS strives to foster a workplace that is supportive of each other, is productive and accountable and is respectful and inclusive of difference.

### A workplace culture which encourages and celebrates employee achievements

NTDCS employees are ambitious both within and outside of the workplace. The below section is dedicated to celebrating our employees' success.

#### Employee Achievements and Awards

- Natalie Walker, Psychologist (Darwin), completed her Doctorate of Forensic Psychology which included clinical placements at DCC and DDYDC.



Barbara Sampson, Principal Psychologist with Natalie Walker

- Anja Taylor, Senior Roster Clerk (Alice Springs) is a passionate bowler and has won several bowling challenges over the past 20 years. In 2015-16, she won the Australian Holt Classic Challenge as part of the NT Women's team in August 2015 as well as the Secretary Awards for most games won for women. She came third at the Australian Holt Open Masters. In November 2015, she won the Open Women's Masters title (at the local level) and has been the undefeated Alice Springs Masters Games Master since 2004. In May 2016, she won the NT Classic Women's Masters title.
- The talent must run in the family as Anja's niece, Jesse-Leigh Renehan, Prison Support Officer (Alice Springs), is also a successful bowler. She won the Alice Springs Restricted Masters in November 2015 and the NT Restricted Master's title in May 2016.

**NTDCS Service Medals**

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

|                       |    |
|-----------------------|----|
| 10 Year NTDCS Service | 31 |
| 20 Year NTDCS Service | 12 |
| 30 Year NTDCS Service | 6  |



Commissioner Mark Payne congratulates recipients of long service medals at the Alice Springs Correctional Centre

**National Medals**

In 2015-16, four 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.

15 years service National Medal:

- Peter Hendry, Senior Correctional Officer (Darwin)
- Brian Leibhardt, Correctional Officer First Class (Darwin)
- Irene Pomery, Chief Correctional Officer (Alice Springs)

25 years service National Clasp:

- Grant Ballantine, Deputy Superintendent (Alice Springs)

**Trainee Correctional Officer (TCO) Awards**

NTDCS has three awards for Trainee Correctional Officers for various categories of achievements. **The Academic Achievement Award** goes to the person who scored the highest academic level throughout the 11 week training program.

**Recipients:**

DCC TCO Course 77/2015 - Joanna Orchard

The **Student of Merit Award** acknowledges not only a consistently high level of academic achievement but also a demonstrated high level of initiative, participation and drive throughout the 11 week course. The student who receives this award normally also achieves the highest exam results across the length of the TCO course. Where the recruit with the highest academic achievement also scores highest overall in all areas, the Academic Achievement Award is not presented.

**Recipients:**

ASCC TCO Course 78/2015 - Shaun Lynch  
 DCC TCO Course 79/2015 - Kate Howarth, Haidee Porta, Aaron Quinn

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.

**Recipients:**

DCC TCO Course 77/2015 - Haidee Porta  
 ASCC TCO Course 78/2015 - Rob Manning  
 DCC TCO Course 79/2015 - Stephen Wheddon

## Encouraging a workplace culture which is respectful and inclusive of diversity

NTDCS employees are strong proponents of showcasing culture and diversity in our workplace. The following are just a few snapshots of activities undertaken in 2015-2016:

### NAIDOC Week Celebrations

National Aborigines and Islanders Day Observance Committee (NAIDOC) week celebrations are held throughout Australia annually. NAIDOC events are held to mark the celebration of the culture, history and achievements of Indigenous Australians. The 2015 theme for NAIDOC week was "We all stand on Sacred Ground: Learn, Respect and Celebrate."

The Department celebrated NAIDOC week by hosting various events related to this theme throughout its offices and facilities, including an official opening by the Commissioner, morning teas, workshops, presentations by Elders, correctional centre bands performing, karaoke singing, Indigenous movies, a family open day visit to DDYDC, various showings of Indigenous short films and traditional dancing.



### A Taste of Harmony

'A Taste of Harmony' is an annual event which celebrates cultural diversity by inviting all Australians to share their food and culture at work. In March 2016, NTDCS Head Office hosted a lunch where employees shared food, recipes and stories about their culture and background.

### Focus On Our Culture: Aboriginal and Torres Strait Islander Cultural Awareness Training

A large number of NTDCS clients are Indigenous – 84% of the correctional centre population, 95% of the youth detention centre population and 78% of Community Corrections' clients. The Department developed a new Aboriginal and Torres Strait Islander Cultural Awareness Training package which was launched in May 2016. The revised content has a greater focus on the rich diversity within the Aboriginal and Torres Strait Islander culture and some of the unique differences between communities, celebrating the variety of different customs and protocols, systems of organisation, languages, and relationships to each other.

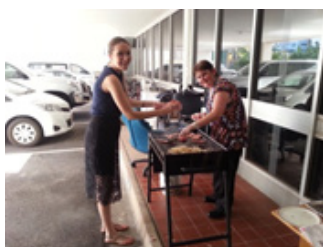
Throughout the training a greater focus is placed on improving communication through a greater understanding of Aboriginal and Torres Strait Islander communication styles and cultural differences that can lead to misunderstandings. The content and examples provided within the package also have a greater focus on the situations and knowledge relevant to the correctional services environment.

The program has been supported by the NTDCS Visiting Elders Program, with Visiting Elders attending to provide contextualised examples from their communities. The new Aboriginal and Torres Strait Islander Cultural Awareness Training package has been received very positively and plans are underway to further refine the program with increased input from Elders both locally and from across the Territory.

Encouraging a workplace culture which is committed to giving back to the community

Fundraising events

- The NTDCS Social Club organised a Breakfast BBQ to raise money for Jeans for Genes Day which supports the Australian Children’s Medical Research Institute to fund research into finding treatments and cures for diseases affecting children.
- The Social Club organised a morning tea for Daffodil Day, which raised money for the Cancer Council to fund research, preventative programmes and support services.
- Emily Adam, HR Officer (Darwin), raised money for Life Education as part of Ocsobor, an initiative to highlight the growing danger of binge drinking and alcohol abuse, particularly among young Australians.
- The Social Club organised a morning tea and raised funds for the Pink Ribbon campaign on 21 October 2015, in support of breast cancer awareness month.



Breakfast BBQ fund raiser event.

Encouraging a culture of accountability

NTDCS seeks to foster in its employees a culture of productivity and accountability. Organisational accountability is the focus of this annual report and other reporting activities throughout the year, including Estimates and State of the Service.

The 2016 People Matter Survey was completed in June 2016.

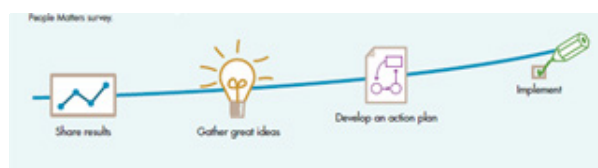
NTDCS increased its participation rate to 42%.

Results are expected to be released in late 2016.

Employee Perception Survey: People Matter

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

The whole sector report was released by OCPE in late 2015. NTDCS achieved a 40% response rate. Results were released mid-2015 and were presented to employees by the Commissioner.



Over 2015-16, NTDCS focused effort on consulting with staff on improvement initiatives on 4 key areas identified from the survey. Working Groups were formed and have since developed and published action plans and are well on the path of implementation.

Performance Management Working Group:

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

Achievements

- Design and implementation of new employee performance and development framework, policy and procedures.

**Change management and consultation Working Group**

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

**Achievements**

- Drafted change management resource and supporting toolkit due to be released in late 2016
- Change management and consultation workshop designed and piloted in May 2016; to be delivered in late 2016 and online eLearning resources to be developed
- Call out for nominations for the Employee Consultative Committees to be formed in each custodial institution as a means for real information sharing and opportunity for employee input into change and improvement in their local work areas. First meetings to be held July 2016.

**Merit selection Working Group**

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

**Achievements**

- Implementation and promotion of Simplified Recruitment policy
- Promotion of merit selection training both face to face and online
- Draft guidelines for advertising short term internal vacancies through expressions of interest developed and will be released in late 2016

**Prevention of Bullying in the Workplace Working Group**

NTDCS is committed to maintaining a safe and healthy workplace free from inappropriate workplace behaviour. This commitment is evidenced through:

- delivery of nine Appropriate Workplace Behaviour sessions, with 230 participants;
- appropriate workplace behaviours sessions and code of conduct training delivered in all NTDCS staff orientation sessions; and
- departmental resources and manager toolkits in development.

**Performance, Inability and Disciplinary Actions**

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

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

NTPS and NTDCS Codes of Conduct and appropriate workplace behaviour are discussed during orientation (by HR and PSU). Below is an overview of disciplinary cases commenced and completed over the past three reporting periods.

|  | 2013-14 | 2014-15 | 2015-16 |
|--|---------|---------|---------|
| Cases brought forward from previous year | 8       | 4       | 5       |
| New cases commenced                      | 20      | 42      | 47      |
| Cases completed                          | 24      | 41      | 48      |
| Cases carried over to following year     | 4       | 5       | 4       |

**Strategy:** Promote responsible and visible leadership that drives strategic and operational outcomes

*Growing today, the leaders for tomorrow*

**SNAPSHOT STATISTICS**

During 2015-16:

**11**

**Employees participated in formal Leadership Training**

**Leadership Programs**

NTDCS actively encourages and fully supports its staff to undertake courses and qualifications in order to strengthen their leadership capabilities and professional development.

**During 2015-16, NTDCS nominated a number of staff to participate in the following OCPE Leadership Programs which resulted in:**

- one participant for the Lookrukin Indigenous Women's Leadership Program;
- two participants for the Kigaruk Indigenous Men's Program;
- one participant for the Future Leaders' Network; and
- five participants for the Public Sector Management Program.

NTDCS also has a strong relationship with Brush Farm Correctional Services Academy in New South Wales. NTDCS actively promotes the Brush Farm Executive Leadership Units which contributes to an Advanced Diploma of Correctional Administration.

During 2015-16, two participants travelled to Brush Farm Correctional Services Academy to complete the one week in-house course.

# Case Study

## Focus on Our People: Public Sector Management Program Participant Desmond Campbell

The Public Sector Management Program (PSMP) is a joint venture between the Commonwealth, State and Local Governments across Australia. The Program is designed to enhance the existing knowledge, skills, attitudes and behaviours of middle and senior managers in order to improve public sector outcomes.

PSMP is the management development program of choice for public sector managers. All graduating participants will be awarded a Graduate Certificate in Business (Public Sector Management). While many employees applied, five were selected to participate. Desmond Campbell, Manager Family Violence Program was one of the lucky five. He stated that his father was a key influencer in his decision to apply. "He told me how important study is these days. Not like in the old days where you didn't need a piece of paper and you could just fake it until you made it. I realised he was right: if I wanted to further my skills and therefore my career I needed to be more active in meaningful personal development."

The program is delivered over 15 months in a blended delivery style with a combination of online and face to face workshop. It comprises of four modules:

- 1) Managing within the Context of Government
- 2) Managing Self and Others
- 3) Managing Outwards in a Networked Government
- 4) Managing Operations for Outcomes

Desmond is currently half way through his studies and says that so far it has been the practical focus of the program that he has enjoyed most, being able to bring his practical workplace experiences into his learning to make the theory more relevant. "For me, the highlight has been understanding and implementing the techniques of positive communication and relationships. Knowing more about workplace structures and tools to assess programs and systems has provided a better working environment. I am motivated to continue working on this now that I have the learnings which will build my skill set in these areas."

While still a large part of the course to go Desmond can already see how this course will benefit both him and the Department "I already feel I have grown professionally and intellectually. I see gaps in my own managerial styles of delivery and instantly relate it back to theories and managerial models learnt in the program...I have a tonne of ideas that is backed with motivation to see changes happening in NTDCS to better service our clients, stakeholders and staff. I would like to form culturally respectful programs within our prisons that work with grassroots community members in the hope of recidivism being reduced. I would like to form an internal Indigenous advisory group with members from the community, the Department, legal bodies, magistrates and others to play a crucial role in providing direction to the Department in policy, programs and services, rehabilitation and reintegration and general treatment of Indigenous prisoners. I'd further like to focus on the recruitment and retention of Indigenous staff members focusing on implementing the OCPE Indigenous Employment and Career Development Strategy 2015-2020 making NTDCS a genuine employer of choice with Indigenous people."

**Leadership that drives organisational achievements**

**NTDCS programs were Chief Minister's Award Finalists**

The Chief Minister's Awards for Excellence in the Public Sector formally recognises and rewards Northern Territory Public Sector (NTPS) teams and work groups for outstanding achievements, as well as outstanding partnerships between the public sector and private enterprise.

Three NTDCS teams were named finalists for the Chief Minister's Awards for Excellence in the following categories:

| Category   | Nominees                                   |
|--|--|
| Strengthening government and public administration | Darwin Correctional Precinct Commissioning |
| Innovation in the public sector                    | Prisoner purchasing and music solution     |
| Improving Indigenous employment outcomes           | Sentenced to a Job initiative              |



L to R: Acting Executive Director Custodial Operations William Yan and Deputy Commissioner, Rob Steer at the 2015 Chief Minister's Awards

The Commissioning Team, Sentence to a Job and MTA were accepted as finalists in their categories. Although they were not award recipients, the Chief Minister's Awards provided an opportunity to showcase what NTDCS is achieving in the correctional services' sphere.

**Overall Best Annual Report – two years in a row!**

NTDCS received the award of 'Overall Best Report' for the second year in a row from the NT Institute of Public Administration Australia for the Department's 2014-15 Annual Report. The annual report was pulled together by Janette Galton, Manager Organisational Performance and Bronwyn Albanesi, Sinead Noone, Governance and Risk Advisor, with contributions from across all divisions.

**White Ribbon**

In December 2015, NTDCS submitted comprehensive documentation to White Ribbon Australia for accreditation assessment. On 31 March 2016, the Department of Correctional Services was officially presented with White Ribbon Workplace Accreditation, with the distinction of being the first Correctional Service in Australia to achieve this.

In granting accreditation status White Ribbon Australia cited NTDCS as a pioneer in contributing to national cultural change to prevent and respond to men's violence against women, having evidenced commitment to gender equality and supporting employees to be more respectful across all spheres.

Addendum: Following a media broadcast in July 2016, White Ribbon Australia withdrew accreditation. On 11 August 2016, NTDCS entered into a Memorandum of Understanding with CatholicCare NT's 'No More' Campaign and will continue to support the reduction of men's violence against women through community initiatives.

# Leadership through a stable workforce

## Supporting Our People

The Human Resources Management unit consists of three teams, Employee Relations, Staff Learning and Development and Workforce Planning and Development.

It 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 HRM achievements in 2015-16:

- Reviewed, restructured and greatly improved the NTDCS Cultural Awareness Training
- Implemented new initiatives as a result of the NTPS People Matter Survey
- Formed an Indigenous employment reference group seeking to increase employment opportunities for Indigenous people within the department
- Commenced work on centralised rostering model set to achieve efficiencies and improved governance of rostering, absenteeism and overtime
- Developed an inter-jurisdictional Correctional Officer exchange
- Hosted a Correctional Officer from Korea for an 18 month secondment; and
- Launched new NT Government wide automated organisational chart

## Industrial Relations

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

- Northern Territory Prison Officers Association (NTPOA)
- Northern Territory Senior Prison Officers Association (NTSPOA)
- Community and Public Sector Union (CPSU)
- United Voice (UV)

## Neil Broad – Bush Court

The diverse nature of work and the tyranny of distance for a Community Corrections Officers: After a day travelling over corrugated dirt roads to far scattered bush communities, meeting with offenders, and engaging with the community, it's time to get the billy on, cook some dinner over the fire and get stuck into writing reports by the warmth and light of the fire, before hitting the swags in a camp spot in the bush.



Neil Broad Probation and Parole Officer, Alice Springs Community Corrections

**Reporting against Employment Instructions**

Under the *Public Sector Employment and Management Act (PSEMA)*, Employment Instructions provide direction to agencies on human resource management matters. The Department’s performance against each instruction is reported in the table below.

| Employment Instructions  | Our Actions   |
|--|---|
| <p><b>1. Filling Vacancies</b></p> <p>Chief Executive Officer must develop a procedure for the filling of vacancies.</p>   | <ul style="list-style-type: none"> <li>• Under the NTPS recruitment and selection policy, all selection panel members must have completed the OCPPE merit selection training or NTPS eLearning selection training prior to participating on a selection panel.</li> <li>• A total of 92 NTDCS staff members completed the training in the reporting period.</li> <li>• NTDCS recruitment procedure reviewed in line with NTPS Simplified Recruitment Policy. NTDCS launch Special Measures recruitment</li> </ul> |
| <p><b>2. Probation</b></p> <p>Chief Executive Officer must develop a probation procedure.</p>  | <ul style="list-style-type: none"> <li>• Information about the probation policy and procedure is provided to all new employees covered by probation and information contained on staff intranet.</li> </ul>   |
| <p><b>3. Natural Justice</b></p> <p>The rules of natural justice must be observed in all dealings with employees.</p>  | <ul style="list-style-type: none"> <li>• The principles of natural justice are observed in all dealings with employees and are written into all relevant policies and procedures</li> <li>• They are also covered in relevant training such as recruitment and selection and performance management.</li> </ul>   |
| <p><b>4. Employee Performance Management and Development Systems</b></p> <p>Chief Executive Officer must develop and implement an employee performance management and development procedure.</p> | <ul style="list-style-type: none"> <li>• The Department has launched a new performance management framework, including training for middle and senior managers, that provides employees and managers with effective tools to participate.</li> <li>• Additionally, the Department includes these topics in the orientation program.</li> </ul>  |

| Employment Instructions  | Our Actions  |
|--|--|
| <p><b>5. Medical Incapacity</b></p> <p>Chief Executive Officer may engage a health practitioner to undertake an examination of an employee in the case of inability, unsatisfactory performance or breach of disciplinary matters.</p> | <ul style="list-style-type: none"> <li>• Divisions/managers liaise with the HR team for advice on resolving any medical related staffing issues on a case by case basis.</li> <li>• In 2015-16, one independent medical examination was conducted and two are pending.</li> </ul>  |
| <p><b>6. Performance and Inability</b></p> <p>Chief Executive Officer may develop employee performance and inability procedures.</p>   | <ul style="list-style-type: none"> <li>• Divisions/managers liaise with the HR team for advice on resolving any performance related staffing issues on a case by case basis.</li> <li>• Guidance and tools are included in the performance management and development system.</li> <li>• One inability action was undertaken in 2015-16.</li> </ul>  |
| <p><b>7. Discipline</b></p> <p>Chief Executive Officer may develop discipline procedures.</p>  | <ul style="list-style-type: none"> <li>• Divisional managers liaise with the HR team for advice on resolving any discipline related staffing issues.</li> <li>• The Department has reviewed the discipline policy to ensure an appropriate framework is provided and an internal Investigation Review Committee (IRC) has been established.</li> <li>• The Professional Standards Unit (PSU) ensures the integrity of the Department by investigating complaints and breaches of discipline in conjunction with the IRC.</li> <li>• NTPS and NTDCS Codes of Conduct and appropriate workplace behaviour are discussed during orientation (by HR and PSU).</li> <li>• In 2015-16, the Department had five cases of formal disciplinary action brought forward from the previous year, commenced 47 new cases and completed 48 cases.</li> </ul> |
| <p><b>8. Internal Agency Complaints and Section 59 Grievance Reviews</b></p> <p>Chief Executive Officer must develop an internal employee grievance handling policy and procedure.</p>   | <ul style="list-style-type: none"> <li>• The Department has a policy and procedure in place which is available to all staff on the intranet.</li> <li>• HR provides advice and support to all managers and staff in dealing with complaints and grievances.</li> <li>• 16 grievances were lodged in 2015-16.</li> </ul>  |

| Employment Instructions   | Our Actions  |
|---|--|
| <p><b>9. Employment Records</b></p> <p>Chief Executive Officer is responsible for keeping employees' records of employment</p>  | <ul style="list-style-type: none"> <li>• All staff employment records are securely maintained and stored by DCIS on behalf of NTDCS. Staff access to HR systems is restricted to authorised staff only and is determined by their role.</li> <li>• The Department conducts a biannual audit of staff access rights to ensure they are up to date and compliant.</li> </ul>   |
| <p><b>10. Equality of Employment Opportunity Programs</b></p> <p>Chief Executive Officer must develop an Equality of Employment Opportunity Program integrated with corporate, strategic and other agency planning processes.</p> | <ul style="list-style-type: none"> <li>• The Department launched a new cultural awareness training for new and existing staff to ensure equal and appropriate treatment of all staff, prisoners and detainees.</li> <li>• In 2015-16, 63 staff members attended this training.</li> <li>• The Department participates in the Indigenous Employment Program, coordinated by DCIS, with two participants completing the program in 2015-16.</li> <li>• In addition, NTDCS has an approved Special Measures plan which enables preference to be given to Indigenous applicants for specified vacancies.</li> <li>• Flexible working arrangements are available to assist employees to maintain a healthy work-life balance, e.g. for those with family care responsibilities.</li> <li>• In 2015-16, the Department approved 29 flexible working arrangement applications.</li> </ul> |
| <p><b>11. Occupational Health and Safety</b></p> <p>Chief Executive Officer must ensure the application of appropriate occupational health and safety standards and programs and report annually on these programs.</p>           | <ul style="list-style-type: none"> <li>• The Department has a WHS management system in place, comprising of a policy, guidelines and an accountability and responsibility framework.</li> <li>• The WHS policy is promoted in the orientation program to ensure new employees are aware of WHS rights and responsibilities.</li> <li>• Employees working in high risk areas (e.g. correctional centres, Community Corrections) receive WHS training specific to their work environment.</li> <li>• Elected Health and Safety Representatives are in place at our correctional and detention centres with WHS committees in place.</li> </ul>   |

| Employment Instructions   | Our Actions   |
|---|---|
| <p><b>12. Code of Conduct</b></p> <p>Chief Executive Officer may issue a department specific Code of Conduct.</p>   | <ul style="list-style-type: none"> <li>• NTDCS has a specific Code of Conduct in addition to the NTPS Code of Conduct.</li> <li>• Code of Conduct training is mandatory for all staff and is included in all orientation programs.</li> </ul>   |
| <p><b>13. Appropriate Workplace Behaviour</b></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 behaviour and bullying.</p> | <ul style="list-style-type: none"> <li>• The Department is committed to provide a safe and healthy workplace, free from bullying, harassment and discrimination.</li> <li>• Staff behaviour is guided by the Department's values of Integrity, Courage, Accountability, Respect, Professional Excellence and Commitment as well as the Code of Conduct, which is included in all orientation programs.</li> <li>• A policy and procedure is in place for dealing with inappropriate workplace behaviour and provides guidance to all staff.</li> <li>• In 2015-16 the Staff Learning and Development Unit delivered Appropriate Workplace Behaviour sessions to 230 employees.</li> </ul> |
| <p><b>14. Redeployment and Redundancy Procedures</b></p> <p>Agency to ensure redeployee is provided with appropriate level of assistance and case management.</p>   | <ul style="list-style-type: none"> <li>• Divisional managers liaise with the HR team for advice on managing any redeployment matters in accordance with the redeployment and redundancy procedure.</li> <li>• In 2015-16 the Department managed two cases of redundancy and has five redeployees.</li> </ul>  |
| <p><b>15. Special Measures</b></p>  | <ul style="list-style-type: none"> <li>• The Department has an approved Special Measures plan which enables preference to be given to Indigenous applicants for specified vacancies.</li> <li>• In the reporting period, 20 Indigenous applicants were selected through Special Measures recruitment.</li> </ul>  |

**Anthony Jones – Jabiru**

The role of Community Corrections in West Arnhem Land is a diverse and challenging role. Based in Jabiru, the Probation and Parole Case Manager supervises offenders South to Patonga Outstation, North to Gunbalanya and the island communities of Minjilang and Waruwu, along with numerous remote family outstations in between.

