



Links to:

- Paget Report Recommendations
- Organisational Review Themes

People

1 2 7 8 9 16 4 5 6

Attract, recruit and retain

To date, we have:

- Since July 2022, NT Correctional Services has been working to grow the workforce by recruiting and training:
 - 112 Trainee Correctional Officers (TCO), one in Barkly, 24 in Alice Springs and 87 in Darwin, across 8 different recruitment courses; and
 - 22 Experienced Correctional Officers (ECO), 11 in Alice Springs and 11 in Darwin.
 - Further courses commenced in Darwin and Alice Springs in April 2023.
 - Funds have been allocated from Budget 2023 for up to 52 additional uniformed staff in Darwin and Alice Springs.
- Supported recruitment with open-ended applications, a rolling recruitment campaign, and launched a dedicated NT Correctional Services recruitment website.
- Upgraded the Darwin Correction Centre (DCC) staffing model with 382 custodial officers in the 2022-23 financial year.
- Allocated funds from Budget 2023 to review the staffing model for DCC and expanded the number of Immediate Action Team Officers on duty.
- Commissioned a roster redesign project to commence in mid-2023.
- Drafted an NTCS Aboriginal Employment Strategy and established the NTCS Aboriginal Workforce Attraction and Recruitment Working Group.
- Implemented two cultural competency units as part of the Certificate IV in Correctional Practice for Probation and Parole Officers and Team Leaders, and delivered training to all new TCOs and ECOs.
- Signed off Operating Models setting quotients and operating procedures for all correctional centres and work camps.
- Specific NZ training program devised for experienced corrections officers.
- New duty sheets for DCC, which is aligned to the new operating model.
- New correctional officer Enterprise Agreement settled.

Prisoner health services

17 18 3

Better options

To date, we have:

- Established a working group with representatives from NTCS and Department of Health to progress a 2023 review of the health services for prisoners. This work will include a review of onsite services, prioritising prisoner movements and development of a risk stratification approach for prisoners being admitted to hospital. The group has met twice with the Terms of Reference being advanced.
- Established a smaller second working group to improve the inter-agency cooperation in investigations and reviews to ensure the accurate and efficient sharing of information and findings that enables the improvement of both agencies.
- Extended the existing MoU with NT Health to cover the work listed above and a new governance framework will be developed following the review.

Purpose, planning and performance

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Strategic roadmap

To date, we have:

- Released the NT Correctional Services Strategic Plan 2023–2026 under the Forward Together program.
- Aligned the strategic priorities to the Department of the Attorney-General and Justice Strategic Plan 2021–25.
 - Protecting Territorians
 - Improving outcomes for Aboriginal people
 - Delivering people-centred services
 - Investing in our people
 - Working smarter
- Developed a Forward Together roadmap (operational plan) to provide a strategic overview of the program, including milestones, deliverables, resources and timings.
- Developed new KPIs for Budget 2023, including supporting KPIs to measure performance against the Strategic Plan.
- Allocated funding from Budget 2023 for new staff to address policy and planning, auditing, compliance and complaints management, and improved data and contract management.
- Completed a new governance committee framework to be implemented from mid-2023.

Operations

Service delivery

Planning and performance

Infrastructure and equipment

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Dealing with pressures on the system

To date, we have:

- Made significant infrastructure upgrades to DCC, including security upgrades to fencing, secure accommodation blocks, CCTV, and lighting. Also installing secure turnstiles in sector 6 to regulate prisoner movement and improve security for officers.
- Increased bed capacity in DCC and ASCC to manage accommodation pressures.
- Upgraded CCTV system at ASCC.
- Introduced new riot control equipment into DCC and ASCC.
- Allocated \$2.65M from Budget 2022-2023 to enhance safety, security and wellbeing of prisoners in Darwin and Alice Springs.
- Allocated \$17M capital funding from Budget 2023 to increase bed capacity in Alice Springs by 80 beds, and undertake design work in Darwin with a focus on a therapeutic women's facility.
- Allocated \$3.185M from Budget 2023 for Supported Bail Accommodation in Alice Springs (27 beds) and Darwin (30 beds). Both programs became operational in early 2023.
- Allocated \$4M in capital funding from Budget 2023 for enhanced security fencing in Sector 6 (point of origin of the disturbance) at DCC.
- Commenced reconstruction works for Sector 2 - due to be completed in June 2024.
- Established temporary surge capacity to manage increased prisoner numbers and alleviate pressure on the main facilities.
- Allocated funding for 2023-24 for new incident Control Room at DCC.
- Commissioned industry experts to help develop long term infrastructure master plan.

Efficiency

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Reducing workloads and increasing operational effectiveness

To date, we have:

- Undertaken a preliminary assessment of delegations under the *Public Sector Employment and Management Act* and *Financial Management Act*.
- Recommended changes to the delegations for the Commissioner and General Managers for Custodial Operations. Community Corrections has been sent to the Chief Executive Officer for consideration.
- Community Corrections has led the Enhancing Custodial Pathways Project (ECP) to investigate and analyse barriers to existing mechanisms for transitioning prisoners from custody to community without compromising community safety.
- Held workshops across DCC and ASCC to identify process improvements with a focus on communication, recruitment and prisoner administration.
- Drafted recommendations for recruitment practices to be streamlined for NTCS to reduce recruitment times.

Through Care, education, employment, and rehabilitation

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Provide positive opportunities

To date, we have:

- Commissioned a review of the DCC Structured Day for prisoner management.
- Reviewed the sentence management and Through Care arrangements to look for operational 'roadblocks' for progressing prisoner education and their Through Care journey. Recommendations have been made to improve practices and are currently being considered by the Commissioner.
- Allocated additional funding of \$2.4M from Budget 2023 for programs for short-sentenced and remand prisoners to invest in better education and treatment, including approximately 20 additional staff, such as clinicians to develop and deliver programs and services for offenders in the prison and to deliver specialised trauma counselling for female prisoners.
- Other programs already operating in NTCS, such as the Family Violence Program will be reviewed and refocused to deliver programs inside the centres, and to deliver specialised trauma counselling for female prisoners.
- Allocated additional funding of \$2M from Budget 2023 for non-DFV programs in the community.
- NT Correctional Services has undertaken reviews and evaluation of the following programs:
 - Sentenced to a Job
 - Violent Offender Treatment
 - RAGE (domestic violence) program
 - Safe Sober Strong
 - Adult education (BIITE, USQ, quicksmart)
- Commenced a large project to expand Community Corrections' capability in advance of mandatory sentencing changes.
- Updated and expanded Aboriginal language resources for Community Corrections' clients and staff.
- Updated the Sentence Management Manual with further review to be conducted in 2023.