Circuit Court takes place bi-monthly in Jabiru and Oenpelli, with same day assessments requested and breach action dealt with by the respective Local Courts. Parole, suspended sentences, Bonds, community work orders and supervised bail are all managed from the Jabiru office. Community visits take place in accordance with the Offender Management Framework, good time management skills and stakeholder engagements, being integral to service delivery. The wet season months and tidal river crossings create further challenges with charter flights often required to access remote communities. High risk offenders are located throughout the region and Department policy stipulates monthly visits be conducted.

The Case Manager has forged close relationships with Northern Territory Police, West Arnhem Council, Aboriginal Corporations and Associations, along with Traditional Owners and community Elders to enhance service delivery.

Since the introduction of electronic monitoring this tool has been successfully implemented and utilised in locations throughout the West Arnhem region, adding another string to the bow of offender management tools.



Anthony Jones PPCM – Jabiru Community Corrections

# Strategic Theme:

## Integrated and Accountable Organisation

- Strategy:** Embed strong governance, policy, planning, evaluation and reporting mechanisms to achieve the highest level of performance
- Strategy:** Introduce enterprise architecture and systems that support reforms
- Strategy:** Ensure financial integrity and accountability is safeguarded

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

**NTDCS Policy Framework**

In 2015-16, the Department developed and launched the NTDCS Policy Framework to provide a more structured and consistent approach to the establishment of policy positions, deliver guidance to staff and other stakeholders on policy prioritisation and requirements for the development and review of policy documents across the agency.

The aim of the Framework is to promote and strengthen document governance to ensure instructing documentation is clear, accurate and consistent.

A number of components form the NTDCS Policy Framework with the Department’s policy development model at its core:

In 2016-17, the focus will be on refining and further developing other elements of the Framework to promote and facilitate its full implementation including:

- the policy and procedures for the development of all NTDCS policy documents, following its initial implementation stage
- the outline of consultation, approval, policy release and implementation requirements to ensure the ongoing governance of these processes
- policy development, implementation and review tracking and reporting tools
- the establishment of a policy risk register to inform policy priorities across NTDCS at a strategic and operational level
- the re-establishment of the Document Governance Group to drive the development and review of key operational policies in line with the risk assessment
- the continuation of the Policy Forums where the Executive Leadership Group meets to discuss and resolve outstanding policy decisions.

It is expected that from July 2017 the Policy Framework will be fully operational.



## Work, Health and Safety 2015-16

NTDCS is committed to achieving and maintaining a healthy and safe working environment in accordance with the requirements of the Work Health and Safety (National Uniform Legislation) Act and Regulations.

Our Work, Health and Safety (WHS) Management System comprises of a WHS Policy, WHS Guidelines, WHS Accountability and Responsibility Framework and Governance structure, all of which was reviewed during 2015, with a suite of guides developed to inform and assist staff meet their obligations to WHS.

All employees are encouraged to actively play a role in maintaining a healthy and safe workplace, considering statutory requirements as a minimum standard and keeping WHS standards in all workplaces under constant review.

We have a dedicated WHS Intranet site, accessible to all staff, with the WHS documentation, PowerPoint presentations as well as a link to the Online Incident Reporting system. WHS is a key element of all Induction and Orientation programs for new staff, delivered through the staff training centres and in the worksite.

All Correctional Officers and Youth Justice Officers have First Aid training and are required to maintain the currency of their skills. Probation and Parole Officers are offered First Aid Training and it is recommended for remote PPO's. Training is also provided to nominated First Aid Officers, and 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 Intranet site that is accessible to all employees, with directives and manuals developed for WHS in detention and correctional centres, work camps, and offices
- 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**

While the WHS Management System specifies the governance arrangements across the Department there are different models in specific divisions and locations, based on staff preferences.

In our correctional and detention facilities we have elected Health and Safety Representatives (HSR), whereas employees in other worksites prefer to raise WHS issues themselves, through their supervisor or as a standing agenda item at team management meetings, through WHS Committees or report hazards to emergency management personnel, such as the Chief Warden, First Aid Officers or Fire and Floor Wardens.

The following staff are our current elected Health and Safety Representatives in:

| Worksite                             | Health and Safety representative   |
|--------------------------------------|--|
| Datjala Work Camp                    | Graeme Firth   |
| Barkly Work Camp                     | Lachlan Lake<br>Darrell Lowe   |
| Alice Springs Correctional Centre    | Wayne Ramm<br>Steven Russell<br>Iain McDowell Jones<br>Ray Rowe<br>Michael Adeyemo<br>Darren Willis<br>Travis King<br>Wayne Jacobsen<br>Wayne Kirk<br>Simon Forbes<br>Christine Manning<br>Matt Iles<br>David Koch |
| Darwin Correctional Precinct         | Merrick Wade<br>Keith Butterworth<br>Janet Green<br>Dean Doyle<br>Nicholas Stone<br>Asheesh Shawel<br>Sharon Robertson<br>Andrew Scandrett<br>Damon Fields<br>Peter Douglas<br>Michael Novinetz<br>Nicole Gibson   |
| Don Dale Youth Detention Centre      | Mark George<br>Deborah Moore   |
| Alice Springs Youth Detention Centre | Denise Coach<br>Francine Pabst   |

**Peer support for critical incidents**

For employees involved in critical incidents, a Peer Support team is established to ensure employees and their families experiencing an adverse reaction to a critical incident or other traumatic situations have access to support and counselling.

Access to external counselling services are provided through the government contracted counselling agencies at no cost. Incident debriefing is a structured debriefing session facilitated by the Deputy Superintendent or Officer in Charge with any single staff member or group of staff involved in an incident.

**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 therefore 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.
- **No Smoking Policy**  
NTDCS implemented a Smoke Free Policy on 1 July 2013. The policy provides the framework for smoke free NTDCS facilities and applies to all people in NTDCS custody, visiting or working within NTDCS facilities.

**Vaccinations/immunisations**

As part of our wellbeing strategy, NTDCS offer free annual influenza vaccinations to staff. In May 2016, 221 staff had taken the opportunity to participate in the Vaccination Program across six NTDCS sites.

| Number of vaccinations | Site                                |
|------------------------|-------------------------------------|
| 71                     | Alice Springs Correctional Centre   |
| 24                     | Alice Springs Community Corrections |
| 7                      | Casuarina Community Corrections     |
| 61                     | Darwin Correctional Centre          |
| 42                     | NTDCS Head Office                   |
| 16                     | Palmerston Community Corrections    |

In addition, all new Correctional Officers undergo testing for Tuberculosis. NTDCS also provide Hepatitis B immunisations as part of the Trainee Correctional Officer course and to other frontline and operational staff as required who have, or might be exposed to biological factors (saliva, blood etc.).

### Alcohol and Other Drugs Policy

The Alcohol and Other Drugs (AOD) Policy for staff came into effect on 1 July 2015, as a consequence of the new Correctional Services Act, Part 2.4, Section 37. Alcohol and drug testing of all employees is in place, including all senior management and the Commissioner.

Key principles of the AOD policy are:

- the health and safety of our employees and of the people in the Northern Territory correctional system
- a safe working environment that is free from the influences of alcohol and other drug impairment
- the maintenance of a healthy and safe work environment through the minimisation of the influence of alcohol and other drugs in the workplace
- the fundamental right of all employees to be safe from the risk of personal threat or compromise posed by the influence of alcohol and other drugs in the workplace
- where appropriate NTDCS will facilitate support for employees in recognising, addressing and managing alcohol and other drug related issues.

Underpinning the new policy is that all employees are to ensure they are capable of performing their work duties safely and are not impaired in the workplace as a result of the use or misuse of alcohol and other drugs.

Confidentiality is maintained for employees in relation to monitoring and management processes undertaken in relation to testing, except where the Department is required to report to NT Police. NTDCS provides support to any staff member who identifies that they need help to address issues with drugs or alcohol and will work with the employee to help them overcome addiction.

The AOD Policy includes a requirement for employees to submit to random drug and alcohol testing. The policy aims to ensure a safe and productive workplace for employees and clients. The random drug testing program aims to test 100% of NTDCS employees over the initial 24 months of operation.

Over the last year, 971 drug tests and 984 alcohol analyses have been completed, across 12 different work locations in the Northern Territory. There were no testing results which required disciplinary action.

Expenditure for the AOD program 2015-16 is \$16,790.53 at an average cost of \$4.65 for a negative result and \$171.30 for a positive verification test.

**Work Health and Safety initiatives during 2015-16**

- Enhanced monthly WHS performance management reporting for the agency
- Implemented the Alcohol and Other Drugs Policy introducing employee random AOD testing
- Increased focus on aligning and analysing incidents reported and identifying the risks they pose
- Elections held for new Health and Safety Representatives
- Provided ongoing training in First Aid, Fire Warden training and emergency management
- 2015-16 Influenza vaccination program offered to all NTDCS employees.

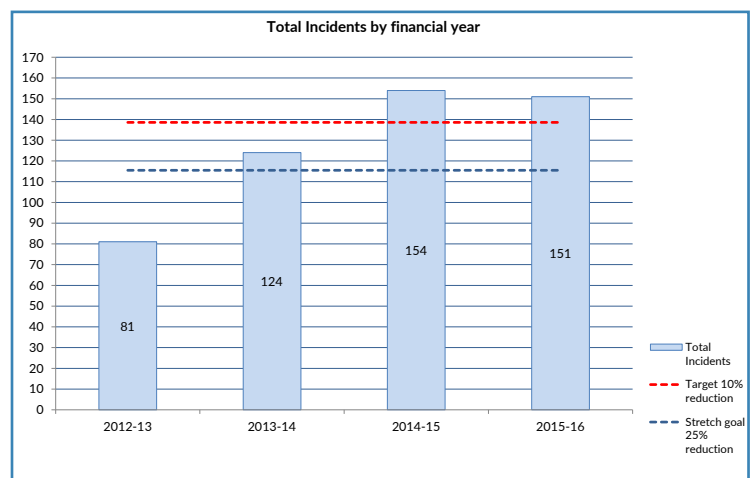
**Work Health & Safety Incident reporting**

All NTDCS employees report WHS incidents through the whole of NTG Online Incident Reporting System (OIR). This online system is a centralised repository for information relating to WHS workplace incidents reported containing a self-select menu, information such as description of incident and the extent of injury and/or outcome of the incident.

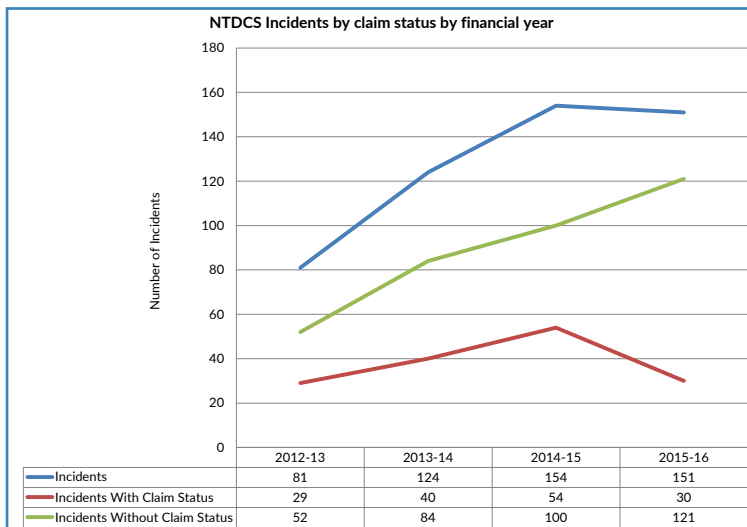
Executive Directors, in consultation with the Deputy Commissioner and Commissioner, are authorised to report Notifiable Incidents to NT WorkSafe as required under the *Work Health and Safety (National Uniform Legislation) Act 2011*, if certain incidents such as hospitalisation, death or serious injury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

The OIR System enables whole of Agency and Divisional reporting for monitoring purposes. It provides NTDCS with trend data and a tool to determine if there are recurring incidents of the same type in location, which then informs risk assessments and enables the identification of control measures to mitigate risks.

During 2015-16 a total of 151 Incidents were reported.



In comparison with the previous year, 2015-16 has seen a small reduction in the number of incidents reported, however with the total number of incidents at 151, the 10% reduction target was not met this year. More significant was that the ratio of incidents reported with a claim status was down by 15%, indicating less severe injuries not requiring medical intervention. Lost time injury frequency rate for the organisation is not available.



As at 30 June 2016, there were 30 incidents with claim status, representing 20% of all incidents reported. The top four reported incidents during 2015-16 were:

- Slips, Trips and Falls (33)
- Being Hit By Objects (27)
- Body Stressing (26)
- Hazards (17)

**Summary of descriptions of incidents reported**

‘Slips, Trips and Falls’ injuries mostly related to walking and tripping along footpaths, car parks, steps and stairs, playing sports with detainees and prisoners, lost footing in office environment, slippery surfaces, tripping over obstacles left on the floor, and one responding to code. A code is used in correctional and detention centres to raise alarm and facilitate response for officers.

The majority of incidents reported as ‘Body Stressing’ were injuries related to twisting knees and ankles, straining backs or shoulders, or activities such as exiting vehicles or walking up/down stairs, training injuries, playing sports with detainees and prisoners, office furniture or lifting heavy objects, with one responding to code and one ground stabilising a prisoner.

Of those incidents reported as ‘Being Hit by Objects’ twelve officers reported being hit, kicked or injured while restraining a detainee or prisoner, with others reporting injuries playing sport with prisoners and detainees or in training. Other incidents related to injuries working in an office using tools or attempting to fix faulty filing cabinets, chairs, and one injured by garden equipment supervising a work party.

‘Hazards’ reported were high temperatures with air conditioning systems not working properly or inadequate at DCP. Other hazards reported were potential injury by machinery or industry equipment, laundry equipment not properly maintained and vehicle accidents.

‘Hitting Objects’ showed varied descriptions as to how injuries occurred, from losing balance whilst standing on a steel box, or raised hands hitting the ceiling fan, or injured during training; knocking fingers, elbows, backs, arms and hands on heavy doors, as well as bumping heads on equipment.

‘Mental Factors’ showed work related sexual harassment, harassment and bullying, work pressure and exposure to occupational violence reported.

‘Biological Factors’ reported related to exposure to blood and saliva as a result of interactions with prisoners and detainees.

‘Vehicle and other incidents’ reported ranged from injuries sustained while travelling on a bus to work that had an accident, injured while playing sport with detainees, responding to a code, injured whilst training, a ladder slipping and an vehicle accident.

‘Environmental Factors’ related to being burnt by kitchen equipment and injured when using gardening equipment.

'Chemicals and substances' show exposure to chemicals causing a reaction and bitten by insects.

**Financial costs**

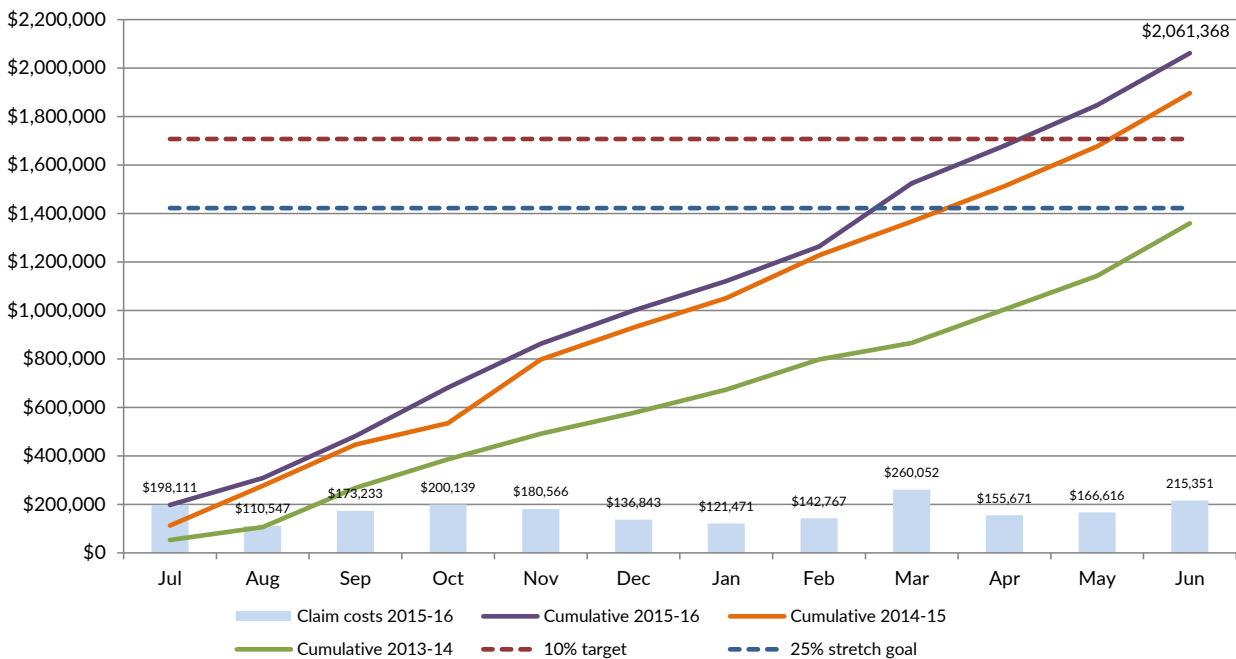
Claim costs represent all financial transactions processed in the period resulting from incidents attributed to NTDCS for the reporting period.

The annual costs of \$2,061,368 represents all financial transactions processed in the period, attributed to NTDCS, but is not indicative of liabilities incurred in this year as some workers compensation costs may be ongoing from previous years and will not reconcile to the government accounting system; they are generated for statistical purposes only.

- Costs for 2015-16, being \$2,061,368, an increase of \$164,954 up from the previous year of \$1,896,414.
- 'Slips, Trips and Falls' were the most reported incidents during 2015-16, with \$464,204 costs incurred.

- 'Body Stressing' and 'Being Hit by an Object' continue to be the two highest cost categories at \$749,724 and \$504,875 respectively, with these two mechanisms of injury alone contributing to over half the costs during 2015-16.
- While 'Being Hit by Objects' costs are lower than the previous year by \$136,810, 'Body Stressing' costs increased by \$224,339, as has 'Slips Trips and Falls' by \$68,867.
- There were no costs associated against Hazard reporting.
- The top three incidents reported during 2015-16, are also the top three highest areas of workers compensation costs for the Department, with a combined total of \$1,718,803, the remaining split across the other categories.
- 'Mental Factors' costs were \$252,087 being the fourth highest contributor to workers compensation expenditure in 2015-16, increasing slightly from previous years.

**Total claims cost**



# Access to Information

The previous Northern Territory *Information Act* (the Act) came into effect on 1 July 2003. In 2016, amendments were made to the *Information Act*; with the updated Information Act commencing 1 May 2016. The Act creates 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 store personal and government information. The *Information 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.

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 NTDCS 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 2015-16, NTDCS responded to 103 formal requests under the *Information Act*, compared to 75 in the last financial year. Details in the table below:

### Requests for access to information

| Applications received and handled   | 2012-13 | 2013-14 | 2014-15 | 2015-16 |
|---|---------|---------|---------|---------|
| Applications lodged prior to 15-16 financial year that were still pending at the start of 15-16 | 0       | 0       | 1       | 4       |
| Number of new s.18 applications lodged for personal information                                 | 23      | 52      | 47      | 73      |
| Number of applications for mixed personal and non-personal information                          | 0       | 2       | 15      | 1       |
| Number of applications for non-personal information only (Government Information)               | 0       | 4       | 12      | 22      |

| Applications received and handled  | 2012-13 | 2013-14 | 2014-15 | 2015-16 |
|--|---------|---------|---------|---------|
| Number of new s.31 applications lodged in the 15-16 financial year (to correct personal information)   | 1       | 0       | 0       | 0       |
| Number of new s.38 applications for review lodged in the 14-15 financial year (Application for Review) | 0       | 2       | 1       | 3       |
| Total applications finalised   | 23      | 57      | 71      | 97      |
| Applications pending at 30 June 2016   | 0       | 1       | 4       | 6       |

| Application outcomes                       | 2012-13 | 2013-14 | 2014-15 | 2015-16         |
|--|---------|---------|---------|-----------------|
| Requests transferred to another agency     | 0       | 6       | 5       | 4               |
| Requests withdrawn                         | 0       | 0       | 1       | 0               |
| Received all available information         | 4       | 9       | 6       | 6               |
| Received part of all available information | 8       | 22      | 23      | 22              |
| Received none of the information requested | 11      | 20      | 36      | 65 <sup>1</sup> |

| Timeliness                                      | 2012-13 | 2013-14 | 2014-15 | 2015-16        |
|---|---------|---------|---------|----------------|
| Responses completed within 30 day period        | 22      | 57      | 68      | 93             |
| Responses completed exceeding the 30 day period | 1       | 0       | 3       | 4 <sup>2</sup> |

Note: NTDCS was established as a separate department on 4 September 2012, please refer to the former Department of Justice annual reports for statistics prior to 30 June 2012.

### Analysis

- There was a 67% increase in applications for information lodged in 2015-16 than in the previous year.
- The 103 applications in 2015-16 belonged to 53 individuals.
- 91% of the applications were submitted by persons either in custody or under the supervision of NTDCS (or their lawyer on behalf of). The remaining applications were made up of media and third party requests.

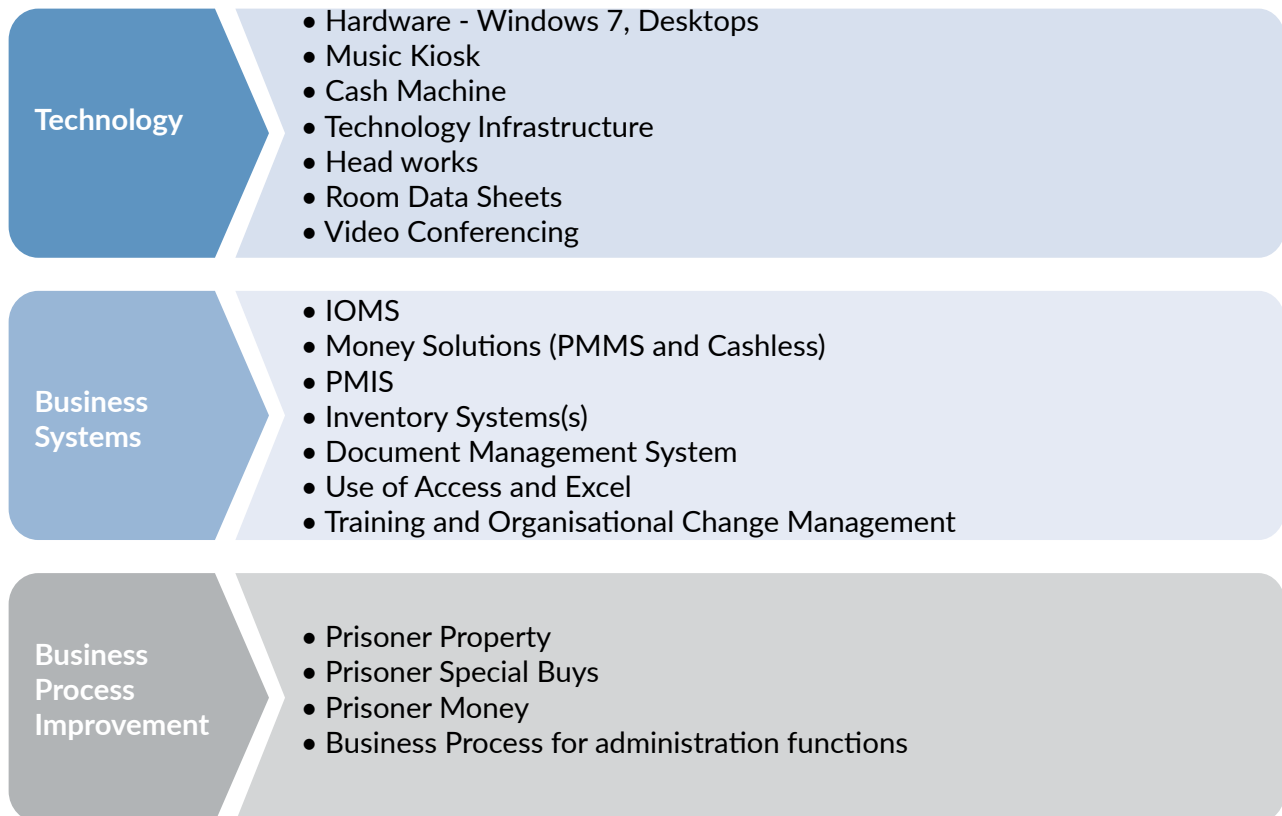
<sup>1</sup>This figure includes FOI applications that have been closed due to the legislated 30 days lapsing, no response provided by applicant when payment was requested, no response provided from applicant when clarification was requested, applicants requested the withdrawal of their application, declined as application was outside of FOI process and declined with exemptions applied.

<sup>2</sup>This figure includes the provision of more time for the applicants to provide payment for the located information (total of 14 days respectively).

**Strategy:** Introduce enterprise architecture and systems that support reforms

### Success indicators for 2015-16

To ensure business process efficiency and effectiveness a significant investment has been made to ensure a sophisticated technology footprint.



### NTDCS Enterprise Architecture and Systems

Karen Weston, Chief Information Officer and her team managed both the internal and external stakeholders, with all initiatives identified by NTDCS being fully implemented during 2016-17.

- The NTDCS Enterprise Architecture completed
- The prisoner purchasing system - the Integrated Enterprise Resource Planning System (PRONTO) going live in 2016
- A world first secure iPod Music Solution, where detainees can download music via Secure Wi-Fi going live in all Youth Detention Centres

**Priorities for 2016-17:**

- Develop a strategy for the future Integrated Offender Management System (IOMS)
- Conduct a review and assessment of our security systems, including the implementation of \$2.2M enhancements to the security systems in Alice Springs by June 2017
- Further integrate Enterprise Architecture enhancing greater back office efficiency of prisoner telephony solutions
- Install more cash machines supporting prisoners and their families
- Live music solution for adults.

## Prisoner purchasing system



**Prisoner kiosk**

- money management and funds transfers
- diary information, displaying appointments such as visits, programs, education and employment
- providing information about the prisoner’s sentence
- notices and messages
- prisoner requests.



**Cash Kiosks**

- Receives and counts cash on reception
- Dispenses cash on discharge.



**Vending Machine**

- Available for prisoners or staff for the sale of snack foods and drinks and other products.

Can operate in cashless or cash operated modes with cashless linked to prisoner trust accounts.



**Eye Lock**

Powered by biometrics for identifying the Prisoner- including IRIS scanner



**Shop and Point of Sale**

Vending and shop sales

**Strategy:** Ensure financial integrity and accountability is safeguarded

**2015-16 NTDCS Audit Committee Report**

**Purpose and function**

The NTDCS Audit Committee is established in accordance with the Financial Management Act (Sections 13 and 15) and the Treasurer’s Directions (Part 3, Sections 2 and 3).

The primary objective of the Audit Committee is to provide an oversight role to assist the Commissioner and the Executive Leadership 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 have been reviewed and updated, as follows:

- monitor the adequacy of the internal control environment and related policies, practices and procedures
- monitor corporate risk assessment and the adequacy of the internal controls established to manage identified risks
- oversee the internal audit function, liaise with external auditors, and monitor the implementation of internal and external audit recommendations
- review financial statements and other public accountability documents such as annual reports prior to approval by the Commissioner
- 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
- Report and make recommendations to the Commissioner.

**Membership**

The Commissioner appointed members, including the Chair, the Deputy Commissioner, Executive Directors and the Audit Committee Secretariat, and external members.

From time to time representatives of the NT Auditor-General and/or the Director, NTDCS Professional Standards Unit may be invited to attend meetings to report and provide advice to the Audit Committee.

The current membership of the NTDCS Audit Committee comprises of:

|                         |  |
|-------------------------|--|
| <b>Chair</b>            | Vanessa Bates, Executive Officer, Office of the Commissioner           |
| <b>Permanent member</b> | Rob Steer, Deputy Commissioner   |
| <b>Permanent member</b> | Ros Lague, Executive Director People, Corporate and Strategic Services |
| <b>Permanent member</b> | Tracy Luke, Executive Director, Community Corrections                  |

|                         |  |
|-------------------------|--|
| <b>Permanent member</b> | Amanda Nobbs-Carcuro, Executive Director Youth Justice   |
| <b>Permanent member</b> | William Yan, Acting Executive Director Correctional Operations   |
| <b>External member</b>  | Tim McManus, Director Budget Development, Financial Management Group, Department of Treasury and Finance |
| <b>Secretariat</b>      | Organisational Performance Unit  |
| <b>Observer</b>         | Director, Professional Standards Unit  |

**Conflicts of Interest**

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

**Internal Audits**

Internal audit compliance functions are undertaken by the Professional Standards Unit (PSU) with findings and recommendations reported to the Executive Director of the business unit. Addressing findings arising from an internal audit is given a level of priority for NTDCS business units affected.

Internal audits highlight shortcomings within given areas and are therefore taken seriously and addressed to the satisfaction of the Audit Committee. Findings identified through the internal audit process must be addressed by the relevant business unit and the Executive Director.

NTDCS has a key performance indicator requiring responses to all internal Audit recommendations within 21 days. The formal documentation of management responses to audit recommendations is managed by Secretariat who ensures these are tabled at the next Audit Committee meeting.

Responses to treatments to audit findings are documented and maintained by Secretariat. A tracking system was established and timeliness against the key performance indicator of 21 days is reported at each meeting.

**Achievements for 2015-16**

The Audit Committee convened four times between 1 July 2015 and 30 June 2016, including a planning session held on 14 April 2016, as is required under the Audit Committee Charter.

The planning session confirmed the Audit Committee objectives and functions, reviewed the Corporate Governance Framework, Risk Management Framework and Toolkit and the Fraud Control Plan. A strategic risk register is being developed as is the audit schedule for 2016-17. Following the recommendation of the NT Auditor-General an Audit Charter for NTDCS has also been developed.

The Audit Committee reviewed, endorsed and implemented the following:

- Audit Committee Charter and membership
- Corporate Governance Framework
- Risk Management Framework and Toolkit

- Fraud Control Plan
- 2015-16 Audit Schedule developed and approved for internal audits
- Draft 2016-17 Strategic Risk Register developed
- Introduction of self-audits with terms of reference for identified low risk activities and compliance checks which were tabled at Audit Committee meetings for approval
- PSU review Coronial recommendations/actions as a compliance check
- PSU changed their Audit Exit Interview Feedback process.

During 2015-16, the Audit Committee reviewed 71 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. If rejected, the proposed treatments are referred back to the appropriate Executive Director for follow up action. A report on significant issues is prepared for the Commissioner following each Audit Committee meeting.

**2016-17 Priorities**

During the upcoming year the Audit Committee's priorities are:

- Undertake an assessment of policy and operational risks to prioritise NTDCS strategic risks that will inform the 2016-17 Audit Schedule
- Develop terms of reference for auditing program performance and compliance against identified strategic risks
- Identify and monitor corporate risks against the new Strategic Plan 2016-2020
- Develop and implement the audit policy and procedures to replace the existing Directive
- Improve results against the key performance indicator

**NTDCS Internal Audits**

|                      |  |
|----------------------|--|
| <b>Conducted by:</b> | Professional Standards Unit  |
| <b>Purpose:</b>      | Compliance   |
| <b>Description:</b>  | Internal audits are undertaken by Professional Standards Unit and are compliance based audits against policies, standard operating procedures, directives etc. and undertaken in accordance with the schedule set annually in consultation with the Audit Committee. |
| <b>Outcome:</b>      | Audit findings and recommendations are addressed by the respective Executive Directors who are responsible for proposing treatments and actions and implementing approved actions endorsed by the Audit Committee.   |
| <b>Action:</b>       | Professional Standards Unit investigates whether these approved treatments and actions have been implemented in follow up audits and advise accordingly.   |

**NTDCS External Audits**

The Auditor-General for the Northern Territory conducted the following audits during 2015-16:

**Travel Policy compliance audit**

|                      |   |
|----------------------|---|
| <b>Conducted by:</b> | Department of the Attorney-General and Justice  |
| <b>Purpose:</b>      | Travel Policy compliance audit  |
| <b>Description:</b>  | A new air travel policy was issued on 1 July 2015 and the audit checked compliance with it.   |
| <b>Outcome:</b>      | Some minor breaches were observed and acted upon and resulting recommendations used as input to a revision of the whole of government policy as at 1 July 2016. |
| <b>Action:</b>       | A separate part of the audit checked for travel booked with Latitude Travel and associated companies and no issues arose.                                       |

**Review the Pronto system**

|                      |  |
|----------------------|--|
| <b>Conducted by:</b> | NT Auditor-General's Office  |
| <b>Purpose:</b>      | Review the Pronto system   |
| <b>Description:</b>  | The Pronto system replaced the prisoner money management system in 2015. The system is used for managing the prisoners trust account, inventory, sales and general journal access with further financial management and functional enhancements still being developed, with the full system functionality scheduled to be implemented by January 2017.   |
| <b>Outcome:</b>      | Key findings recommended that actions be taken to strengthen the user access, including the review and removal of unnecessary access and improve backup and disaster recovery processes.   |
| <b>Action:</b>       | NTDCS has taken action to strengthen user access governance, including the review and removal of unnecessary access and development of an access governance framework. The Department has improved the password controls and has a robust change management approval and testing process; and is liaising with the Department of Corporate and Information Services regarding the patching of the Linux server, backup and disaster recovery testing for the server. |

**Evaluation of selected aspects of the Agency’s performance management system audit**

|                      |   |
|----------------------|---|
| <b>Conducted by:</b> | NT Auditor-General/Deloitte   |
| <b>Purpose:</b>      | Evaluation of selected aspects of the Agency’s performance management system audit  |
| <b>Description:</b>  | In order for the Agency to effectively communicate progress against its objectives, with clear linkages between the Agency’s publically stated strategic goals (as reported in Budget Paper No. 3) and the Agency’s performance against those strategic goals (as reported in the Agency’s Annual Report).  |
| <b>Outcome:</b>      | <p>Key findings noted that there were a number of elements of a performance management system demonstrated however a number of recommendations to enhance the effectiveness were raised including:</p> <ul style="list-style-type: none"> <li>• Timeliness and completeness of business plans</li> <li>• Records management systems to ensure all data is retained, maintained, accessible at all times, reported appropriately and supports performance results</li> <li>• Performance targets and guidance on captured data to ensure that performance results can be reliably measured and the result interpreted by the general public on a consistent basis</li> <li>• Quality review processes to minimise errors in management and/or annual reporting</li> <li>• Consistency of trend data reported.</li> </ul> |
| <b>Action:</b>       | The Commissioner convened a strategic planning day with the Corrections Leadership Group in February 2016, with a new Purpose and Direction Strategy 2016-2020 being drafted with the intent of providing an appropriate strategic guidance document for the next four years. Business plans, performance measures and reporting requirements will also be reviewed and refreshed. The opportunity to refine or redefine appropriate outcome and performance measures is expected to provide better clarity and reporting of efforts and performance of the Department. Improved performance measures have already been developed for Budget Paper 3, 2016-17 budgets, noting that our data handling and performance reporting can be improved.   |

Agency Compliance Audit for year ending 30 June 2016.

|                      |   |
|----------------------|---|
| <b>Conducted by:</b> | NT Auditor-General's Office   |
| <b>Purpose:</b>      | Agency Compliance Audit for year ending 30 June 2016.   |
| <b>Description:</b>  | <p>Ensure that the internal control systems operating within the Department include certain necessary features for managing the financial resources allocated from the Public Accounts.</p> <p>The Auditor-General for the Northern Territory 2015-16 Agency Compliance Audit was conducted by Deloitte. The audit examined selected aspects of the systems in use within NTDCS as required, in particular by Treasurer's Direction Part 3, Section 1 and Procurement Directions, with the objective of obtaining reasonable assurance that those selected requirements were being achieved.</p>  |
| <b>Outcome:</b>      | <p>The following audit issues were identified:</p> <ul style="list-style-type: none"> <li>• Instances of non-compliance with the Treasurer's Directions and the Agency's Accounting and Property Manual</li> <li>• The effectiveness of the Internal Audit function could be improved</li> <li>• Individual payment transactions in excess of \$100,000 were not being notified to the Northern Territory Treasury Corporation</li> <li>• The Accounting and Property Manual requires enhancement through the inclusion of additional references to the Treasurer's Directions</li> <li>• The Agency has not updated their Information Communication Technology Strategic Plan since 2008.</li> </ul>                 |
| <b>Action:</b>       | <p>As part of the 'Strengthen the Supply Chain' initiative and future implementation of the Pronto Purchase Order module, business processes are currently being revisited.</p> <p>NTDCS is currently updating the Accounting and Property Manual, including clear guidelines and procedures for staff to follow to ensure compliance with relevant Treasurer's Directions.</p> <p>Internal audit functions improvements are underway with the development of an Internal Audit Charter, strategic risk register and audit schedule. NTDCS has recently developed a new strategic plan that will replace the current Strategic Intent that will inform a new Information Communication Technology Strategic Plan.</p> |

# Financial Statements

**DEPARTMENT OF CORRECTIONAL SERVICES  
FINANCIAL REPORT**

**FINANCIAL STATEMENT OVERVIEW**

**For the Year Ended 30 June 2016**

The 2015-16 financial statements for the Department of Correctional Services (agency) have been prepared on an accrual basis in accordance with the Northern Territory's financial management framework and the Australian Accounting Standards. The agency's financial performance in 2015-16 and comparative financial information for 2014-15 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 \$24 million, primarily due to unfunded depreciation and amortisation expenses of \$21 million and expenditure associated with the Darwin Correctional Centre which is partially funded via the balance sheet; and
- interest expenditure of \$51 million associated with the Darwin Correctional Centre finance lease.

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

**COMPREHENSIVE OPERATING STATEMENT**

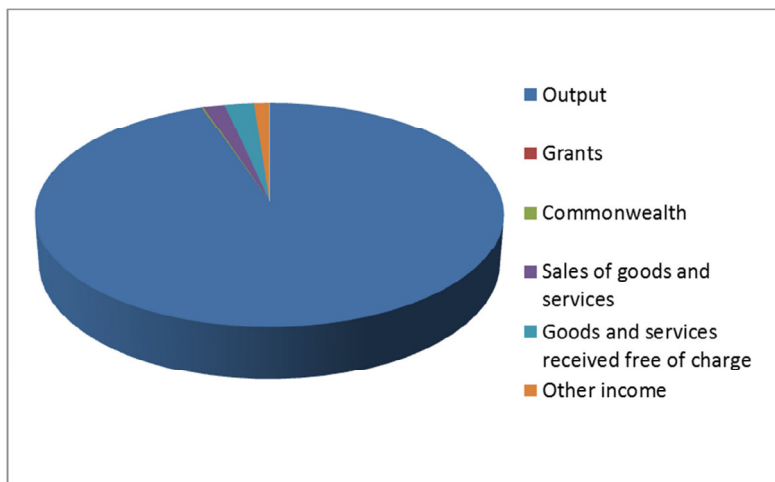
| SUMMARY               | 2015-16  | 2014-15  |
|-----------------------|----------|----------|
|                       | \$'000   | \$'000   |
| Operating Income      | 226 265  | 182 266  |
| Operating Expenses    | 250 015  | 216 617  |
| Net Surplus (Deficit) | (23 750) | (34 351) |

The agency recorded an operating deficit of \$24 million, a reduction of \$11 million from 2014-15. This decrease is primarily related to additional Output Appropriation provided. This has offset separate increases in interest, employee and depreciation and amortisation expenditure.

**Operating Income**

The agency received income of \$226 million in 2015-16, a \$44 million increase compared to 2014-15, predominately due to an increase in Output Appropriation for Darwin Correctional Centre, Darwin Magistrates Court and Don Dale Youth Detention Centre.

**Sources of Income in 2015-16**



## DEPARTMENT OF CORRECTIONAL SERVICES FINANCIAL REPORT

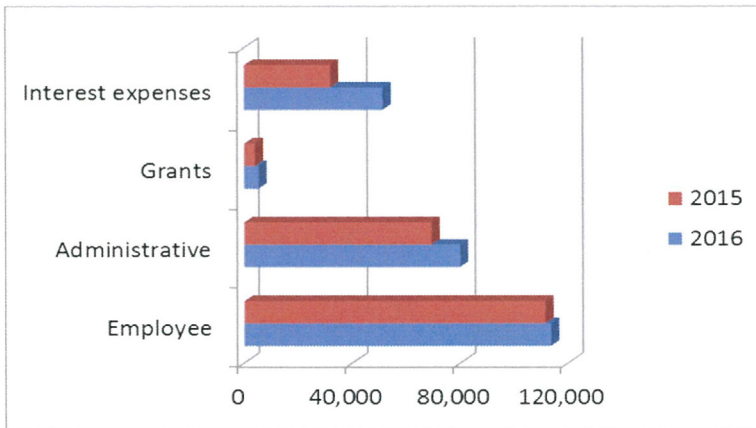
The agency collected Goods and Services revenue of \$3.8 million and Other Income of \$2.7 million, comprising 2.9% of total income. This predominately relates to prison industries revenue, finance lease abatement revenue, contractor escort revenue, prisoner board and lodging, prisoner telephone sales and secure care unit reimbursement.

The agency also recognised \$5.2 million of notional revenue for goods and services such as information technology, procurement and payroll received free of charge from the Department of Corporate and Information Services. This revenue is offset by notional expenditure to the same value paid to the Department of Corporate and Information Services.

### Operating Expenses

Expenditure increased across all expense classifications by a total of \$33.4 million in 2015-16. This is primarily related to the first full year of operations at Darwin Correctional Centre. Other increases relate to Electronic Monitoring and Surveillance and the Batchelor Institute of Indigenous Tertiary Education contract for prisoner education.

### Expenditure Comparison (\$M)



Employee expenses increased by \$2.1 million primarily due to improved recruitment within Community Corrections (traditionally under-staffed), ongoing pressures within Youth Detention and Alice Springs Correctional Centre (overtime/recruitment) and salary increases in line with relevant Enterprise Bargaining Agreements.

Total administrative expenses increased by \$10.6 million primarily due to amortisation and operational expenditure for the first full-year of operations at Darwin Correctional Centre.

Grant expenditure increased by \$1.3 million in line with a one-off transfer from Output to Capital Appropriation in 2014-15 to fund boot camp purchases. This movement was funded via a reduction in Grant expense in 2014-15.

The increase in interest expenses of \$19.4 million is a result of the commencement of the Darwin Correctional Centre finance lease arrangements.

### Balance Sheet Movements

The main balance sheet movements relate to the depreciation, amortisation and revaluation of fixed assets with Property Plant and Equipment decreasing by \$20.9 million, and a reduction in non-current borrowings and advances of \$6.9 million as payments for the Darwin Correctional Centre finance lease were made during the year.

**DEPARTMENT OF CORRECTIONAL SERVICES  
FINANCIAL REPORT**

**CERTIFICATION OF THE FINANCIAL STATEMENTS**

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

We further state that the information set out in the Comprehensive Operating Statement, Balance Sheet, Statement of Changes in Equity, Cash Flow Statement, and notes to and forming part of the financial statements, presents fairly the financial performance and cash flows for the year ended 30 June 2016 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.



Mark Payne

Commissioner

31 August 2016



Monalisa Campbell

A/Chief Finance Officer

24 August 2016

**DEPARTMENT OF CORRECTIONAL SERVICES  
COMPREHENSIVE OPERATING STATEMENT**

**For the year ended 30 June 2016**

|   | Note     | 2016<br>\$000   | 2015<br>\$000   |
|---|----------|-----------------|-----------------|
| <b>INCOME</b>   |          |                 |                 |
| Grants and subsidies revenue                                      |          |                 |                 |
| Current   |          | 38              | 155             |
| Appropriation   |          |                 |                 |
| Output  |          | 214 300         | 169 552         |
| Commonwealth  |          | 295             | 294             |
| Sales of goods and services <sup>1</sup>                          |          | 3 759           | 2 704           |
| Goods and services received free of charge                        | 4        | 5 159           | 4 952           |
| Other income <sup>1</sup>   |          | 2 714           | 4 609           |
| <b>TOTAL INCOME</b>   | <b>3</b> | <b>226 265</b>  | <b>182 266</b>  |
| <b>EXPENSES</b>   |          |                 |                 |
| Employee expenses   |          | 113 541         | 111 427         |
| Administrative expenses   |          |                 |                 |
| Purchases of goods and services                                   | 5        | 50 631          | 44 932          |
| Repairs and maintenance   |          | 2 475           | 2 533           |
| Depreciation and amortisation                                     | 9, 10    | 20 985          | 16 650          |
| Other administrative expenses <sup>2</sup>                        |          | 5 715           | 5 117           |
| Grants and subsidies expenses                                     |          |                 |                 |
| Current   |          | 5 375           | 4 033           |
| Interest expenses   |          | 51 293          | 31 925          |
| <b>TOTAL EXPENSES</b>   | <b>3</b> | <b>250 015</b>  | <b>216 617</b>  |
| <b>NET SURPLUS/(DEFICIT)</b>                                      |          | <b>(23 750)</b> | <b>(34 351)</b> |
| <b>OTHER COMPREHENSIVE INCOME</b>                                 |          |                 |                 |
| <b>Items that will not be reclassified to net surplus/deficit</b> |          |                 |                 |
| Transfers from Reserves   |          | (433)           | (3)             |
| Changes in asset revaluation surplus                              |          | (32)            | (1 038)         |
| <b>TOTAL OTHER COMPREHENSIVE INCOME</b>                           |          | <b>(465)</b>    | <b>(1 041)</b>  |
| <b>COMPREHENSIVE RESULT</b>                                       |          | <b>(24 215)</b> | <b>(35 392)</b> |

<sup>1</sup> Includes prison industries revenue, finance lease abatement revenue, contractor escort revenue, prisoner board and lodging, prisoner telephone sales and secure care unit reimbursement.

<sup>2</sup> Includes DCIS service charges.

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

DEPARTMENT OF CORRECTIONAL SERVICES

BALANCE SHEET

As at 30 June 2016

|                                      | Note   | 2016<br>\$000  | 2015<br>\$000  |
|--------------------------------------|--------|----------------|----------------|
| <b>ASSETS</b>                        |        |                |                |
| <b>Current Assets</b>                |        |                |                |
| Cash and deposits                    | 6, 16  | 9 840          | 12 284         |
| Receivables                          | 7, 16  | 718            | 3 256          |
| Inventories                          | 8      | 1 194          | 943            |
| Prepayments                          |        | 48             | 29             |
| <b>Total Current Assets</b>          |        | <b>11 800</b>  | <b>16 512</b>  |
| <b>Non-Current Assets</b>            |        |                |                |
| Property, plant and equipment        | 9, 10  | 631 816        | 652 693        |
| <b>Total Non-Current Assets</b>      |        | <b>631 816</b> | <b>652 693</b> |
| <b>TOTAL ASSETS</b>                  |        | <b>643 616</b> | <b>669 205</b> |
| <b>LIABILITIES</b>                   |        |                |                |
| <b>Current Liabilities</b>           |        |                |                |
| Deposits held <sup>1</sup>           | 16     | 1 102          | 891            |
| Payables                             | 11, 16 | 17 817         | 19 606         |
| Borrowings and advances              | 12, 16 | 3 653          | 780            |
| Provisions                           | 13     | 13 949         | 13 610         |
| <b>Total Current Liabilities</b>     |        | <b>36 521</b>  | <b>34 887</b>  |
| <b>Non-Current Liabilities</b>       |        |                |                |
| Borrowings and advances              | 12, 16 | 512 457        | 519 421        |
| Provisions                           | 13     | 6 334          | 6 248          |
| <b>Total Non-Current Liabilities</b> |        | <b>518 791</b> | <b>525 669</b> |
| <b>TOTAL LIABILITIES</b>             |        | <b>555 312</b> | <b>560 556</b> |
| <b>NET ASSETS</b>                    |        | <b>88 304</b>  | <b>108 649</b> |
| <b>EQUITY</b>                        |        |                |                |
| Capital                              |        | 175 176        | 171 306        |
| Reserves                             | 14     | 77 319         | 77 351         |
| Accumulated funds                    |        | (164 191)      | (140 008)      |
| <b>TOTAL EQUITY</b>                  |        | <b>88 304</b>  | <b>108 649</b> |

<sup>1</sup> Includes prisoner monies held in trust

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

**DEPARTMENT OF CORRECTIONAL SERVICES**  
**STATEMENT OF CHANGES IN EQUITY**

**For the year ended 30 June 2016**

|  | Note | Equity at<br>1 July<br>\$000 | Comprehensive<br>result<br>\$000 | Transactions<br>with owners in<br>their capacity<br>as owners<br>\$000 | Equity at<br>30 June<br>\$000 |
|--|------|------------------------------|----------------------------------|--|-------------------------------|
| <b>2015-16</b>                               |      |                              |                                  |  |                               |
| <b>Accumulated Funds</b>                     |      | (139 126)                    | (23 750)                         |  | (162 876)                     |
| Correction of prior period errors            |      | (296)                        |                                  |  | (296)                         |
| Transfers from reserves                      |      | (586)                        | (433)                            |  | (1 019)                       |
|  |      | (140 008)                    | (24 184)                         |  | (164 191)                     |
| <b>Reserves</b>                              | 14   | 77 351                       | (32)                             |  | 77 319                        |
| <b>Capital – Transactions with Owners</b>    |      |                              |                                  |  |                               |
| Equity injections                            |      |                              |                                  |  |                               |
| Capital appropriation                        |      | 24 558                       |                                  | 3 787  | 28 345                        |
| Equity transfers in                          |      | 192 894                      |                                  | 1 384  | 194 278                       |
| Other equity injections                      |      | 30 282                       |                                  |  | 30 282                        |
| Equity withdrawals                           |      |                              |                                  |  |                               |
| Capital withdrawal                           |      | (7 223)                      |                                  |  | (7 223)                       |
| Equity transfers out                         |      | (69 205)                     |                                  | (1 301)  | (70 506)                      |
|  |      | 171 306                      |                                  | 3 870  | 175 176                       |
| <b>Total Equity at End of Financial Year</b> |      | <b>108 649</b>               | <b>(24 215)</b>                  | <b>3 870</b>   | <b>88 304</b>                 |
| <b>2014-15</b>                               |      |                              |                                  |  |                               |
| <b>Accumulated Funds</b>                     |      | (104 775)                    | (34 351)                         |  | (139 126)                     |
| Correction of prior period errors            |      | (296)                        |                                  |  | (296)                         |
| Transfers from reserves                      |      | (583)                        | (3)                              |  | (586)                         |
|  |      | (105 654)                    | (34 354)                         |  | (140 008)                     |
| <b>Reserves</b>                              | 14   | 78 389                       | (1 038)                          |  | 77 351                        |
| <b>Capital – Transactions with Owners</b>    |      |                              |                                  |  |                               |
| Equity injections                            |      |                              |                                  |  |                               |
| Capital appropriation                        |      | 20 978                       |                                  | 3 580  | 24 558                        |
| Equity transfers in                          |      | 189 505                      |                                  | 3 389  | 192 894                       |
| Other equity injections                      |      | 30 282                       |                                  |  | 30 282                        |
| Equity withdrawals                           |      |                              |                                  |  |                               |
| Capital withdrawal                           |      | (7 223)                      |                                  |  | (7 223)                       |
| Equity transfers out                         |      | (68 956)                     |                                  | (249)  | (69 205)                      |
|  |      | 164 586                      |                                  | 6 720  | 171 306                       |
| <b>Total Equity at End of Financial Year</b> |      | <b>137 321</b>               | <b>(35 392)</b>                  | <b>6 720</b>   | <b>108 649</b>                |

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

**DEPARTMENT OF CORRECTIONAL SERVICES  
CASH FLOW STATEMENT**

**For the year ended 30 June 2016**

|   | Note | 2016<br>\$000  | 2015<br>\$000  |
|---|------|----------------|----------------|
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>         |      |                |                |
| <b>Operating Receipts</b>                           |      |                |                |
| Grants and subsidies received                       |      |                |                |
| Current   |      | 38             | 155            |
| Appropriation                                       |      |                |                |
| Output  |      | 214 300        | 169 552        |
| Commonwealth  |      | 295            | 294            |
| Receipts from sales of goods and services           |      | 18 017         | 10 869         |
| <b>Total Operating Receipts</b>                     |      | <b>232 650</b> | <b>180 870</b> |
| <b>Operating Payments</b>                           |      |                |                |
| Payments to employees                               |      | 115 961        | 107 653        |
| Payments for goods and services                     |      | 61 803         | 52 118         |
| Grants and subsidies paid                           |      |                |                |
| Current   |      | 5 375          | 4 033          |
| Interest paid                                       |      | 51 373         | 19 053         |
| <b>Total Operating Payments</b>                     |      | <b>234 512</b> | <b>182 857</b> |
| <b>Net Cash From/(Used in) Operating Activities</b> | 15   | <b>(1 862)</b> | <b>(1 987)</b> |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>         |      |                |                |
| <b>Investing Payments</b>                           |      |                |                |
| Purchases of assets                                 |      | 490            | 1 432          |
| <b>Total Investing Payments</b>                     |      | <b>490</b>     | <b>1 432</b>   |
| <b>Net Cash From/(Used in) Investing Activities</b> |      | <b>490</b>     | <b>1 432</b>   |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>         |      |                |                |
| <b>Financing Receipts</b>                           |      |                |                |
| Deposits received                                   |      | 212            | 22             |
| Equity injections                                   |      |                |                |
| Capital appropriation                               |      | 3 787          | 3 580          |
| <b>Total Financing Receipts</b>                     |      | <b>3 999</b>   | <b>3 602</b>   |
| <b>Financing Payments</b>                           |      |                |                |
| Finance lease payments                              |      | 4 091          | 1 119          |
| <b>Total Financing Payments</b>                     |      | <b>4 091</b>   | <b>1 119</b>   |
| <b>Net Cash From/(Used in) Financing Activities</b> |      | <b>(92)</b>    | <b>2 483</b>   |
| Net increase/(decrease) in cash held                |      | (2 444)        | (937)          |
| Cash at beginning of financial year                 |      | 12 284         | 13 221         |
| <b>CASH AT END OF FINANCIAL YEAR</b>                | 6    | <b>9 840</b>   | <b>12 284</b>  |

*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 2016**

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**DEPARTMENT OF CORRECTIONAL SERVICES**  
**NOTES TO THE FINANCIAL STATEMENTS**  
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**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 is predominantly funded by, and is dependent on, the receipt of Parliamentary appropriations. The financial statements encompass all funds through which the agency controls resources to carry on its functions and deliver outputs. For reporting purposes, outputs delivered by the agency are summarised into several output groups. Note 3 provides summary financial information in the form of a Comprehensive Operating Statement by output group.

The Department of Correctional Services has 5 main Output Groups:

- (a) Custodial Services - Provide a safe, secure and humane custodial service including rehabilitation and care of adult inmates. Provide targeted and relevant educational and training opportunities to adult inmates. Provide adult inmates with access to rehabilitation support, including prerelease support to assist in reducing the rate of recidivism.
- (b) Correctional Industries and Employment - Provide targeted and relevant employment opportunities to adult inmates via correctional centre-based or outside employment and promote the generation of revenue through the establishment and growth of correctional industries as a commercial enterprise within a correctional environment
- (c) 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, and provide secretariat support to the Parole Board.
- (d) Youth Justice division - Contribute to community safety by reducing offending and re-offending by young people through targeted programs and services. Provide targeted and evidence-based programs and services to meet the needs of young people who offend, and increase community safety. Boot Camps aim to prevent young people from entering the youth justice system and break the cycle of offending behaviour.
- (e) Corporate and Governance - Provide the overarching guidance, strategy and strategic support to the Department of Correctional Services. Provide a media and communications hub for Justice (Department of Correctional Services and the Department of the Attorney-General and Justice).

**2. STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES**

**a) Statement of Compliance**

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

- (i) a Certification of the Financial Statements;
- (ii) a Comprehensive Operating Statement;

**DEPARTMENT OF CORRECTIONAL SERVICES**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 30 June 2016**

- (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.

**b) Basis of Accounting**

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 following new and revised accounting standards and interpretations were effective for the first time in 2015-16:

**AASB 1048 Interpretation of Standards** This reflects amended versions of Interpretations arising in relation to amendments to AASB 9 Financial Instruments and consequential amendments arising from the issuance of AASB 15 Revenue from Contracts with Customers. The standard does not impact the financial statements.

**AASB 2013-9 Amendments to Australian Accounting Standards [Part C Financial Instruments]** Part C of this Standard amends AASB 9 Financial Instruments to add Chapter 6 Hedge accounting and makes consequential amendments to AASB 9 and numerous other Standards. The standard does not impact the financial statements.

**AASB 2014-8 Amendments to Australian Accounting Standards arising from AASB 9** This Standard makes amendments to AASB 9 Financial Instruments (December 2009) and AASB 9 Financial Instruments (December 2010). These amendments arise from the issuance of AASB 9 Financial Instruments in December 2014. The standard does not impact the financial statements.

**AASB 2015-3 Amendments to Australian Accounting Standards arising from the withdrawal of AASB 1031 Materiality** The standard completes the withdrawal of references to AASB 1031 in all Australian Accounting Standards and Interpretations, allowing the standard to effectively be withdrawn. The standard does not impact the financial statements.

**AASB 2015-4 Amendments to Australian Accounting Standards – Financial Reporting Requirements for Australian Groups with a Foreign Parent** Amendments are made to AASB 128 Investments in Associates and Joint ventures to require the ultimate Australian entity to apply the equity method in accounting for interests in associates and joint ventures, if either the entity or the group is a reporting entity, or both the entity and group are reporting entities. The standard does not impact the financial statements.

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**AASB 2014-1 Amendments to Australian Accounting Standards (Part E - Financial Instruments)** Part E of this Standard defers the application date of AASB 9 Financial Instruments to annual reporting periods beginning on or after 1 January 2018. The standard does not impact the financial statements.

The following standards and interpretations are likely to have an insignificant impact on the financial statements for future reporting periods, but the exact impact is yet to be determined:

| Standard/Interpretation   | Effective for annual reporting periods beginning on or after |
|---|--|
| AASB 9 Financial Instruments (December 2014), AASB 2014-7 Amendments to Australian Accounting Standards arising from AASB 9 (December 2014)   | 1 January 2018   |
| AASB 15 Revenue from Contracts with Customers, AASB 2014-5 Amendments to Australian Accounting Standards arising from AASB 15                 | 1 January 2018   |
| AASB 1056 Superannuation Entities   | 1 July 2016  |
| AASB 14 Regulatory Deferral Accounts  | 1 January 2016   |
| AASB 1057 Application of Accounting Standards   | 1 January 2016   |
| AASB 2014-1 Amendments to Australian Accounting Standards [Part D Consequential arising from AASB 14 Regulatory Deferral Accounts]            | 1 January 2016   |
| AASB 2014-3 Amendments to Australian Accounting Standards - Accounting for Acquisitions of Interests in Joint Operations [AASB 1 and AASB 11] | 1 January 2016   |
| AASB 2014-16 Amendments to Australian Accounting Standards - Agriculture: Bearer Plants [AASB 101, 116, 117, 123, 136, 140 and 141]           | 1 January 2016   |
| AASB 2015-5 Amendments to Australian Accounting Standards - Investment Entities: Applying the Consolidation Exception [AASB 10, 12 and 128]   | 1 January 2016   |
| AASB 2015-9 Amendments to Australian Accounting Standards - Scope and Application Paragraphs [AASB 8, 133 and 1057]                           | 1 January 2016   |
| AASB 2015-10 Amendments to Australian Accounting Standards - Effective Date of Amendments to AASB 10 and AASB 128                             | 1 January 2016   |
| AASB 2016-1 Amendments to Australian Accounting Standards- Recognition of Deferred Tax Assets for Unrealised Losses [AASB 112]                | 1 January 2017   |

**DEPARTMENT OF CORRECTIONAL SERVICES**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 30 June 2016**

The following standards and interpretations are expected to have a potential impact on the financial statements for future reporting periods:

| Standard/Interpretation  | Effective for annual reporting periods beginning on or after | Impact   |
|--|--|--|
| AASB 2015-6 Amendments to Australian Accounting Standards – Extending Related Party Disclosures to Not-for-Profit Public Sector Entities [AASB 10, 124 and 1049] | 1 July 2016  | New note disclosure to include remuneration of Key Management Personnel (KMP) and related party transactions.  |
| 2016-2 Amendments to Australian Accounting Standards – Disclosure Initiative: Amendments to AASB 107   | 1 January 2017   | New disclosure on the reconciliation of the changes in liabilities arising from financing activities   |
| AASB 16 Leases   | 1 January 2019   | Reclassification of operating leases greater than 12 months to finance lease reporting requirements  |
| AASB 9 Financial Instruments   | 1 January 2018   | Simplified requirements for classification and measurement of financial assets, a new hedging accounting model and a revised impairment loss model to recognise impairment losses earlier as opposed to only when incurred   |
| AASB 15 Revenue from Contracts with Customers  | 1 January 2018   | Requires an entity to recognise revenue when the entity satisfies a performance obligation by transferring a promised good or service to a customer.   |
| AASB 2014-1 Amendments to Australian Accounting Standards [Part E Financial Instruments]   | 1 January 2018   | Amends various AAS's to reflect the deferral of the mandatory application date of AASB 9   |
| AASB 2014-4 Amendments to Australian Accounting Standards - Clarification of Acceptable Methods of Depreciation and Amortisation [AASB 116 and AASB 138]         | 1 January 2016   | Provides additional guidance on how the depreciation or amortisation of property, plant and equipment and intangible assets should be calculated and clarifies that the use of revenue-based methods to calculate the depreciation of an asset is not appropriate. |
| AASB 2014-5 Amendments to Australian Accounting Standards arising from AASB 15   | 1 January 2017   | Amends the measurement of trade receivables and the recognition of dividends.  |
| AASB 2014-7 Amendments to Australian Accounting Standards arising from AASB 9  | 1 January 2018   | Amends various AAS's to reflect the changes as a result of AASB 9  |

**DEPARTMENT OF CORRECTIONAL SERVICES**  
**NOTES TO THE FINANCIAL STATEMENTS**  
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| Standard/Interpretation   | Effective for annual reporting periods beginning on or after | Impact   |
|---|--|--|
| AASB 2014-9 Amendments to Australian Accounting Standards - Equity Method in Separate Financial Statements [AASB 1, 127 and 128]  | 1 January 2016   | Allows an entity to account for investments in subsidiaries, joint ventures and associates in its separate financial statement at cost or using the equity method.   |
| AASB 2015-1 Amendments to Australian Accounting Standards - Annual Improvements to Australian Accounting Standards 2012-14 Cycle [AASB 1, 2, 3,5, 7, 11, 110, 119, 121, 133, 134,137 and 140] | 1 January 2016   | The amendments include AASB 5 change in methods of disposal; AASB 7 Servicing contracts and applicability of the amendments to AASB 7 to condensed interim financial statements; AASB 119 Discount rate: regional market issue and AASB 134 Disclosure of information 'elsewhere in the interim financial statements'. |

**c) Reporting Entity**

The financial statements cover the Department as an individual reporting entity. The Department of Correctional Services (“the Department”) is a Northern Territory department established under the *Interpretation Act Administrative Arrangements Order*.

The principal place of business of the Department is:

Department of Correctional Services – Head Office  
Heritage Building  
6 Knuckey Street  
Darwin  
Northern Territory  
0800

**d) Agency and Territory Items**

The financial statements of the Department of Correctional Services include income, expenses, assets, liabilities and equity over which the Department of Correctional Services has control (Agency items). Certain items, while managed by the agency, are controlled and recorded by the Territory rather than the agency (Territory items). Territory items are recognised and recorded in the Central Holding Authority as discussed below.

**Central Holding Authority**

The Central Holding Authority is the ‘parent body’ that represents the Government’s ownership interest in Government-controlled entities.

The Central Holding Authority also records all Territory items, such as income, expenses, assets and liabilities controlled by the Government and managed by agencies on behalf of the Government. The main Territory item is Territory income, which includes taxation and royalty revenue, Commonwealth general purpose funding (such as GST revenue), fines, and statutory fees and charges.

**DEPARTMENT OF CORRECTIONAL SERVICES**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 30 June 2016**

The Central Holding Authority also holds certain Territory assets not assigned to agencies as well as certain Territory liabilities that are not practical or effective to assign to individual agencies such as unfunded superannuation and long service leave.

The Central Holding Authority recognises and records all Territory items, and as such, these items are not included in the agency's financial statements. However, as the agency is accountable for certain Territory items managed on behalf of Government, these items have been separately disclosed in Note 22 – Schedule of Administered Territory Items.

**e) Comparatives**

Where necessary, comparative information for the 2014-15 financial year has been reclassified to provide consistency with current year disclosures.

**f) Presentation and Rounding of Amounts**

Amounts in the financial statements and notes to the financial statements are presented in Australian dollars and have been rounded to the nearest thousand dollars, with amounts of \$500 or less being rounded down to zero. Figures in the financial statements and notes may not equate due to rounding.

**g) Changes in Accounting Policies**

There have been no changes to accounting policies adopted in 2015-16 as a result of management decisions.

**h) 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(w) 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.
- Property, Plant and Equipment – Note 2(r) and Note 9: The fair value of land, building, infrastructure and property, plant and equipment are determined on significant assumptions of the exit price and risks in the perspective market participant, using the best information available.

**DEPARTMENT OF CORRECTIONAL SERVICES**  
**NOTES TO THE FINANCIAL STATEMENTS**  
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- Contingent Liabilities – Note 18: The present value of material quantifiable contingent liabilities are calculated using a discount rate based on the published 10-year Government bond rate.
- Allowance for Impairment Losses – Note 2(p), Note 7: Receivables and Note 16: Financial Instruments. The allowance represents debts that are likely to be uncollectible and are considered doubtful. Debtors are grouped according to their aging profile and history of previous financial difficulties.
- Depreciation and Amortisation – Note 2(l), Note 9: Property, Plant and Equipment, and Note 10: Fair Value Measurement of Non-Financial Assets.

**i) 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.

**j) 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

**DEPARTMENT OF CORRECTIONAL SERVICES**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 30 June 2016**

similar to arrangements for GST payments. These payments are received by the Department of Treasury and Finance on behalf of the Central Holding Authority and then on-passed to the relevant agencies as Commonwealth appropriation.

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

**Sale of Goods**

Revenue from the sale of goods is recognised (net of returns, discounts and allowances) when:

- the significant risks and rewards of ownership of the goods have transferred to the buyer;
- the agency retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold;
- the amount of revenue can be reliably measured;
- it is probable that the economic benefits associated with the transaction will flow to the agency; and
- the costs incurred or to be incurred in respect of the transaction can be measured reliably.

**Rendering of Services**

Revenue from rendering services is recognised by reference to the stage of completion of the contract. The revenue is recognised when:

- the amount of revenue, stage of completion and transaction costs incurred can be reliably measured; and
- it is probable that the economic benefits associated with the transaction will flow to the entity.

**Interest Revenue**

Interest revenue is recognised as it accrues, taking into account the effective yield on the financial asset.

**Goods and Services Received Free of Charge**

Goods and services received free of charge are recognised as revenue when a fair value can be reliably determined and the resource would have been purchased if it had not been donated. Use of the resource is recognised as an expense.

**Disposal of Assets**

A gain or loss on disposal of assets is included as a gain or loss on the date control of the asset passes to the buyer, usually when an unconditional contract of sale is signed. The gain or loss on disposal is calculated as the difference between the carrying amount of the asset at the time of disposal and the net proceeds on disposal. No gains or losses on disposal of assets have been recorded by the Department for the 2014-15 or 2015-16 financial years.

**Contributions of Assets**

Contributions of assets and contributions to assist in the acquisition of assets, being non-reciprocal transfers, are recognised, unless otherwise determined by Government, as gains when the agency obtains control of the asset or contribution. Contributions are recognised at the fair value received or receivable.

**DEPARTMENT OF CORRECTIONAL SERVICES**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 30 June 2016**

**Administered Income**

The Department collects regulatory fees on behalf of the Territory. The Department does not gain control over assets arising from these collections, consequently no income is recognised in the Departments financial statements. Accordingly, these amounts are disclosed as income in Note 24 Administered Territory Items.

**k) Repairs and Maintenance Expense**

Funding is received for repairs and maintenance works associated with agency assets as part of output appropriation. Costs associated with repairs and maintenance works on agency assets are expensed as incurred.

**l) 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:

|                         | 2016          | 2015          |
|-------------------------|---------------|---------------|
| Buildings               |               |               |
| Public Buildings        | 50 Years      | 50 Years      |
| Shed / Demountable      | 10 – 20 Years | 10 – 20 Years |
| Plant and Equipment     |               |               |
| Catering Equipment      | 5 – 15 Years  | 5 – 15 Years  |
| Computer Hardware       | 3 – 6 Years   | 3 – 6 Years   |
| Furniture and Fittings  | 10 Years      | 10 Years      |
| Laundry Equipment       | 5 – 15 Years  | 5 – 15 Years  |
| Office Equipment        | 5 – 15 Years  | 5 – 15 Years  |
| Power Generators        | 5 – 15 Years  | 5 – 15 Years  |
| Security Systems        | 5 – 15 Years  | 5 – 15 Years  |
| Communication Equipment | 3 – 10 Years  | 3 – 10 Years  |

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

**m) Interest Expense**

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

**n) 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 6 and Note 20.

**DEPARTMENT OF CORRECTIONAL SERVICES**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 30 June 2016**

**o) Inventories**

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

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

The cost of inventories are assigned using a mixture of first-in, first out or weighted average cost formula or using specific identification of their individual costs.

Inventory held for distribution is regularly assessed for obsolescence and loss.

**p) 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.

**q) Prepayments**

Prepayments represent payments in advance of receipt of goods and services or that part of expenditure made in one accounting period covering a term extending beyond that period.

**r) 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.

**DEPARTMENT OF CORRECTIONAL SERVICES**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 30 June 2016**

**Subsequent Additional Costs**

Costs incurred on property, plant and equipment subsequent to initial acquisition are capitalised when it is probable that future economic benefits in excess of the originally assessed performance of the asset will flow to the agency in future years. Where these costs represent separate components of a complex asset, they are accounted for as separate assets and are separately depreciated over their expected useful lives.

**Construction (Work in Progress)**

As part of the financial management framework, the Department of Infrastructure is responsible for managing general government capital works projects on a whole of Government basis. Therefore appropriation for most of the Department of Correctional Services 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.

**s) 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 or whenever there is indication of impairment. If an indicator of impairment exists, the agency determines the asset's recoverable amount. The asset's recoverable amount is determined as the higher of the asset's depreciated replacement cost and fair value less costs to sell. Any amount by which the asset's carrying amount exceeds the recoverable amount is recorded as an impairment loss.

Impairment losses are recognised in the Comprehensive Operating Statement. They are disclosed as an expense unless the asset is carried at a revalued amount. Where the asset is measured at a revalued amount, the impairment loss is offset against the asset revaluation surplus for that class of asset to the extent that an available balance exists in the asset revaluation surplus.

In certain situations, an impairment loss may subsequently be reversed. Where an impairment loss is subsequently reversed, the carrying amount of the asset is increased to the revised estimate of its recoverable amount. A reversal of an impairment loss is recognised in the Comprehensive Operating Statement as income, unless the asset is carried at a revalued amount, in which case the impairment reversal results in an increase in

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the asset revaluation surplus. Note 14 provides additional information in relation to the asset revaluation surplus.

**t) Assets Held for Sale**

Assets and disposal groups are classified as held for sale if their carrying amount will be recovered through a sale transaction or a grant agreement rather than continuing use. Assets held for sale consist of those assets that management has determined are available for immediate sale or granting in their present condition and their sale is highly probably within one year from the date of classification.

These assets are measured at the lower of the asset's carrying amount and fair value less costs to sell. These assets are not depreciated. Non-current assets held for sale have been recognised on the face of the financial statements as current assets.

**u) 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.

**v) 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.

**w) Employee Benefits**

Provision is made for employee benefits accumulated as a result of employees rendering services up to the reporting date. These benefits include wages and salaries and recreation leave. Liabilities arising in respect of wages and salaries, recreation leave and other employee benefit liabilities that fall due within twelve months of reporting date are classified as current liabilities and are measured at amounts expected to be paid. Non-current employee benefit liabilities that fall due after twelve months of the reporting date are measured at present value, calculated using the Government long-term bond rate.

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

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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.

**x) 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.

**y) 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.

**z) 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.

**aa) Financial Instruments**

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

Financial assets and liabilities are recognised on the Balance Sheet when the agency becomes a party to the contractual provisions of the financial instrument. The agency's

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financial instruments include cash and deposits; receivables; advances; investments loan and placements; payables; advances received; borrowings and derivatives.

Due to the nature of operating activities, certain financial assets and financial liabilities arise under statutory obligations rather than a contract. Such financial assets and liabilities do not meet the definition of financial instruments as per AASB 132 Financial Instruments Presentation. These include statutory receivables arising from taxes including GST and penalties.

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 Northern Territory Treasury Corporation 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

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- the instrument forms part of a group of financial instruments, which is managed and its performance is evaluated on a fair value basis, in accordance with a documented risk management or investment strategy, and information about the grouping is provided internally on that basis; or
- it forms part of a contract containing one or more embedded derivatives, and AASB 139 Financial Instruments: Recognition and Measurement permits the contract to be designated as at FVTPL.
- Financial liabilities at fair value through profit or loss include deposits held excluding statutory deposits, accounts payable and accrued expenses. Financial assets at fair value through profit or loss include short-term securities and bonds.

**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 (p), but exclude statutory receivables.

**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**

Financial instrument liabilities measured at amortised cost include all advances received, finance lease liabilities and borrowings. Amortised cost is calculated using the effective interest method.

**Derivatives**

The agency may enter 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.

The Department of Correctional Services do not hold any derivatives.

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**Netting of Swap Transactions**

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

Note 16 provides additional information on financial instruments.

**bb) Fair Value Measurement**

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

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

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

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

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

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

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

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

Level 3 – inputs are unobservable.

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**3. COMPREHENSIVE OPERATING STATEMENT BY OUTPUT GROUP**

|   | Note  | Custodial Services <sup>2</sup> |                 | Correctional Industries and Employment <sup>2</sup> |                | Community Corrections |               | Youth Justice  |                | Corporate and Governance |               | Total           |                 |
|---|-------|---------------------------------|-----------------|---|----------------|-----------------------|---------------|----------------|----------------|--------------------------|---------------|-----------------|-----------------|
|   |       | 2016                            | 2015            | 2016  | 2015           | 2016                  | 2015          | 2016           | 2015           | 2016                     | 2015          | 2016            | 2015            |
|   |       | \$000                           | \$000           | \$000   | \$000          | \$000                 | \$000         | \$000          | \$000          | \$000                    | \$000         | \$000           | \$000           |
| <b>INCOME</b>   |       |                                 |                 |   |                |                       |               |                |                |                          |               |                 |                 |
| Grants and subsidies revenue                                      |       |                                 |                 |   |                |                       |               |                |                |                          |               |                 |                 |
| Current   |       |                                 |                 | 38  | 155            |                       |               |                |                |                          | 38            | 155             |                 |
| Appropriation   |       |                                 |                 |   |                |                       |               |                |                |                          |               |                 |                 |
| Output  |       | 139 351                         | 106 918         | 19 891  | 13 925         | 20 524                | 20 164        | 21 109         | 16 529         | 13 425                   | 12 016        | 214 300         | 169 552         |
| Commonwealth  |       | 199                             | 198             | 37  | 37             | 44                    | 44            | 15             | 15             |                          |               | 295             | 294             |
| Sales of goods and services                                       |       |                                 |                 | 3 759   | 2 704          |                       |               |                |                |                          |               | 3 759           | 2 704           |
| Goods and services received free of charge                        | 4     |                                 |                 |   |                |                       |               |                |                | 5 159                    | 4 952         | 5 159           | 4 952           |
| Other income  |       | 1 782                           | 3 619           | 542   | 577            | 52                    | 30            | 216            | 279            | 122                      | 103           | 2 714           | 4 609           |
| <b>TOTAL INCOME</b>   |       | <b>141 332</b>                  | <b>110 735</b>  | <b>24 267</b>                                       | <b>17 398</b>  | <b>20 620</b>         | <b>20 238</b> | <b>21 340</b>  | <b>16 823</b>  | <b>18 706</b>            | <b>17 071</b> | <b>226 265</b>  | <b>182 266</b>  |
| <b>EXPENSES</b>   |       |                                 |                 |   |                |                       |               |                |                |                          |               |                 |                 |
| Employee expenses   |       | 64 210                          | 66 521          | 12 933  | 12 398         | 13 607                | 12 200        | 13 638         | 11 982         | 9 153                    | 8 326         | 113 541         | 111 427         |
| Administrative expenses   |       |                                 |                 |   |                |                       |               |                |                |                          |               |                 |                 |
| Purchases of goods and services                                   | 5     | 26 759                          | 22 841          | 11 604  | 10 921         | 5 671                 | 5 196         | 3 414          | 2 708          | 3 183                    | 3 265         | 50 631          | 44 932          |
| Repairs and maintenance   |       | 1 124                           | 1 823           | 46  | 75             | 55                    | 82            | 1 240          | 439            | 10                       | 114           | 2 475           | 2 533           |
| Depreciation and amortisation                                     | 9, 10 | 13 143                          | 13 592          | 595   | 1 354          | 621                   | 879           | 6 554          | 759            | 72                       | 65            | 20 985          | 16 650          |
| Other administrative expenses <sup>1</sup>                        |       | 498                             |                 |   |                |                       |               |                |                | 5 216                    | 5 117         | 5 715           | 5 117           |
| Grants and subsidies expenses                                     |       |                                 |                 |   |                |                       |               |                |                |                          |               |                 |                 |
| Current   |       | 457                             | 393             | 83  | 71             | 783                   | 692           | 4 052          | 2 877          |                          |               | 5 375           | 4 033           |
| Interest expenses   |       | 51 292                          | 31 924          | 1   | 1              | 1                     | 1             |                |                |                          |               | 51 293          | 31 925          |
| <b>TOTAL EXPENSES</b>   |       | <b>157 483</b>                  | <b>137 095</b>  | <b>25 261</b>                                       | <b>24 819</b>  | <b>20 738</b>         | <b>19 050</b> | <b>28 898</b>  | <b>18 765</b>  | <b>17 634</b>            | <b>16 887</b> | <b>250 015</b>  | <b>216 617</b>  |
| <b>NET SURPLUS/(DEFICIT)</b>                                      |       | <b>(16 151)</b>                 | <b>(26 360)</b> | <b>(993)</b>  | <b>(7 421)</b> | <b>(118)</b>          | <b>1 188</b>  | <b>(7 557)</b> | <b>(1 942)</b> | <b>1 071</b>             | <b>184</b>    | <b>(23 750)</b> | <b>(34 351)</b> |
| <b>OTHER COMPREHENSIVE INCOME</b>                                 |       |                                 |                 |   |                |                       |               |                |                |                          |               |                 |                 |
| <b>Items that will not be reclassified to net surplus/deficit</b> |       |                                 |                 |   |                |                       |               |                |                |                          |               |                 |                 |
| Changes in asset revaluation surplus                              |       | (92)                            |                 | (80)  |                | (67)                  |               | 207            | (1 038)        |                          |               | (32)            | (1 038)         |
| Transfer to/from Reserves   |       |                                 |                 |   |                |                       | (3)           | (433)          |                |                          |               | (433)           | (3)             |
| <b>TOTAL OTHER COMPREHENSIVE INCOME</b>                           |       | <b>(92)</b>                     |                 | <b>(80)</b>   |                | <b>(67)</b>           | <b>(3)</b>    | <b>(226)</b>   | <b>(1 038)</b> |                          |               | <b>(465)</b>    | <b>(1 041)</b>  |
| <b>COMPREHENSIVE RESULT</b>                                       |       | <b>(16 243)</b>                 | <b>(26 360)</b> | <b>(1 073)</b>                                      | <b>(7 421)</b> | <b>(186)</b>          | <b>1 185</b>  | <b>(7 784)</b> | <b>(2 980)</b> | <b>1 071</b>             | <b>184</b>    | <b>(24 215)</b> | <b>(35 392)</b> |

<sup>1</sup> Includes DCIS service charges.

<sup>2</sup> The 2015 figures for Custodial Services and Correctional Industries and Employment reflect an adjustment to the output group structure.

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

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**NOTES TO THE FINANCIAL STATEMENTS**

**For the year ended 30 June 2016**

|  | 2016          | 2015          |
|--|---------------|---------------|
|  | \$000         | \$000         |
| <b>4. GOODS AND SERVICES RECEIVED FREE OF CHARGE</b>   |               |               |
| Corporate and information services   | 5 159         | 4 952         |
|  | <b>5 159</b>  | <b>4 952</b>  |
| <b>5. PURCHASES OF GOODS AND SERVICES</b>  |               |               |
| The net surplus/(deficit) has been arrived at after charging the following expenses:   |               |               |
| <b>Goods and services expenses:</b>  |               |               |
| Consultants <sup>(1)</sup>   | 5 903         | 3 713         |
| Advertising <sup>(2)</sup>   | 43            | 75            |
| Marketing and promotion <sup>(3)</sup>   | 51            | 46            |
| Document production  | 81            | 57            |
| Legal expenses <sup>(4)</sup>  | 288           | 182           |
| Recruitment <sup>(5)</sup>   | 292           | 298           |
| Training and study   | 1 011         | 1 316         |
| Official duty fares  | 1 238         | 1 313         |
| Travelling allowance   | 352           | 439           |
| Fuel   | 427           | 567           |
| Entertainment  | 55            | 34            |
| Other  | 40 890        | 36 892        |
|  | <b>50 631</b> | <b>44 932</b> |
| <sup>(1)</sup> Includes marketing, promotion and IT consultants.   |               |               |
| <sup>(2)</sup> Does not include recruitment, advertising or marketing and promotion advertising.   |               |               |
| <sup>(3)</sup> Includes advertising for marketing and promotion but excludes marketing and promotion consultants' expenses, which are incorporated in the consultants' category. |               |               |
| <sup>(4)</sup> Includes legal fees, claim and settlement costs.  |               |               |
| <sup>(5)</sup> Includes recruitment-related advertising costs.   |               |               |
|  | 2016          | 2015          |
|  | \$000         | \$000         |
| <b>6. CASH AND DEPOSITS</b>  |               |               |
| Cash on hand   | 41            | 40            |
| Cash at bank   | 9 799         | 12 244        |
| <b>Total Cash and Deposits</b>   | <b>9 840</b>  | <b>12 284</b> |
| <b>7. RECEIVABLES</b>  |               |               |
| <b>Current</b>   |               |               |
| Accounts receivable  | 2 103         | 3 091         |
| Less: Allowance for impairment losses  | (579)         | (27)          |
|  | 1 524         | 3 064         |
| GST receivables  | (819)         | (2 421)       |
| Other receivables  | 13            | 2 613         |
|  | (806)         | 192           |
| <b>Total Receivables</b>   | <b>718</b>    | <b>3 256</b>  |
| <b>8. INVENTORIES</b>  |               |               |
| <b>Inventories Held for Distribution</b>   |               |               |
| At cost  | 1 194         | 943           |
| <b>Total Inventories</b>   | <b>1 194</b>  | <b>943</b>    |

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**NOTES TO THE FINANCIAL STATEMENTS**

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|  | 2016<br>\$000  | 2015 <sup>1</sup><br>\$000 |
|--|----------------|----------------------------|
| <b>9. PROPERTY, PLANT AND EQUIPMENT</b>    |                |                            |
| <b>Land</b>                                |                |                            |
| At fair value                              | 33 400         | 34 060                     |
| <b>Leased Land</b>                         |                |                            |
| At Capitalised Cost                        | 19             | 19                         |
| Less: Accumulated Amortisation             | (8)            | (5)                        |
|  | 11             | 14                         |
| <b>Buildings</b>                           |                |                            |
| At fair value                              | 213 881        | 212 347                    |
| Less: Accumulated depreciation             | (126 090)      | (114 994)                  |
|  | 87 791         | 97 353                     |
| <b>Leased Buildings</b>                    |                |                            |
| At Capitalised Cost                        | 521 305        | 521 305                    |
| Less: Accumulated Amortisation             | (16 853)       | (6 427)                    |
|  | 504 452        | 514 878                    |
| <b>Infrastructure</b>                      |                |                            |
| At fair value                              | 5              | 5                          |
| <b>Construction (Work in Progress)</b>     |                |                            |
| At capitalised cost                        | 123            | 123                        |
| <b>Plant and Equipment</b>                 |                |                            |
| At fair value                              | 12 642         | 12 057                     |
| Less: Accumulated depreciation             | (6 636)        | (5 841)                    |
|  | 6 006          | 6 216                      |
| <b>Transport Equipment</b>                 |                |                            |
| At Fair Value                              | 155            | 155                        |
| Less: Accumulated depreciation             | (127)          | (111)                      |
|  | 28             | 44                         |
| <b>Computer Hardware</b>                   |                |                            |
| At Fair Value                              |                | 10                         |
| Less: Accumulated depreciation             |                | (10)                       |
|  |                |                            |
| <b>Total Property, Plant and Equipment</b> | <b>631 816</b> | <b>652 693</b>             |

<sup>1</sup> Figures for 2015 have been adjusted to correctly split Transport Equipment and Computer Hardware from Plant and Equipment.

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**9. PROPERTY, PLANT AND EQUIPMENT (continued)**

**2016 Property, Plant and Equipment Reconciliations**

A reconciliation of the carrying amount of property, plant and equipment at the beginning and end of 2015-16 is set out below:

|  | Land          | Leased Land | Buildings     | Leased Buildings | Infrastructure | Construction (Work in Progress) | Plant and Equipment | Computer Hardware | Transport Equipment | Total          |
|--|---------------|-------------|---------------|------------------|----------------|---------------------------------|---------------------|-------------------|---------------------|----------------|
|  | \$000         | \$000       | \$000         | \$000            | \$000          | \$000                           | \$000               | \$000             | \$000               | \$000          |
| Carrying Amount as at 1 July 2015          | 34 060        | 14          | 97 353        | 514 878          | 5              | 123                             | 6 216               |                   | 44                  | 652 693        |
| Additions                                  |               |             | 232           |                  |                |                                 | 258                 |                   |                     | 490            |
| Depreciation / Amortisation                |               | (3)         | (9 528)       | (10 426)         |                |                                 | (1 012)             |                   | (16)                | (20 985)       |
| Additions/(Disposals) from asset transfers | (660)         |             | 199           |                  |                |                                 | 544                 |                   |                     | 83             |
| Revaluation increments/(decrements)        |               |             | (465)         |                  |                |                                 |                     |                   |                     | (465)          |
| <b>Carrying Amount as at 30 June 2016</b>  | <b>33 400</b> | <b>11</b>   | <b>87 791</b> | <b>504 452</b>   | <b>5</b>       | <b>123</b>                      | <b>6 006</b>        |                   | <b>28</b>           | <b>631 816</b> |

**2015 Property, Plant and Equipment Reconciliations**

A reconciliation of the carrying amount of property, plant and equipment at the beginning and end of 2014-15 is set out below:

|  | Land          | Leased Land | Buildings     | Leased Buildings | Infrastructure | Construction (Work in Progress) | Plant and Equipment | Computer Hardware | Transport Equipment | Total          |
|--|---------------|-------------|---------------|------------------|----------------|---------------------------------|---------------------|-------------------|---------------------|----------------|
|  | \$000         | \$000       | \$000         | \$000            | \$000          | \$000                           | \$000               | \$000             | \$000               | \$000          |
| Carrying Amount as at 1 July 2014          | 34 180        | 16          | 104 384       |                  |                | 163                             | 5 942               | 10                | 62                  | 144 757        |
| Additions                                  |               |             |               | 521 305          |                |                                 | 1 432               |                   |                     | 522 737        |
| Depreciation / Amortisation                |               | (2)         | (9 256)       | (6 427)          |                |                                 | (937)               | (10)              | (18)                | (16 650)       |
| Additions/(Disposals) from asset transfers | (120)         |             | 2 228         |                  | 5              | (40)                            | (67)                |                   |                     | 2 006          |
| Revaluation increments/(decrements)        |               |             | (3)           |                  |                |                                 | (154)               |                   |                     | (157)          |
| <b>Carrying Amount as at 30 June 2015</b>  | <b>34 060</b> | <b>14</b>   | <b>97 353</b> | <b>514 878</b>   | <b>5</b>       | <b>123</b>                      | <b>6 216</b>        |                   | <b>44</b>           | <b>652 693</b> |

**DEPARTMENT OF CORRECTIONAL SERVICES**

**NOTES TO THE FINANCIAL STATEMENTS**

**For the year ended 30 June 2016**

**10. FAIR VALUE MEASUREMENT OF NON-FINANCIAL ASSETS**

**a) Fair Value Hierarchy**

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

|                              | Level 1<br>\$000 | Level 2<br>\$000 | Level 3<br>\$000 | Total Fair<br>Value<br>\$000 |
|------------------------------|------------------|------------------|------------------|------------------------------|
| <b>2015-16</b>               |                  |                  |                  |                              |
| <b>Asset Classes</b>         |                  |                  |                  |                              |
| Land (Note 9)                |                  | 33 400           |                  | 33 400                       |
| Buildings (Note 9)           |                  | 7 330            | 80 461           | 87 791                       |
| Infrastructure (Note 9)      |                  |                  | 5                | 5                            |
| Plant and Equipment (Note 9) |                  |                  | 6 006            | 6 006                        |
| Transport Equipment (Note 9) |                  |                  | 28               | 28                           |
| <b>Total</b>                 |                  | <b>40 730</b>    | <b>86 500</b>    | <b>127 230</b>               |
| <b>2014-15<sup>1</sup></b>   |                  |                  |                  |                              |
| <b>Asset Classes</b>         |                  |                  |                  |                              |
| Land (Note 9)                |                  | 34 060           |                  | 34 060                       |
| Buildings (Note 9)           |                  | 9 489            | 87 864           | 97 353                       |
| Infrastructure (Note 9)      |                  |                  | 5                | 5                            |
| Plant and Equipment (Note 9) |                  |                  | 6 216            | 6 216                        |
| Transport Equipment (Note 9) |                  |                  | 44               | 44                           |
| <b>Total</b>                 |                  | <b>43 549</b>    | <b>94 129</b>    | <b>137 678</b>               |

<sup>1</sup> Figures for 2015 have been adjusted to correctly split Transport Equipment from Plant and Equipment.

There were no transfers between Level 1 and Levels 2 or 3 during 2015-16.

**b) Valuation Techniques and Inputs**

Valuation techniques used to measure fair value in 2015-16 are:

| <b>Asset Classes</b>         | Level 2<br>Techniques | Level 3<br>Techniques |
|------------------------------|-----------------------|-----------------------|
| Land (Note 9)                | Market                |                       |
| Buildings (Note 9)           | Market                | Cost                  |
| Infrastructure (Note 9)      |                       | Cost                  |
| Plant and Equipment (Note 9) |                       | Cost                  |

There were no changes in valuation techniques from 2014-15 to 2015-16.

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

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

**DEPARTMENT OF CORRECTIONAL SERVICES**

**NOTES TO THE FINANCIAL STATEMENTS**

**For the year ended 30 June 2016**

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     | Infrastructure | Plant and<br>Equipment | Transport<br>Equipment |
|--|---------------|----------------|------------------------|------------------------|
|  | \$000         | \$000          | \$000                  | \$000                  |
| <b>2015-16</b>                                 |               |                |                        |                        |
| Fair value as at 1 July 2015                   | 87 864        | 5              | 6 216                  | 44                     |
| Additions                                      | 1 292         |                | 802                    |                        |
| Disposals                                      | (419)         |                |                        |                        |
| Depreciation/Amortisation                      | (8 276)       |                | (1 012)                | (16)                   |
| <b>Fair value as at 30 June 2016</b>           | <b>80 461</b> | <b>5</b>       | <b>6 006</b>           | <b>28</b>              |
| <b>2014-15</b>                                 |               |                |                        |                        |
| Fair value as at 1 July 2014                   | 95 069        |                | 6 014                  |                        |
| Additions                                      | 1 830         | 5              | 1 277                  | 155                    |
| Disposals                                      |               |                | (67)                   |                        |
| Depreciation/Amortisation                      | (9 035)       |                | (854)                  | (111)                  |
| Gains/losses recognised in net surplus/deficit |               |                | (154)                  |                        |
| <b>Fair value as at 30 June 2015</b>           | <b>87 864</b> | <b>5</b>       | <b>6 216</b>           | <b>44</b>              |

**(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.

DEPARTMENT OF CORRECTIONAL SERVICES

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2016

|                                      | 2016           | 2015           |
|--------------------------------------|----------------|----------------|
|                                      | \$000          | \$000          |
| <b>11. PAYABLES</b>                  |                |                |
| Accounts payable                     | 439            | 916            |
| Accrued expenses                     | 4 586          | 5 818          |
| Interest payable                     | 12 792         | 12 872         |
| <b>Total Payables</b>                | <b>17 817</b>  | <b>19 606</b>  |
| <b>12. BORROWINGS AND ADVANCES</b>   |                |                |
| <b>Current</b>                       |                |                |
| Finance lease liabilities            | 3 653          | 780            |
| <b>Non-Current</b>                   |                |                |
| Finance lease liabilities            | 512 457        | 519 421        |
| <b>Total Borrowings and Advances</b> | <b>516 110</b> | <b>520 201</b> |
| <b>13. PROVISIONS</b>                |                |                |
| <b>Current</b>                       |                |                |
| <i>Employee benefits</i>             |                |                |
| Recreation leave                     | 7 733          | 7 535          |
| Leave loading                        | 3 132          | 2 844          |
| Other employee benefits              | 84             | 69             |
| <i>Other current provisions</i>      |                |                |
| Fringe Benefits Tax                  | 111            | 97             |
| Payroll Tax and Oncosts              | 973            | 1 096          |
| Superannuation                       | 1 535          | 1 560          |
| Accrued TOIL                         | 381            | 409            |
|                                      | <b>13 949</b>  | <b>13 610</b>  |
| <b>Non-Current</b>                   |                |                |
| <i>Employee benefits</i>             |                |                |
| Recreation leave                     | 6 334          | 6 248          |
| <b>Total Provisions</b>              | <b>20 283</b>  | <b>19 858</b>  |

**DEPARTMENT OF CORRECTIONAL SERVICES**

**NOTES TO THE FINANCIAL STATEMENTS**

**For the year ended 30 June 2016**

**13. PROVISIONS (continued)**

**Reconciliations of Other Current Provisions**

*Fringe Benefits Tax*

|                                  |            |           |
|----------------------------------|------------|-----------|
| Balance as at 1 July             | 97         | 112       |
| Additional provisions recognised | 402        | 434       |
| Reductions arising from payments | (388)      | (449)     |
| <b>Balance as at 30 June</b>     | <b>111</b> | <b>97</b> |

*Payroll Tax and Oncosts*

|                                  |            |              |
|----------------------------------|------------|--------------|
| Balance as at 1 July             | 1 096      | 892          |
| Additional provisions recognised | 502        | 5 926        |
| Reductions arising from payments | (625)      | (5 722)      |
| <b>Balance as at 30 June</b>     | <b>973</b> | <b>1 096</b> |

*Superannuation*

|                                  |              |              |
|----------------------------------|--------------|--------------|
| Balance as at 1 July             | 1 560        | 1 695        |
| Additional provisions recognised | 1 858        | 6 211        |
| Reductions arising from payments | (1 883)      | (6 346)      |
| <b>Balance as at 30 June</b>     | <b>1 535</b> | <b>1 560</b> |

*Accrued TOIL*

|                                  |            |            |
|----------------------------------|------------|------------|
| Balance as at 1 July             | 409        |            |
| Additional provisions recognised |            | 409        |
| Reductions arising from payments | (28)       |            |
| <b>Balance as at 30 June</b>     | <b>381</b> | <b>409</b> |

**Total Reconciliation of Provisions**

|  |              |              |
|--|--------------|--------------|
|  | <b>3 000</b> | <b>3 162</b> |
|--|--------------|--------------|

The Agency employed 1086 employees as at 30 June 2016 (1115 employees as at 30 June 2015).

**14. RESERVES**

**Asset Revaluation Surplus**

*(i) Nature and purpose of the asset revaluation surplus*

The asset revaluation surplus includes the net revaluation increments and decrements arising from the revaluation of non-current assets. Impairment adjustments may also be recognised in the asset revaluation surplus.

*(ii) Movements in the asset revaluation surplus*

|  |               |               |
|--|---------------|---------------|
| Balance as at 1 July                                   | 77 351        | 78 389        |
| Additions/(Disposals) from asset transfers - land      | 433           | (579)         |
| Additions/(Disposals) from asset transfers - buildings |               | (459)         |
| Increment/(Decrement) – buildings                      | (465)         |               |
| <b>Balance as at 30 June</b>                           | <b>77 319</b> | <b>77 351</b> |

DEPARTMENT OF CORRECTIONAL SERVICES

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2016

|   | 2016            | 2015            |
|---|-----------------|-----------------|
|   | \$000           | \$000           |
| <b>15. NOTES TO THE CASH FLOW STATEMENT</b>   |                 |                 |
| <b>Reconciliation of Cash</b>   |                 |                 |
| The total of agency 'Cash and deposits' of \$9.8 million recorded in the Balance Sheet is consistent with that recorded as 'Cash' in the Cash Flow Statement. |                 |                 |
| <b>Reconciliation of Net Surplus/(Deficit) to Net Cash from Operating Activities</b>  |                 |                 |
| <b>Net Surplus/(Deficit)</b>  | <b>(23 750)</b> | <b>(34 351)</b> |
| <i>Non-cash items:</i>  |                 |                 |
| Depreciation and amortisation   | 20 985          | 16 650          |
| Asset write-offs/write-downs  |                 | 154             |
| R&M - Minor New Works - Non Cash  |                 | 94              |
| <i>Changes in assets and liabilities:</i>   |                 |                 |
| Decrease/(Increase) in receivables  | 2 539           | (2 064)         |
| Decrease/(Increase) in inventories  | (251)           | (165)           |
| Decrease/(Increase) in prepayments  | (20)            | 5               |
| Decrease/(Increase) in other assets   |                 |                 |
| (Decrease)/Increase in payables   | (1 789)         | 14 276          |
| (Decrease)/Increase in provision for employee benefits  | 586             | 2 950           |
| (Decrease)/Increase in other provisions   | (161)           | 464             |
| (Decrease)/Increase in other liabilities  |                 |                 |
| <b>Net Cash from Operating Activities</b>   | <b>(1 862)</b>  | <b>(1 987)</b>  |

**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 overleaf.

## DEPARTMENT OF CORRECTIONAL SERVICES

### NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2016

#### a) Categorisation of Financial Instruments

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

#### 2015-16 Categorisation of Financial Instruments

| Fair value through profit or loss  |                  |                  |
|------------------------------------|------------------|------------------|
|                                    | Held for trading | Total            |
|                                    | \$000            | \$000            |
| Cash and deposits                  | 9 840            | 9 840            |
| Receivables <sup>1</sup>           | 1 537            | 1 537            |
| <b>Total Financial Assets</b>      | <b>11 377</b>    | <b>11 377</b>    |
| Deposits held <sup>1</sup>         | (1 102)          | (1 102)          |
| Payables <sup>1</sup>              | (17 817)         | (17 817)         |
| Finance Lease Liabilities          | (516 110)        | (516 110)        |
| Interest rate swaps                |                  |                  |
| <b>Total Financial Liabilities</b> | <b>(535 029)</b> | <b>(535 029)</b> |

1.Total amounts disclosed here exclude statutory amounts

#### 2014-15 Categorisation of Financial Instruments

| Fair value through profit or loss  |                  |                  |
|------------------------------------|------------------|------------------|
|                                    | Held for trading | Total            |
|                                    | \$000            | \$000            |
| Cash and deposits                  | 12 284           | 12 284           |
| Receivables <sup>1</sup>           | 3 256            | 3 256            |
| <b>Total Financial Assets</b>      | <b>15 540</b>    | <b>15 540</b>    |
| Deposits held <sup>1</sup>         | ( 891)           | ( 891)           |
| Payables <sup>1</sup>              | (19 606)         | (19 606)         |
| Finance Lease Liabilities          | (520 201)        | (520 201)        |
| <b>Total Financial Liabilities</b> | <b>(540 698)</b> | <b>(540 698)</b> |

1.Total amounts disclosed here exclude statutory amounts

#### 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.

**DEPARTMENT OF CORRECTIONAL SERVICES**

**NOTES TO THE FINANCIAL STATEMENTS**

**For the year ended 30 June 2016**

**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.

| <b>Internal Receivables</b>   | Aging of<br>Receivables | Aging of<br>Impaired<br>Receivables | Net<br>Receivables |
|-------------------------------|-------------------------|-------------------------------------|--------------------|
|                               | \$000                   | \$000                               | \$000              |
| <b>2015-16</b>                |                         |                                     |                    |
| Not overdue                   | 82                      |                                     | 82                 |
| Overdue for more than 60 days | 9                       |                                     | 9                  |
| <b>Total</b>                  | <b>91</b>               |                                     | <b>91</b>          |

|                |           |  |           |
|----------------|-----------|--|-----------|
| <b>2014-15</b> |           |  |           |
| Not overdue    | 62        |  | 62        |
| <b>Total</b>   | <b>62</b> |  | <b>62</b> |

| <b>External Receivables</b>   | Aging of<br>Receivables | Aging of<br>Impaired<br>Receivables | Net<br>Receivables |
|-------------------------------|-------------------------|-------------------------------------|--------------------|
|                               | \$000                   | \$000                               | \$000              |
| <b>2015-16</b>                |                         |                                     |                    |
| Not overdue                   | 1 246                   |                                     | 1 246              |
| Overdue for less than 30 days | 174                     |                                     | 174                |
| Overdue for 30 to 60 days     | 8                       |                                     | 8                  |
| Overdue for more than 60 days | 585                     | (578)                               | 6                  |
| <b>Total</b>                  | <b>2 012</b>            | <b>(578)</b>                        | <b>1 433</b>       |

**Reconciliation of the Allowance for Impairment Losses**

|   |           |
|---|-----------|
| Opening   | 27        |
| Increase/(Decrease) in allowance recognised in profit or loss | 53        |
| <b>Total</b>  | <b>80</b> |

|                               |              |             |              |
|-------------------------------|--------------|-------------|--------------|
| <b>2014-15</b>                |              |             |              |
| Not overdue                   | 2 930        |             | 2 930        |
| Overdue for less than 30 days | 63           |             | 63           |
| Overdue for 30 to 60 days     | 6            |             | 6            |
| Overdue for more than 60 days | 30           | (27)        | 3            |
| <b>Total</b>                  | <b>3 029</b> | <b>(27)</b> | <b>3 002</b> |

**Reconciliation of the Allowance for Impairment Losses**

|   |           |
|---|-----------|
| Opening   | 22        |
| Written off during the year                                   | (5)       |
| Increase/(Decrease) in allowance recognised in profit or loss | 10        |
| <b>Total</b>  | <b>27</b> |

## DEPARTMENT OF CORRECTIONAL SERVICES

### NOTES TO THE FINANCIAL STATEMENTS

**For the year ended 30 June 2016**

#### **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.

#### **2016 Maturity analysis for financial assets and liabilities**

|                                    | Variable Interest Rate |              |                   | Fixed Interest Rate |                 |                   | Non Interest Bearing | Total            | Weighted Average |
|------------------------------------|------------------------|--------------|-------------------|---------------------|-----------------|-------------------|----------------------|------------------|------------------|
|                                    | Less than a Year       | 1 to 5 Years | More than 5 Years | Less than a Year    | 1 to 5 Years    | More than 5 Years |                      |                  |                  |
|                                    | \$000                  | \$000        | \$000             | \$000               | \$000           | \$000             | \$000                | \$000            | %                |
| <b>Assets</b>                      |                        |              |                   |                     |                 |                   |                      |                  |                  |
| Cash and deposits                  |                        |              |                   |                     |                 |                   | 9 840                | 9 840            |                  |
| Receivables                        |                        |              |                   |                     |                 |                   | 1 537                | 1 537            |                  |
| <b>Total Financial Assets</b>      |                        |              |                   |                     |                 |                   | <b>11 377</b>        | <b>11 377</b>    |                  |
| <b>Liabilities</b>                 |                        |              |                   |                     |                 |                   |                      |                  |                  |
| Deposits held                      |                        |              |                   |                     |                 |                   | (1 102)              | (1 102)          |                  |
| Payables                           |                        |              |                   |                     |                 |                   | (17 817)             | (17 817)         |                  |
| Finance lease liabilities          |                        |              |                   | (3 653)             | (18 774)        | (493 683)         |                      | (516 110)        |                  |
| <b>Total Financial Liabilities</b> |                        |              |                   | <b>(3 653)</b>      | <b>(18 774)</b> | <b>(493 683)</b>  | <b>(18 919)</b>      | <b>(535 029)</b> |                  |

#### **2015 Maturity analysis for financial assets and liabilities**

|                                    | Variable Interest Rate |              |                   | Fixed Interest Rate |                 |                   | Non Interest Bearing | Total            | Weighted Average |
|------------------------------------|------------------------|--------------|-------------------|---------------------|-----------------|-------------------|----------------------|------------------|------------------|
|                                    | Less than a Year       | 1 to 5 Years | More than 5 Years | Less than a Year    | 1 to 5 Years    | More than 5 Years |                      |                  |                  |
|                                    | \$000                  | \$000        | \$000             | \$000               | \$000           | \$000             | \$000                | \$000            | %                |
| <b>Assets</b>                      |                        |              |                   |                     |                 |                   |                      |                  |                  |
| Cash and deposits                  |                        |              |                   |                     |                 |                   | 12 284               | 12 284           |                  |
| Receivables                        |                        |              |                   |                     |                 |                   | 3 256                | 3 256            |                  |
| <b>Total Financial Assets</b>      |                        |              |                   |                     |                 |                   | <b>15 540</b>        | <b>15 540</b>    |                  |
| <b>Liabilities</b>                 |                        |              |                   |                     |                 |                   |                      |                  |                  |
| Deposits held                      |                        |              |                   |                     |                 |                   | (891)                | (891)            |                  |
| Payables                           |                        |              |                   |                     |                 |                   | (19 606)             | (19 606)         |                  |
| Finance lease liabilities          |                        |              |                   | (780)               | (19 556)        | (499 865)         |                      | (520 201)        |                  |
| <b>Total Financial Liabilities</b> |                        |              |                   | <b>( 780)</b>       | <b>(19 556)</b> | <b>(499 865)</b>  | <b>(20 497)</b>      | <b>(540 698)</b> |                  |

#### **d) Market Risk**

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

##### **(i) Interest Rate Risk**

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

# DEPARTMENT OF CORRECTIONAL SERVICES

## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2016

### (ii) Price Risk

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

### (iii) Currency Risk

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

|   | 2016                           |                                | 2015                           |                                |
|---|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
|   | Internal <sup>1</sup><br>\$000 | External <sup>1</sup><br>\$000 | Internal <sup>1</sup><br>\$000 | External <sup>1</sup><br>\$000 |
| <b>17. COMMITMENTS</b>  |                                |                                |                                |                                |
| <b>(ii) Operating Lease Commitments</b>   |                                |                                |                                |                                |
| 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   | 1 273                          | 50                             | 1 203                          | 125                            |
| Later than one year and not later than five years   | 2 183                          | 3                              | 1 904                          | 167                            |
| Later than five years   | 185                            |                                | 160                            |                                |
|   | <b>3 640</b>                   | <b>53</b>                      | <b>3 267</b>                   | <b>292</b>                     |
| <b>(iii) Other Expenditure Commitments</b>  |                                |                                |                                |                                |
| Other non-cancellable expenditure commitments not recognised as liabilities are payable as follows:   |                                |                                |                                |                                |
| Within one year   |                                | 1 889                          |                                | 1 821                          |
| Later than one year and not later than five years   |                                |                                |                                |                                |
| Later than five years   |                                |                                |                                |                                |
|   |                                | <b>1 889</b>                   |                                | <b>1 821</b>                   |

<sup>1</sup> Internal commitments are to entities controlled by the NTG (entities listed in TAFR 2014-15 Note 41: Details of Controlled Entities at Reporting Date), whereas external commitments are to third parties external to the NTG.

### 18. CONTINGENT LIABILITIES AND CONTINGENT ASSETS

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

### 19. EVENTS SUBSEQUENT TO BALANCE DATE

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

**DEPARTMENT OF CORRECTIONAL SERVICES**

**NOTES TO THE FINANCIAL STATEMENTS**

**For the year ended 30 June 2016**

**20. ACCOUNTABLE OFFICERS TRUST ACCOUNT**

| Nature of Trust Money | Opening Balance<br>1 July 2015 | Receipts | Payments | Closing Balance<br>30 June 2016 |
|-----------------------|--------------------------------|----------|----------|---------------------------------|
| Prisoner Monies       | 891                            | 9 999    | 9 788    | 1 102                           |

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

|  | Agency<br>2016<br>\$000 |  | Agency<br>2015<br>\$000 |          |
|--|-------------------------|--|-------------------------|----------|
|  | No. of<br>Trans.        |  | No. of<br>Trans.        |          |
| <b>Write-offs, Postponements and Waivers Under the <i>Financial Management Act</i></b> |                         |  |                         |          |
| Represented by:  |                         |  |                         |          |
| <i>Amounts written off, postponed and waived by Delegates</i>                          |                         |  |                         |          |
| Irrecoverable amounts payable to the Territory or an agency written off                |                         |  | 5                       | 5        |
| Losses or deficiencies of money written off  |                         |  |                         |          |
| Public property written off  |                         |  |                         |          |
| Waiver or postponement of right to receive or recover money or property                |                         |  |                         |          |
| <b>Total Written Off, Postponed and Waived by Delegates</b>                            |                         |  | <b>5</b>                | <b>5</b> |

**22. SCHEDULE OF ADMINISTERED TERRITORY ITEMS**

The following Territory items are managed by the Department of Correctional Services on behalf of the Government and are recorded in the Central Holding Authority (refer Note 2(d)).

|  | 2016<br>\$000 | 2015<br>\$000 |
|--|---------------|---------------|
| <b>TERRITORY INCOME AND EXPENSES</b>         |               |               |
| <b>Income</b>                                |               |               |
| Fees from regulatory services                |               | 1             |
| Other income                                 | 6             |               |
| <b>Total Income</b>                          | <b>6</b>      | <b>1</b>      |
| <b>Expenses</b>                              |               |               |
| Central Holding Authority income transferred | 6             | 1             |
| <b>Total Expenses</b>                        | <b>6</b>      | <b>1</b>      |
| <b>Territory Income less Expenses</b>        |               |               |

**DEPARTMENT OF CORRECTIONAL SERVICES**

**NOTES TO THE FINANCIAL STATEMENTS**

**For the year ended 30 June 2016**

**23. BUDGETARY INFORMATION**

| <b>Comprehensive Operating Statement</b>                          | 2015-16<br>Actual | 2015-16<br>Original<br>Budget | Variance        | Note |
|---|-------------------|-------------------------------|-----------------|------|
|   | \$000             | \$000                         | \$000           |      |
| <b>INCOME</b>   |                   |                               |                 |      |
| Grants and subsidies revenue                                      |                   |                               |                 |      |
| Current   | 38                |                               | 38              |      |
| Appropriation   |                   |                               |                 |      |
| Output  | 214 300           | 192 449                       | 21 851          | 1    |
| Commonwealth  | 295               |                               | 295             |      |
| Sales of goods and services                                       | 3 759             | 3 297                         | 462             |      |
| Goods and services received free of charge                        | 5 159             | 4 672                         | 487             |      |
| Other income  | 2 714             | 817                           | 1 897           | 2    |
| <b>TOTAL INCOME</b>   | <b>226 265</b>    | <b>201 235</b>                | <b>25 030</b>   |      |
| <b>EXPENSES</b>   |                   |                               |                 |      |
| Employee expenses   | 113 541           | 96 615                        | 16 926          | 3    |
| Administrative expenses   |                   |                               |                 |      |
| Purchases of goods and services                                   | 50 631            | 39 998                        | 10 633          | 4    |
| Repairs and maintenance   | 2 475             | 2 467                         | 8               |      |
| Depreciation and amortisation                                     | 20 985            | 19 758                        | 1 227           | 5    |
| Other administrative expenses                                     | 5 715             | 4 672                         | 1 043           |      |
| Grants and subsidies expenses                                     |                   |                               |                 |      |
| Current   | 5 375             | 6 206                         | (831)           |      |
| Interest expenses   | 51 293            | 51 292                        | 1               |      |
| <b>TOTAL EXPENSES</b>   | <b>250 015</b>    | <b>221 008</b>                | <b>29 007</b>   |      |
| <b>NET SURPLUS/(DEFICIT)</b>                                      | <b>(23 750)</b>   | <b>(19 773)</b>               | <b>(3 977)</b>  |      |
| <b>OTHER COMPREHENSIVE INCOME</b>                                 |                   |                               |                 |      |
| <b>Items that will not be reclassified to net surplus/deficit</b> |                   |                               |                 |      |
| Transfers from Reserves   | (433)             |                               | (433)           |      |
| Changes in asset revaluation surplus                              | (32)              |                               | (32)            |      |
| <b>TOTAL OTHER COMPREHENSIVE INCOME</b>                           | <b>(465)</b>      |                               | <b>(465)</b>    |      |
| <b>COMPREHENSIVE RESULT</b>                                       | <b>(24 215)</b>   |                               | <b>(24 215)</b> |      |

**Notes:**

The following note descriptions relate to variances greater than 10 per cent or \$1M, or where multiple significant variances have occurred.

1 Actual is in line with revised budget and reflects additional funding for Darwin Correctional Centre, Darwin Magistrates Court, Darwin Youth Court, Don Dale Youth Detention Centre and Treasurer's Advance received.

2 Revised budget of \$1.4M included additional prisoner board and lodging, abatement and Australasian Juvenile Justice Administrators revenue. Actual result higher than anticipated due to additional contractor escort, prisoner telephone system, board and lodging and legal fee reimbursement revenue.

3 Revised budget allocation was \$109M. Actual result reflects higher than anticipated expenditure across Youth Detention facilities and Alice Springs Correctional Centre (overtime/escorts/rostering).

4 Actual result is in line with revised budget allocation of \$50M which includes additional funding for Darwin Correctional Centre, Darwin Magistrates Court and Treasurer's Advance received.

5 Actual result is in line with revised budget allocation of \$21M which includes recognition of completed Capital works for 2015-16 and a revision of depreciation cost across the Department.

**DEPARTMENT OF CORRECTIONAL SERVICES**

**NOTES TO THE FINANCIAL STATEMENTS**

**For the year ended 30 June 2016**

| <b>Balance Sheet</b>                 | 2015-16<br>Actual | 2015-16<br>Original<br>Budget | Variance       | Note |
|--------------------------------------|-------------------|-------------------------------|----------------|------|
|                                      | \$000             | \$000                         | \$000          |      |
| <b>ASSETS</b>                        |                   |                               |                |      |
| <b>Current assets</b>                |                   |                               |                |      |
| Cash and deposits                    | 9 840             | 11 000                        | (1 160)        | 1    |
| Receivables                          | 718               | 1 193                         | ( 475)         |      |
| Inventories                          | 1 194             | 778                           | 416            |      |
| Prepayments                          | 48                | 34                            | 14             |      |
| <b>Total current assets</b>          | <b>11 800</b>     | <b>13 005</b>                 | <b>(1205)</b>  |      |
| <b>Non-current assets</b>            |                   |                               |                |      |
| Property, plant and equipment        | 631 816           | 635 500                       | (3 684)        | 2    |
| <b>Total non-current assets</b>      | <b>631 816</b>    | <b>635 500</b>                | <b>(3 684)</b> |      |
| <b>TOTAL ASSETS</b>                  | <b>643 616</b>    | <b>648 505</b>                | <b>(4 889)</b> |      |
| <b>LIABILITIES</b>                   |                   |                               |                |      |
| <b>Current liabilities</b>           |                   |                               |                |      |
| Deposits held                        | 1 102             | 869                           | 233            |      |
| Payables                             | 17 817            | 19 754                        | (1 937)        | 3    |
| Borrowings and advances              | 3 653             | 859                           | 2 794          | 4    |
| Provisions                           | 13 949            | 10 652                        | 3 297          | 5    |
| <b>Total current liabilities</b>     | <b>36 521</b>     | <b>32 134</b>                 | <b>4 387</b>   |      |
| <b>Non-current liabilities</b>       |                   |                               |                |      |
| Borrowings and advances              | 512 457           | 515 005                       | (2 548)        | 4    |
| Provisions                           | 6 334             | 5 793                         | 541            |      |
| <b>Total non-current liabilities</b> | <b>518 791</b>    | <b>520 798</b>                | <b>(2 007)</b> |      |
| <b>TOTAL LIABILITIES</b>             | <b>555 312</b>    | <b>552 932</b>                | <b>2 380</b>   |      |
| <b>NET ASSETS</b>                    | <b>88 304</b>     | <b>95 573</b>                 | <b>(7 269)</b> |      |
| <b>EQUITY</b>                        |                   |                               |                |      |
| Capital                              | 175 176           | 173 844                       | 1 332          | 6    |
| Reserves                             | 77 319            | 78 389                        | (1 070)        | 7    |
| Accumulated funds                    | (164 191)         | (156 660)                     | (7 531)        |      |
| <b>TOTAL EQUITY</b>                  | <b>88 304</b>     | <b>95 573</b>                 | <b>(7 269)</b> |      |

**Notes:**

The following note descriptions relate to variances greater than 10 per cent or \$1M, or where multiple significant variances have occurred.

- 1 Actual reflects roll-forward of previous year actual bank balance and 2015-16 approved Use of Cash Balances combined with unbudgeted amounts expended to cover operational overspends.
- 2 Revised budget allocation was \$660M. Actual result reflects unbudgeted asset movements including revaluation of building assets in 2015-16.
- 3 Revised budget allocation was \$19.6M. Actual result reflects a reduction in accounts payable and accrued salaries, partially offset by an increase in other accrued expenses.
- 4 Budget split between current and non-current will be adjusted in Apex at the next budget round. Overall result is in line with total revised budget of \$517M.
- 5 Actual result is in line with revised budget of \$13.6M which included additional provisions for TOIL and leave loading.
- 6 Revised budget allocation was \$203M. Actual result reflects unbudgeted asset movements including revaluation of building assets in 2015-16.
- 7 Actual result is in line with revised budget of \$77M which incorporated the roll-forward of previous year actual reserve balances.

**DEPARTMENT OF CORRECTIONAL SERVICES**

**NOTES TO THE FINANCIAL STATEMENTS**

**For the year ended 30 June 2016**

| <b>Cash Flow Statement</b>                          | 2015-16<br>Actual | 2015-16<br>Original<br>Budget | Variance       | Note |
|---|-------------------|-------------------------------|----------------|------|
|   | \$000             | \$000                         | \$000          |      |
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>         |                   |                               |                |      |
| <b>Operating receipts</b>                           |                   |                               |                |      |
| Grants and subsidies received                       |                   |                               |                |      |
| Current   | 38                |                               | 38             |      |
| Appropriation                                       |                   |                               |                |      |
| Output  | 214 300           | 192 449                       | 21 851         | 1    |
| Commonwealth  | 295               |                               | 295            |      |
| Receipts from sales of goods and services           | 18 017            | 4 114                         | 13 903         | 2    |
| <b>Total operating receipts</b>                     | <b>232 650</b>    | <b>196 563</b>                | <b>36 087</b>  |      |
| <b>Operating payments</b>                           |                   |                               |                |      |
| Payments to employees                               | 115 961           | 96 615                        | 19 346         | 3    |
| Payments for goods and services                     | 61 803            | 42 370                        | 19 433         | 4    |
| Grants and subsidies paid                           |                   |                               |                |      |
| Current   | 5 375             | 6 206                         | (831)          |      |
| Interest paid                                       | 51 373            | 51 372                        | 1              |      |
| <b>Total operating payments</b>                     | <b>234 512</b>    | <b>196 563</b>                | <b>37 949</b>  |      |
| <b>Net cash from/(used in) operating activities</b> | <b>(1 862)</b>    |                               | <b>(1 862)</b> |      |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>         |                   |                               |                |      |
| <b>Investing payments</b>                           |                   |                               |                |      |
| Purchases of assets                                 | 490               | 556                           | (66)           |      |
| <b>Total investing payments</b>                     | <b>490</b>        | <b>556</b>                    | <b>(66)</b>    |      |
| <b>Net cash from/(used in) investing activities</b> | <b>490</b>        | <b>556</b>                    | <b>(66)</b>    |      |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>         |                   |                               |                |      |
| <b>Financing receipts</b>                           |                   |                               |                |      |
| Deposits received                                   | 212               |                               | 212            |      |
| Equity injections                                   |                   |                               |                |      |
| Capital appropriation                               | 3 787             | 3 787                         |                |      |
| <b>Total financing receipts</b>                     | <b>3 999</b>      | <b>3 787</b>                  | <b>212</b>     |      |
| <b>Financing payments</b>                           |                   |                               |                |      |
| Finance lease payments                              | 4 091             | 3 231                         | 860            |      |
| <b>Total financing payments</b>                     | <b>4 091</b>      | <b>3 231</b>                  | <b>860</b>     |      |
| <b>Net cash from/(used in) financing activities</b> | <b>(92)</b>       | <b>556</b>                    | <b>(648)</b>   |      |
| Net increase/(decrease) in cash held                | (2 444)           |                               | (2 444)        |      |
| Cash at beginning of financial year                 | 12 284            | 11 000                        | 1 284          | 5    |
| <b>CASH AT END OF FINANCIAL YEAR</b>                | <b>9 840</b>      | <b>11 000</b>                 | <b>(1 160)</b> |      |

**Notes:**

The following note descriptions relate to variances greater than 10 per cent or \$1M, or where multiple significant variances have occurred.

- 1 Actual is in line with revised budget and reflects additional funding for Darwin Correctional Centre, Darwin Magistrates Court, Darwin Youth Court, Don Dale Youth Detention Centre and Treasurer's Advance received.
- 2 Actual reflects unbudgeted movements in Accounts Receivable, Accrued Revenue and Goods and Services Tax.
- 3 Revised budget allocation was \$109M. Actual result reflects higher than anticipated expenditure across Youth Detention facilities and Alice Springs Correctional Centre (overtime/escorts/rostering).
- 4 Revised budget allocation was \$52.1M. Actual result reflects movements in Payables and Goods and Services Tax.
- 5 Actual result is in line with revised budget allocation of \$12.3M and incorporates roll-forward of previous year actual bank balance and 2015-16 approved Use of Cash Balances.

**DEPARTMENT OF CORRECTIONAL SERVICES**

**NOTES TO THE FINANCIAL STATEMENTS**

**For the year ended 30 June 2016**

**24. ADMINISTERED TERRITORY ITEMS**

In addition to the specific departmental operations which are included in the financial statements, the Department administers or manages other activities and resources on behalf of the Territory such as Freedom of Information requests. The transactions relating to these activities are reported as administered items in this note.

| <b>Administered Territory Items</b>          | 2015-16<br>Actual | 2015-16<br>Original<br>Budget | Variance | Note |
|--|-------------------|-------------------------------|----------|------|
|  | \$000             | \$000                         | \$000    |      |
| <b>TERRITORY INCOME AND EXPENSES</b>         |                   |                               |          |      |
| <b>Income</b>                                |                   |                               |          |      |
| Other income                                 | 6                 |                               | 6        | 1    |
| <b>Total income</b>                          | 6                 |                               |          |      |
| <b>Expenses</b>                              |                   |                               |          |      |
| Central Holding Authority income transferred | 6                 |                               | 6        |      |
| <b>Total expenses</b>                        | 6                 |                               | 6        |      |
| <b>Territory income less expenses</b>        |                   |                               |          |      |

<sup>1</sup> Unbudgeted Freedom of Information Revenue and Unclaimed Monies transferred to consolidated funds.

# Insurance Reporting

| Classification                | 2014-15   | 2015-16   |
|-------------------------------|-----------|-----------|
| Workers Compensation          | 1,896,414 | 2,061,368 |
| Medical Expenses              | 91,928    | 39,573    |
| Employee Assistance Program   | 50,168    | 55,518    |
| Motor Vehicles                | 29,584    | 34,155    |
| Damaged Clothing Compensation | Nil       | Nil       |

# Grants disbursed 2015-16

| Output Group  | \$ Amount  |
|---|------------|
| Community Corrections                                     |            |
| ALCOHOL AND OTHER DRUGS                                   |            |
| Central Australian Aboriginal Alcohol Programmes Unit     | 169,000.00 |
| Kalano Community Association Incorporated                 | 212,966.96 |
| PRE AND POST RELEASE SUPPORTED ACCOMMODATION              |            |
| Anglicare NT  | 301,511.93 |
| Custodial Operations                                      |            |
| ELDERS VISITING PROGRAM                                   |            |
| CatholicCare NT   | 63,880.00  |
| Mission Australia   | 64,106.00  |
| REINTEGRATION AND INDIGENOUS AFFAIRS                      |            |
| Anglicare NT  | 240,979.99 |
| Mission Australia   | 294,532.00 |
| PRISONER CLIENT SERVICES                                  |            |
| Darwin Prisoners Aid Association Incorporated             | 5,000.00   |
| Prison Fellowship Australia                               | 5,000.00   |
| Youth Justice   |            |
| REGISTER OF APPROPRIATE SUPPORT PERSONS (RASP)            |            |
| Australian Red Cross                                      | 97,750.00  |
| COMMUNITY BASED DIVERSION                                 |            |
| Anglicare NT  | 135,000.00 |
| CatholicCare NT   | 362,020.00 |
| East Arnhem Regional Council                              | 131,670.00 |
| Groote Eylandt And Milyakburra Youth Development Unit Inc | 165,000.00 |
| MacDonnell Shire Council                                  | 72,000.00  |
| Malabam Health Board Aboriginal Corporation               | 70,200.00  |
| Relationships Australia NT Incorporated                   | 349,835.00 |
| Tiwi Islands Regional Council                             | 225,000.00 |
| YMCA Of Katherine Incorporated                            | 325,000.00 |
| YWCA Of Darwin Incorporated                               | 467,875.00 |
| Warpiri Youth Development Aboriginal Corporation          | 150,000.00 |

|   |                     |
|---|---------------------|
| <b>Youth Justice</b>                                |                     |
| BOOT CAMPS  |                     |
| Bushmob Incorporated                                | 382,343.00          |
| CatholicCare NT                                     | 46,434.00           |
| Operation Flinders Foundation Incorporated          | 726,900.00          |
| Relationships Australia NT Incorporated             | 100,746.00          |
| Tiwi Islands Regional Council                       | 18,422.00           |
| YMCA Of Katherine Incorporated                      | 46,434.00           |
| YMCA Of The Top End Community Services Incorporated | 145,697.00          |
| <b>Grand Total</b>                                  | <b>5,375,302.88</b> |

### Grants funding

#### Key points:

- Chaplaincy grants are provided to fund the provision of chaplaincy services to adult prisoners and youth detainees within the Correctional facilities.
- Homelessness and Pre/Post-Release Supported Accommodation grants are provided to fund programs which are targeted at supporting adult prisoners and youth detainees leaving custody to reintegrate into the community upon completion of a custodial order with the aim of reducing the rate of recidivism.
- Alcohol and Other Drugs programs are funded to provide residential and outreach substance abuse treatment programs for adult offenders.
- The Elders Visiting Program provides support for Elders to participate in and promote more community involvement/input to a prisoner's preparation for release.
- Register of Available Support Persons support the maintenance of a list of appropriate personnel who provide 24 hour support service to young people being questioned/ interviewed by police.
- Prisoner Aid and Services provide clothing, personal items and accommodation for Darwin prisoners upon release and support a visitors bus service to Alice Springs Correctional Centre.
- Youth Diversion grants focus on programs and services targeted to youth at risk of entering and youth entrenched in the criminal justice system.
- The Early Intervention Youth Boot Camp Program aims to prevent young people from entering the youth justice system. The Sentenced Youth Boot Camp Program aims to break the cycle of offending behaviour of young people already in the system.

# Contracts Awarded 2015-16

| Title of Requisition  | Contract Value |                                      | Award Date |
|---|----------------|--------------------------------------|------------|
| Darwin - Engagement of a Job Provider To Co-locate An Employment Officer Within Community Corrections Offices for a Period of 12 Months             | \$94,494.00    | Wise Employment                      | 26/10/2015 |
| All Centres - Supply and Delivery of IPods for a Period of 12 Months  | \$299,247.74   | NEC Solutions Australia Pty Ltd      | 28/08/2015 |
| Darwin - Don Dale Youth Detention Centre - Repurposing of M Block into Recreation Centre and Library - Plumbing Installation                        | \$93,450.00    | Darwin and District Plumbing Pty Ltd | 7/12/2015  |
| Darwin - Don Dale Youth Detention Centre - Repurposing of M Block into Recreation Centre and Library - Carpet Installation                          | \$22,540.10    | Darwin Carpets and Vinyls Pty Ltd    | 10/03/2016 |
| Darwin - Supply and Delivery of Cabinet Making Supplies to Darwin Correctional Centre - Prison Industries   | \$40,233.00    | The Laminex Group Darwin             | 9/12/2015  |
| Darwin - Don Dale Youth Detention Centre - Repurposing of Block M into Recreation Centre and Library - Electrical Installation                      | \$96,711.34    | Terminal Electrical Pty Ltd NT       | 2/12/2015  |
| All Centres - Development, Testing and Implementation of a Web Portal to Support the Operation and Management of the Music Download Facility        | \$34,470.00    | NEC Solutions Australia Pty Ltd      | 5/11/2015  |
| All Centres - Provision of Application Configuration, Support and Maintenance Services for the Prisoner Download Facility for a Period of 36 Months | \$499,845.60   | NEC Solutions Australia Pty Ltd      | 28/10/2015 |
| All Centres - Consultancy - Provision of IT Security Testing Services for NTDCS for a Period of 36 Months   | \$304,755.00   | CQR Consulting Australia Pty Ltd     | 1/09/2015  |
| Alice Springs - Supply and Delivery of Number Plate Manufacturing Equipment and Associated Goods for a Period of 36 Months                          | \$463,379.10   | LicenSys Pty Ltd                     | 30/05/2016 |
| Darwin - Correctional Centre - Supply and Delivery of Steel to Manufacture Cattle Yards   | \$120,418.31   | Bluescope Distribution               | 2/02/2016  |

| Title of Requisition   | Contract Value |   | Award Date |
|--|----------------|---|------------|
| All Centres - Supply and Delivery of Music Download Vouchers for a Period of 12 Months   | \$153,700.00   | NEC Solutions Australia Pty Ltd   | 20/10/2015 |
| All Centres - Provision of specialist ICT services in support of NTDCS Information Technology Operations and Projects for a Period of 12 Months                                      | \$94,792.50    | MYtech Consulting Services Trading Trust                                | 9/11/2015  |
| Alice Springs - Provision of Consultant Services to Oversight the Planning and Delivery of Security Facility Upgrades at Alice Springs Correctional Centre for a Period of 12 Months | \$119,680.00   | IPP Consulting Pty Ltd  | 20/06/2016 |
| Katherine - Engagement of a Job Active Provider to Co-locate an Employment Officer Within Community Corrections Offices for a Period of 12 Months                                    | \$101,036.00   | Kalano Community Association Inc. T/a Kalano Community Association Inc. | 26/10/2015 |
| Alice Springs - Supply and Delivery of Fruit, Vegetables and Eggs for a Period of 12 Months  | \$188,563.50   | Central Fruit & Vegetable Wholesales Pty Ltd                            | 21/12/2015 |
| Darwin - Don Dale Youth Detention Centre - Repurposing of M Block into Recreation Centre and Library - Gyprocking Works  | \$75,515.00    | Gilmourton Pty Ltd  | 3/05/2016  |
| Alice Springs - Supply and Delivery of Fire Retardant Material for Bed sheets, Pillows and Doona Covers  | \$35,742.50    | Charles Parsons Pty Ltd   | 22/02/2016 |
| Darwin - Provision of Building Services for the Refurbished M Block Recreation Centre and Library - Internal Structural Fitout   | \$68,497.00    | Gilmourton Pty Ltd  | 22/02/2016 |
| Darwin - Provision of Specialist Records Management Services For Review And Implementation of TRIM Records Disposal Schedule   | \$40,665.63    | Latitude 12 Pty Ltd   | 21/01/2016 |
| Darwin - Don Dale Youth Detention Centre - Repurposing of M Block into Recreation Centre and Library - Glazing Installation  | \$51,931.00    | SOS Screens Window & Doors  | 11/01/2016 |

| Title of Requisition  | Contract Value |                                  | Award Date |
|---|----------------|----------------------------------|------------|
| Darwin - Supply and Delivery of Sliding white Powder Coated Mirror Panel Sliding doors and Tracks for Prison Industries                               | \$27,770.00    | FormFunctionNT & Wardrobeworld   | 21/01/2016 |
| Alice Springs - Engagement of a Job Active Provider to Co-locate an Employment Officer Within Community Corrections Offices for a Period of 12 Months | \$94,494.00    | Wise Employment Pty Ltd          | 26/10/2015 |
| Darwin - Don Dale Youth Detention Centre - Repurposing of M Block into Recreation Centre and Library - Air Conditioning Installation                  | \$45,775.00    | Hutch Air                        | 15/12/2015 |
| Darwin - Provision of Services at NTDCS Head Office for a Period of 12 Months   | \$46,200.00    | Cytera Consulting Pty Ltd        | 17/08/2015 |
| Darwin - Consultancy - Review of The Department Of Correctional Services  | \$137,292.00   | BDO Advisory (WA) Pty Ltd        | 11/04/2016 |
| Darwin - Don Dale Youth Detention Centre - repurposing om block into recreation centre and library - tiling works                                     | \$21,450.00    | Alexander Webb Tiling            | 17/12/2015 |
| Darwin - Provision of Performance Improvement Program for a Period of 12 Months   | \$80,400.00    | Leading Teams Business 7 Pty Ltd | 22/07/2015 |
| Darwin - Supply and Delivery of Various Sizes of Vanity and Kitchen Tops For Darwin Correctional Centre   | \$19,899.50    | FormFunctionNT & Wardrobeworld   | 15/01/2016 |

# Strategic Theme:

## Strong Community Partnerships

**Strategy:** Ensure the Department strives to engage and be responsive to the community in developing corrective solutions

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

**Strategy:** Ensure the Department strives to engage and be responsive to community in developing corrective solutions

**The Interagency Engagement Activity Day**

Anticipating that additional people would be in town following the Alice Springs Show, NT Police in collaboration with other government and non-government agencies organised a community engagement event. The Interagency Engagement Activity Day took place on 6 July 2015, and drew tourists and locals to meet with staff and view stalls hosted by the Australian Government Department of Human Services, St John Ambulance, Alice Springs Women’s Shelter, Central Australian Aboriginal Congress, Tangentyere Council, NT Police, NTDCS and other departments. The event aimed to raise awareness within the community about the services available within Alice Springs and remote communities, inform stakeholders about new initiatives and generally engage with community members.

Utilising NTDCS’s show trailer, staff from Community Corrections represented the Department: Sharon Hayes (CPPO – Alice Springs), Marion Walker (Team Leader – Alice Springs), Tony Bohning (CPPO – Alice Springs) and Felicia Richards (Project Officer – Darwin Head Office), setting up displays and managing the stall.

The event was a big success, allowing staff working within the same space with the same clients to meet one another, share ideas and provide updates from their respective agencies as well as providing an opportunity for clients and other members of the public to access information about services.



Marion Walker and Tony Bohning

### Datjala Work Camp Open Day

On 10 October 2015, the Datjala Work Camp hosted their 2nd Annual Open Day inviting the community from the township of Nhulunbuy and surrounding districts to come and visit the Camp. Approximately 80 local residents attended and were able to view activities including an Indigenous painting display, chainsaw operating demonstration and a cultural cooking and tasting event (kangaroo tails cooked in a fire pit). Presentations comprised of metal work items created by prisoners as part of a Certificate II Resources and Infrastructure training program, spear making demonstrations and an array of photos displaying the Community Work Program activities.

A photographic display of community events where prisoners had a significant involvement was set up that included the Rotary Volley Ball competition, the Cyclone relief, AFL competition and Garma Festival. A BBQ lunch to raise money for 'Playgroup', a local children's charity, was also held, with music and a DJ from Gove FM radio station. Community Corrections provided a display of electronic monitoring and NT Correctional Industries had souvenir items for sale provided by ASCC and DCC.

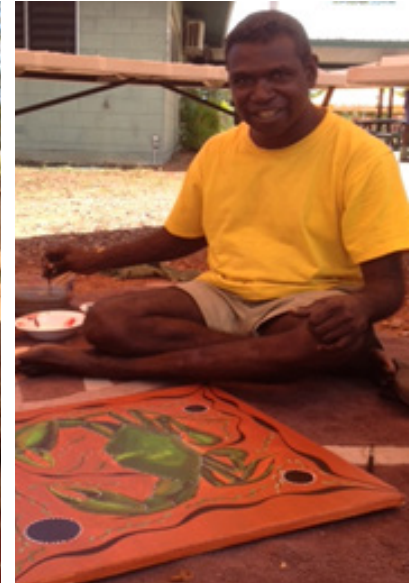
All DWC staff and prisoners actively participated, engaging with local residents, explaining the camp philosophy, and demonstrating skills learnt through accredited training programs.

The Open Day was a huge success with many positive comments from the visitors, some of which had not realised the extent of community activities which the work camp supported throughout the year.

The event was an example of developing positive community engagement.



Prisoner demonstrates how to make a spear.



Prisoner demonstrating his painting skills.



Cooking a Kangaroo tail for the cultural cooking tasting event.



The paintings were of a very high standard.

**Prisoners participate in the Aerodrome Emergency Exercise at the Gove Airport**

On 28 April 2016, the Gove Airport staff and first responders trained for a worst-case scenario in a simulated plane crash at the Gove Airport

The Datjala Work Camp (DWC) prisoners and Nhulunbuy Corporation staff played the injured crash victims. The participants wore tags informing emergency crews about the severity of the injuries, from which the police officers, firefighters, and St John crews were required to shift into quick action to help the victims and save their lives.

The Nhulunbuy Police, St John Ambulance, NT Fire and Rescue, RIO emergency crews and the Gove District Hospital Emergency Department worked together in this training scenario.

The DWC prisoners played their role as injured crash victims competently and were able to see firsthand how the emergency services worked collaboratively together.



Article & Photos from the Arafura Times 4-10 May 2016



Prisoner and staff member learning CPR at the First Aid Course held at Datjala Work Camp

During December 2015, a First Aid Course was held with 10 prisoners and three staff gaining their certificates in First Aid.

This course provided the staff and prisoners at the DWC with the skills and knowledge required to recognise and respond to life-threatening emergencies, including managing the unconscious casualty, performing CPR, controlling bleeding and managing other life threatening situations.

Knowledge of first aid while working in a remote environment is important and enables staff and prisoners to be confident in their ability to assist in medical emergencies while away from the DWC.



Prisoners learning how to manage an unconscious casualty at Datjala Work Camp.

**Partnership with Gunyangara Municipal Services**

Mr Michiel Fourie Municipal Services Supervisor Gunyangara acknowledged the Datjala Work Camp (DWC) for their contribution to keeping Gunyangara consistently clean over an extended period of time. Gunyangara is the Ski Beach community and is Gumatj land.

The DWC prisoners regularly do beach clean-ups including rubbish pick and supplying firewood to the smaller communities in this area.

The Gumatj Corporation also employs 10 prisoners from the Datjala Work Camp in several services including the Timber Mill, Kitchen, Concrete Plant and grounds maintenance.

The result of the work undertaken by the prisoners Gunyangara to receive a Four Gold Star Rated Tourism Accreditation as well as the Tidy Town Small Community Award for the third consecutive year. Territory Tidy Town Awards were held in Katherine on 23 October 2015.



Awards provided to Gunyangara by the 2015 Keep Australia Beautiful Tidy Town Awards

Mr. Fourie commended the community and stakeholders, including the DWC CSWP, for providing assistance to Gunyangara and making it the best small community for 2015.

**2015 Garma Festival**

Over a six week period during July and August 2015, 15 prisoners from DWC, under the supervision of a Senior Industries Officer, were an important component in the preparation and support of the 2015 Garma Festival. NTDCS were noted as one of the primary sponsors of the Festival, and were acknowledged by the CEO of Yothu Yindi Corporation for the assistance provided by the DWC prisoners.

The theme for the 2015 Garma Festival was Build your Future and Strengthen your Lives which is relatable to all prisoners who want to address their offending behaviour and move towards constructive pathways that keeps them out of correctional centres.

All DWC prisoners attended the Garma Festival on the Open Day, participating in dancing, cooking and cultural activities. This provides an opportunity for the DWC prisoners and staff to participate in this important cultural event which brings together Aboriginal communities in a unified forum.



Datjala Work Camp prisoner makes repairs on a structure in preparation of the Garma Festival



Building a structure at the Gulkala site for the Garma Festival

### ASCC Community Support Work Program assists the Finke Desert Race

The ASCC Community Support Work Program (CSWP) assisted with the preparation of the Scrutineering, Race Start Line, Prologue and Racetrack area for the Tattersalls Finke Desert Race held in Alice Springs over the Queen's Birthday long weekend (11-13 June 2016).

The Finke Desert Race has been an annual event since 1976 making this year the 40th year the event has been operating. This is a prestigious event which is watched by thousands of spectators each year and the ASCC CSWP have been part of the preparation work. The ASCC CSWP have been providing assistance at the Finke Desert Race for approximately 14 years and is recognised as a Platinum Sponsor for this event.

The CSWP teams assisted with preparing the start/finish area with following task being undertaken.

- Removed 3000 car tyres from prologue track
- Cut and trimmed grass at Finke Venue (roughly 50 acres)
- Cleaned amenities
- Removed dead trees and branches
- Installed 20 grandstands
- Installed weed matting and signage on fences
- Repaired fencing
- Assisted with the setup of media centre
- Cleaned up the Finke Desert Race start line (removed buffell grass)
- Assisted laying camera cable; and
- Collected lighting towers from the Alice Springs township.

This reparation activity provides an opportunity for the prisoners to be engaged in work which assists the local community translating into pride in their work, positive behaviour and attitudes.



Finke Desert Race prologue track tyres that were removed by the prisoner under the Community Support Work Program



The Alice Springs Correctional Centre, Community Support Work Party assisting with laying a camera cable for the Finke Desert Race, June 2016

### Prisoners compete in 2016 Imparja Cup Competition

A team of prisoners from the ASCC competed in the 2016 Imparja Cup as the ASCC Eagles, with Mr Woods being awarded the Most Valuable Player of the Competition in the Community Men's Division.

With many prisoners not having any experience of a normal stable life outside of prison, being a member of a cricket sporting team and participating in community events through positive interaction can build resilience, while learning to work together as a team and taking direction from the Coach and Captain.

The ASCC Eagles won their first three matches which placed the team in equal first with three other teams, unfortunately they lost the next game which took them out of the match. The team played professionally and proficiently together and is looking forward to the 2017 competition.



The Alice Springs Correctional Centre Eagles, 2016

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



Prisoners setting up the Evacuation Centre at the Winnellie Show Grounds

**Darwin Correctional Centre assists the Daly River evacuation**

From 26 December 2015 to 15 January 2016, the DCC Community Support Work Program set up and supported the Evacuation Centre for the Daly River residents at the Winnellie Show Grounds as part of the emergency relief team.

During this period, 19 prisoners per day attended the Evacuation Centre to provide clean up duties, rubbish removal and maintenance of the immediate area for the 450 evacuees. Over the 21 day period the prisoners provided 3,591 hours of work equating to nine hours per prisoner each day. The cost saving to the community was \$62,088.

The CSWP also set up beds and dining facilities for the evacuees.

The kitchen at the Darwin Correctional Centre provided a significant amount of food for the evacuees which included breakfast, lunch and tea

|   |   |
|---|---|
| <b>Breakfast</b>  | 420 breakfast packs (tea, coffee and biscuits were also supplied)<br>(Breakfast was only supplied for one day.) |
| <b>Lunch</b>  | 6,560 lunch packs   |
| <b>Dinner</b>   | 5,940 serves  |
| <b>Laundry Services</b>                                     | 4,626kg laundry washed and dried  |
| There were 41 separate deliveries to the Evacuation Centre. |   |

**The total cost of the meals provided to the Evacuation Centre was approximately \$75,238; laundry services provided was at an approximate cost of \$9,946.**



Senior Industries Officer Warren Twaddle and Chief Industries Officer Rick Drake delivering food to the Daly River evacuees at the Winnellie Evacuation Centre

The DCC Industries Sector purchased from the Peter McCauley Centre 200 towels at a cost of \$940 and plastic bags for the towels at \$28.56.

80 laundry bags were issued at a cost of \$964.

The following items were not recovered by DCC once the Evacuation Centre was closed down:

|    |                    |         |
|----|--------------------|---------|
| 60 | Blankets           | \$2,323 |
| 6  | Washing Bags       | \$237   |
| 51 | Small Washing Bags | \$614   |
| 44 | Bed Rolls          | \$2,904 |

The Northern Territory Government commended the work that was done by all agencies involved in providing services to the Evacuation Centre for the Daly River residents.

### **Barkly Work Camp open day**

The BWC at Tennant Creek held their annual open day on Saturday, 10 July 2015.

The open day commenced with a welcome to country by the local Warumungu Traditional Owner, Sandra Morrison and speeches by then Executive Director Custodial Operations Rob Steer and Chief Correctional Officer Danny Measures, Officer in Charge Barkly Work Camp.

Approximately 150 people attended the event with CAAMA Radio doing a live broadcast on the day. Entertainment was provided by the band Unbroken Expanse and there was plenty of food served up by the prisoners including kangaroo tails, steak and sausages cooked on the BBQ.

The Open Day provides an opportunity for staff and prisoners to invite the local community into their Work Camp and show their appreciation for the support shown by the local community. The BWC has been part of the Barkly Region community since 8 September 2011, and has undertaken a number of community reparation projects throughout the year.

### **Indigenous Language Resource Update**

Community Corrections, in collaboration with Creative Territory and the Aboriginal Interpreting Service, launched a new educational resource known as the Indigenous Language Resources (ILR) in July 2015. The ILR is a suite of educational resources that have been developed to provide explanation regarding the role of Community Corrections and the orders we supervise.

The suite encompasses three separate but related resources including:

- 16 Common Order conditions plus picture icons and a wallet card for offenders to take away
- Two eStories to display on an iPad relating to Court Orders and Parole Orders
- 12 factsheets that provide information on each Order that NTCC supervises and the role of key staff including Probation and Parole Officers.

The resources run using the application Keynote and are available in plain written English and nine Indigenous languages in audio.

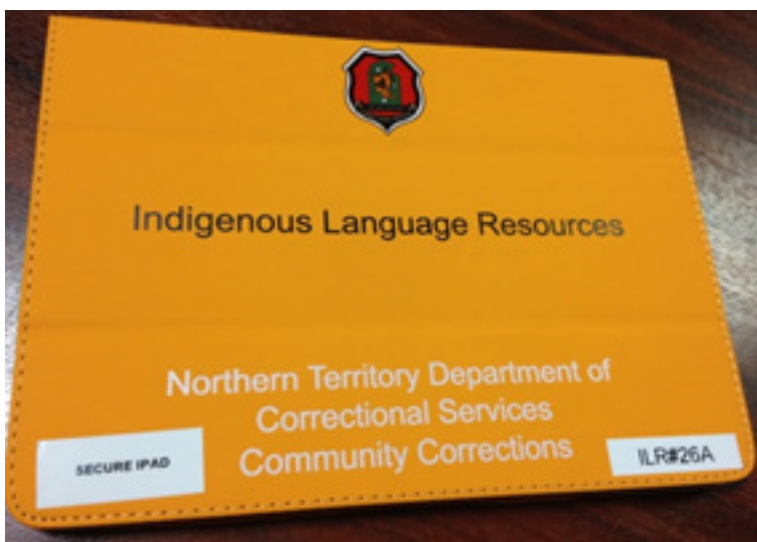
The objective of the project and the main outcome we hope to achieve is to ensure that all offenders under the supervision of Community Corrections, in spite of present language barriers, have a clear understanding in of Court and Parole Orders, and the legal obligations and conditions imposed on them. Access to explanatory resources available in language provides support for vulnerable offenders and provides them with the best opportunity to complete their Court or Parole Order and return to their community.

An evaluation of the ILR use with staff and offenders is currently underway and the feedback already received indicates that the resources are working well and helping offenders and their families to have a clearer understanding.

Case studies have shown that offenders have a markedly improved understanding when comparisons are made from before and after using the resources.

Since the implementation of the ILR, staff report feeling more confident that the message regarding order details and conditions is accurate and this has also been evident in the offender reactions.

Staff report that “offenders listen intently and are significantly more animated when discussing their compliance obligations after using the ILR”. They also indicated that “youth are very engaged and are able to relay the understanding of the Orders in a clearer fashion”. Staff have indicated that the resources have also assisted offenders' families to become more involved in their compliance. Family members have stated that they “like the ILR and that the messages are clearer in language” they said the resources were “very helpful”.



Indigenous Language Resources wallet cards

**Prisoners participate in basketball competition**

The Barkly All-Stars, consisting of prisoners from BWC, competed in the local basketball competition grand final held at the Sport and Recreation Centre in Tennant Creek.

The competition consisted of eight teams from Tennant Creek. The BWC played a vital role in the success of the competition by providing umpires and team participation throughout the entire Anyinginyi Basketball season.

It a great achievement for the players to make it to the final as the team was a late inclusion to the competition.

The game was played at a high standard throughout the match and at half time the Barkly All-Stars were down by four points and had a bit of work to do to come back into the contest. In the dying minutes of the game when a key Barkly All-Star player was fouled out of the contest. The opposition at this point took control of the match and cruised to a six point victory.

All players participated at a high standard and it was great to see them being rewarded by playing in the grand final.

The feedback received from the local community was positive and accepting of the prisoners participating positively in a community sporting event



Barkly All Stars playing in the Anyinginyi Basketball Competition

**Prisoners participating in the Barkly Australian Football League**

Since 2011 prisoners from the Barkly Work Camp (BWC) has provided support to the Barkly Australian Football League (BAFL) competition by supplying prisoners to officiate as AFL field, goal and boundary umpires. They also maintain the scored board and/or are official scorers at the ground each Saturday.

Since 2015, the BWC has competed in the BAFL competition following a request from the President of the BAFL committee for the BWC to nominate a team.

BAFL membership provides opportunity for participants to attend the AFLNT facilitated Basic Umpire Course (BUC) and the Level 1 Coaching accredited course.

The BUC course allows participants to learn new skills and that being in control of a game of footy requires quick decision making skills which are considered to be something outside of the prisoners comfort zone. Health and fitness is also a beneficial element of umpiring.

The majority of the prisoners at BWC are Indigenous and generally have only participated previously as players. The BUC program provides the opportunity for prisoners to become involved in the other side of sport; umpiring. The prisoners may be able to continue as umpires following their release back into the community.

The BWC Team consists not only of players but the coach, assistant coach, captain, team manager, property manager, water boys and selection committee.

The prisoners have the opportunity to learn new skills such as structures, communication techniques, leadership, team effectiveness and maintenance of equipment.

These skills are transferable into the community once the prisoner has been released from custody.

The programs promote a positive pathway and opportunity to pursue a healthy lifestyle as well as encouraging participants to become respected members of the community through constructive sport involvement.

All participants in this program participate on a volunteer basis only and have signed an agreement to participate within the rules of Australian Football and to follow all NTDCS procedures.

### Restoration of Ordnance QF 25 Pounder Gun

The ASCC has been acknowledged by the Alice Springs Returned Service League as one of the organisations that assisted in the restoration of the Ordnance QF 25 Pounder Gun. This historical gun was restored back to its original state as a major Australian field gun used during World War II.

By participating in the refurbishment project, ASCC prisoners learnt about the importance of the field gun and what it was used for.



Timber box used to hold the shells was manufactured by prisoners for the restoration of the Ordnance QF 25 Pounder Gun

The project was both instructive and educational.

Prisoners in the Alice Springs Correctional Centre have put skills learnt in their training programs to use in the restoration of the historic field gun.

The 'Ordnance-QF 25 Pounder' is a significant piece of Australian Military History and was in use with Australian and Commonwealth forces from 1940 well into the 1980's. Australian Army units used variants of the 25 pounder in World War Two as well as the Korean War and Malaysian Emergency.

Prisoners in the Construction and Development program who have been developing their engineering and metalwork skills restored the split-rim wheels, while prisoners in the carpentry and furniture program built ammunition boxes, a seat, display stand and other timber fittings.

The restoration project finished with a bang when the gun was fired in a ceremony near ANZAC Hill on February 29 before being donated to the RSL.



WW2 Ordnance QF 25 Pounder Gun, restored with the assistance of ASCC prisoners. Photo credit: Damien Ryan



The same piece before the restoration.

### One Mob Different Country Dancers

The One Mob Different Country Dancers consist of prisoners from DCC who come from a number of communities which translates into the name of the group One Mob Different Country.

During 2015-16, the dancers performed at over 27 events and were widely sought after to perform throughout the Darwin region. They were acknowledged for the enthusiasm, professionalism and commitment shown in their performances. There is a fee for service to engage the dancers which covers staffing, transport, costumes, and instruments. One Mob Different Country Dancers have a designated coordinator who is responsible for ensuring that the group is performance-ready and who takes them to and from their events. The bookings are done through NTDCS Head Office.

One Mob Different Country Dancers were formed in July 2002 as part of the NAIDOC Week celebrations. This initiative continues to be a success story for DCC and is a tangible reparation activity that provides positive engagement with the community.

### Prisoners provide assistance to the Adelaide River Railway Heritage Precinct

During 2015-16, DCC Community Support Work Program assisted the Coomalie Council and Adelaide River Railway Heritage Precinct with maintenance and beautification of historical sites in and around the Adelaide River townships.

The prisoners undertook the following tasks for the Adelaide River Railway Precinct including:

- General ground maintenance
- Refurbishment of old railway sites
- Refurbishment of old railway tracks
- Painting
- Polishing old railway cars
- Ground maintenance around old WW2 sites.

The collaboration between the DCC and the Adelaide River Railway Precinct has benefited tourism in this region by making the historical sites accessible and sharing an important story that is still relevant and poignant today.



One Mob One Country performing at the Darwin Aboriginal Art Fair, 6 August 2015

**Danielle Wenske – Yuendumu**

I started as an AO4 Probation and Parole Officer in September 2012, with a town-based caseload in Alice Springs. In September 2014, I became the Courts Officer, which included covering Court of Summary Jurisdiction, Supreme Court and Youth Justice Court as well as any Bush Circuit Court as needed (Yuendumu, Mutitjulu, Ti Tree).

In July 2015, I took over the Yuendumu caseload (Yuendumu, Nyirripi, Mount Allen and Laramba), which has generally been one of the larger caseloads with a high number of parole applications requiring the completion of parole reports. Yuendumu is known for ongoing issues such as feuding within the community. In November 2015, the Family Safety Framework meetings commenced at Yuendumu as part of the pilot in the Alice Springs region. I regularly attended the Family Safety Framework meetings at Yuendumu as the nominated representative for Community Corrections.

In April 2016, I successfully progressed to an AO5 Probation and Parole Case Manager. I love the job and the people I get to work with, plus it is great getting to travel to the remote communities and see parts of this country that not many people get to experience!



Danielle Wenske – PPO Alice Springs Community Corrections



Bush toy displayed at the Art Escape Exhibition

**2016 Art Escape Exhibition**

The 2016 Art Escape Exhibition was opened on 29 April 2016 and ran until 8 May 2016. The Exhibition is a collaboration between the Central Australian Art Society (CAAS) and ASCC and is held at the Art Shed in Alice Springs. This is only the second time the annual event has been held.

Both female and male prisoners had art pieces on display consisting of acrylic on canvas, watercolour landscapes, bush toys made from wire and tape, hand carved boomerangs, snakes, shields, and painted furniture: chairs, and rocking horses. There was also acrylic on canvas and sketches from Batchelor Institute of Indigenous Tertiary Education students. The Industries Sector at the ASCC made and displayed an inlaid treasure chest and painted jewelry boxes for the exhibition.

Approximately \$5,000 worth of sales was facilitated. Prisoners receive 48% of the sale price which is deposited into their trust accounts, 32% goes back into the Correctional Industries sector to assist progressing prisoner artistic activities and 20% of the sale price goes to the CAAS.

### 2015 Behind the Wire Art Exhibition

The 2015 Behind the Wire Art Exhibition displayed art works from all correctional facilities; DCC, ASCC, DWC, DDYDC and ASYDC. Items from the DCC and ASCC Industries Sector were also displayed.

The Behind the Wire Art Exhibition was opened on 24 August 2015, by the Honourable John Elferink, Minister for Correctional Services and Minister for Arts and Museums. The Exhibition was held at the Fannie Bay Gaol which is facilitated by the Department of Arts and Museums. The Exhibition has been held annually for the past 14 years and has grown from small beginnings to become an anticipated event in Darwin.

There were \$1,754 worth of items sold from the Industry Sector including wooden chopping boards, metal cut outs and number plates. Over \$8,000 worth of artwork was sold to patrons from all over Australia. Prisoners received 48% of the sale price which is deposited into their prisoner accounts and 52% goes back into the Industries Sector to assist progressing prisoner artistic activities.



Feature painting of the Behind the Wire Exhibition was by Francis Mardigan from the Datjala Work Camp



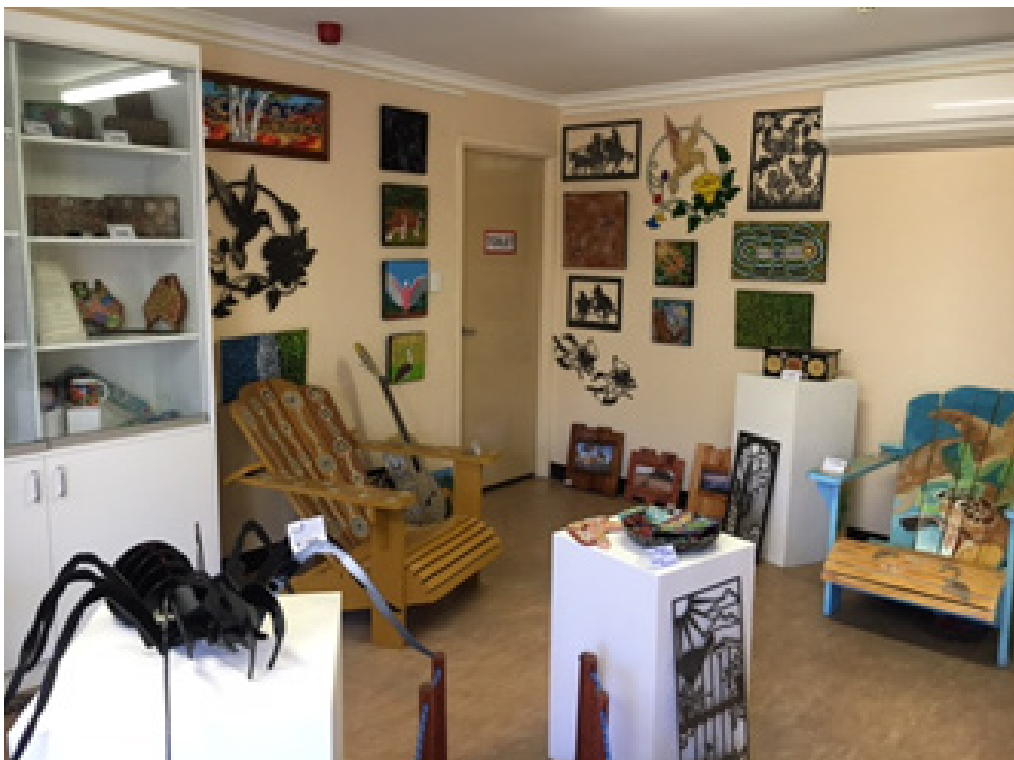
Feature painting of the Behind the Wire Exhibition was by Francis Mardigan from the Datjala Work Camp

### Retail Outlet for Industry items at the National Pioneer Women's Hall of Fame

On 1 February 2016, the NT Correctional Industries opened a new retail outlet at the Old Gaol in Alice Springs selling arts and crafts produced by prisoners in the ASCC.

Historically, the idea for an outlet for products produced by prisoners originated in Darwin and was sold at the Fannie Bay Gaol. This outlet was called Rogues Gallery and operated in the early 1990's and manned by prisoners from the DCC under the guidance of a staff member.

The current store at the National Pioneer Women's Hall of Fame in Alice Springs has the capacity to train prisoners towards vocational qualifications in retail, providing them with skills to obtain work on release in this field. Items produced by prisoners and sold at the shop include a number of art and craft mediums including acrylic paintings on canvas, painted jewel boxes, carpentry furniture, metal fabrication furniture, mulga boomerangs, pine painted boomerangs, bush toys, furniture items, metal fabrication plasma art such as mobiles, wall hangings and garden spikes.



Items made by prisoners from Alice Springs Correctional Centre now sold in the retail outlet at the National Pioneer Women's Hall of Fame

### Yuendumu Elders meet with DCC prisoners

Women Elders from the indigenous community of Yuendumu, 300 km North West of Alice Springs, visited DCC for International Women's Day Celebrations and to give Central Australian prisoners the chance to catch up with culture and kin.

"Visits by Elders promotes social and emotional wellbeing of prisoners," Director, Indigenous Services and Community Engagement, Meg Friel said.

"For prisoners from very remote areas, these visits help their through care planning by providing access to respected people with cultural authority."



The Elders spent time with inmates during the Women's Day celebrations and visited inmates on a one-on-one basis over the following days.

# CONTACT INFORMATION

2020

# Contact Information

The Northern Territory Department of Correctional Services website can be accessed at [www.correctionalservices.nt.gov.au](http://www.correctionalservices.nt.gov.au)

| Location   | Postal Address                            | Phone (08) | Fax (08)  |
|--|---|------------|-----------|
| Government Switchboard   |   | 8999 5511  |           |
| <b>Head Office</b>   |   |            |           |
| 6 Knuckey Street,<br>Darwin NT 0800  | GPO Box 3196<br>Darwin<br>NT 0801         | 8935 7466  | 8935 7461 |
| <b>Custodial Services</b>  |   |            |           |
| Darwin Correctional Precinct<br>325 Willard Road<br>Howard Springs NT 0829<br>Darwin Correctional Centre.NTDCS@nt.gov.au | PO Box 1066<br>Howard Springs<br>NT 0835  | 89995511   | 8942 6403 |
| Alice Springs Correctional Centre<br>Stuart Highway (South)<br>Alice Springs NT 0870                                     | GPO Box 56<br>Alice Springs<br>NT 0871    | 8951 8911  | 8951 8918 |
| Barkly Work Camp<br>Barklyworkcamp.ntdcs@nt.gov.au   | PO Box 1245,<br>Tennant Creek<br>NT, 0861 | 8962 4539  | 8962 3273 |
| Datjala Work Camp Nhulunbuy<br>Datjalaworkcamp.ntdcs@nt.gov.au   | PO Box 2095,<br>Nhulunbuy NT,<br>0881     | 89392900   | n/a       |
| <b>Youth Detention</b>   |   |            |           |
| Don Dale Youth Detention Centre<br>Tivendale Road<br>Berrimah NT 0820  | GPO Box 1407<br>Darwin NT 0801            | 8922 0400  | 8947 1084 |
| Alice Springs Youth Detention Centre<br>South Stuart Hwy<br>Alice Springs NT 0870  | PO Box 8469<br>Alice Springs NT<br>0870   | 8951 1022  | n/a       |
| <b>Correctional Programs and Services</b>  |   |            |           |
| 6 Knuckey Street<br>Darwin NT 0800   | GPO Box 3196<br>Darwin NT 0801            | 8935 7568  | 8935 7461 |

| Location   | Postal Address                          | Phone (08)                | Fax (08)  |
|--|---|---------------------------|-----------|
| <b>Community Corrections</b>   |   |                           |           |
| Community Corrections Head Office<br>6 Knuckey Street<br>Darwin NT 0800<br>CommunityCorrectionsNTCS.doj@nt.gov.au  | GPO Box 3196<br>Darwin<br>NT 0801       | 8935 7572                 | 8935 7461 |
| Community Corrections<br>Alice Springs<br>First Floor, Centrepoint Building, Hartley St,<br>Alice Springs, NT 0870 | PO Box 2407<br>Alice Springs<br>NT 0871 | 8951 5631<br>1800 030 334 | 8951 5169 |
| Community Corrections<br>Borrooloola<br>Roper Gulf Shire Building, Lot 384 Borrooloola                             | PO Box 509<br>Borrooloola<br>NT 0854    | 8973 8746<br>0438 836 590 | n/a       |
| Community Corrections<br>Casuarina<br>Cas Com Centre. Shop 4,<br>13-17 Scaturchio Street<br>Casuarina              | PO Box 40696<br>Casuarina<br>NT 0811    | 8922 6501<br>1800 006 165 | 8922 6555 |
| Community Corrections<br>Groote Eylandt<br>Cnr of Arnhem Crescent and Taylor Street,<br>Alyangula                  | PO Box 623<br>Alyangula<br>NT 0885      | 8987 6077                 | 8987 6589 |
| Community Corrections<br>Katherine<br>First Floor, Government Centre,<br>First Street, Katherine                   | PO Box 2031<br>Katherine<br>NT 0851     | 8973 8743<br>1800 684 873 | 8973 8757 |
| Community Corrections<br>Nhulunbuy<br>Shop 6, Arnhem House, Endeavour Square<br>Nhulunbuy                          | PO Box 471<br>Nhulunbuy NT<br>0881      | 8939 2800<br>1800 002 887 | n/a       |
| Community Corrections<br>Palmerston<br>6 Frances Dr, Palmerston  | PO Box 1180<br>Palmerston<br>NT 0831    | 8939 0100<br>1800 002 255 | 8939 2888 |
| Community Corrections<br>Tennant Creek<br>33 Leichardt Street<br>Tennant Creek                                     | PO Box 1069<br>Tennant Creek<br>NT 0861 | 8962 4466<br>1800 688 520 | 8962 4468 |
| Community Corrections<br>Wadeye<br>Lot 491, Port Keats   | PMB Wadeye<br>NT 0822                   | 8999 1993<br>0401 117 010 | 8978 2322 |



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