



# Annual Report

## 2020–21

# Our report

The 2020–21 Annual Report for the Department of the Attorney-General and Justice (the department) provides a comprehensive overview to parliament and Territorians of our objectives and performance during the financial year.

# Our audience

The department Annual Report aims to inform:

- our Minister
- Members of the Legislative Assembly
- our staff and future employees
- other government agencies at the Northern Territory, Australian and local government levels
- community and non-government organisations, particularly those that deliver services in partnership with the department
- key industry bodies
- the wider public.

# Acknowledgements

The Department of the Attorney-General and Justice acknowledges and respects:

Aboriginal people as the traditional owners and custodians of its lands, waters and seas.

Aboriginal Elders, past and present, and emerging leaders across the Northern Territory.

The term Aboriginal is used throughout this report to refer to all people of Aboriginal and Torres Strait Islander descent who are living in the Northern Territory.

The use of this term reflects the wishes of Aboriginal people in the Northern Territory.

**Please be aware that this report may contain the names or images of Aboriginal people who have died.**

# LETTER TO THE MINISTER

Dear Minister

I am pleased to submit to you the 2020–21 Annual Report for the Department of the Attorney-General and Justice, in accordance with section 28 of the *Public Sector Employment and Management Act 1993*, section 12 of the *Financial Management Act 1995* and section 131 of the *Information Act 2002*.

Pursuant to my obligations under section 24 of the *Public Sector Employment and Management Act 1993*, section 13 of the *Financial Management Act 1995*, section 131 of the *Information Act 2002* and in accordance with Treasurer's Direction R2.1.6, I advise that to the best of my knowledge and belief:

- a. proper records of all transactions affecting the department are kept and that employees under their control observe the provisions of the *Financial Management Act 1995*, the *Financial Management Regulations 1995* and Treasurer's Directions
- b. procedures within the department afford proper internal control and a current description of such procedures is recorded in the accounting and property manual, which has been prepared in accordance with the requirements of the *Financial Management Act 1995*
- c. no indication of fraud, malpractice, major breach of legislation or delegation, major error in or omission from the accounts and records exists
- d. in accordance with the requirements of section 15 of the *Financial Management Act 1995*, the internal audit capacity available to the department is adequate and the results of internal audits have been reported to the accountable officer
- e. the financial statements included in the annual report have been prepared from proper accounts and records and are in accordance with Treasurer's Directions
- f. all Employment Instructions issued by the Commissioner for Public Employment have been satisfied, and
- g. the department is working in compliance with Part 9 of the *Information Act 2002*.

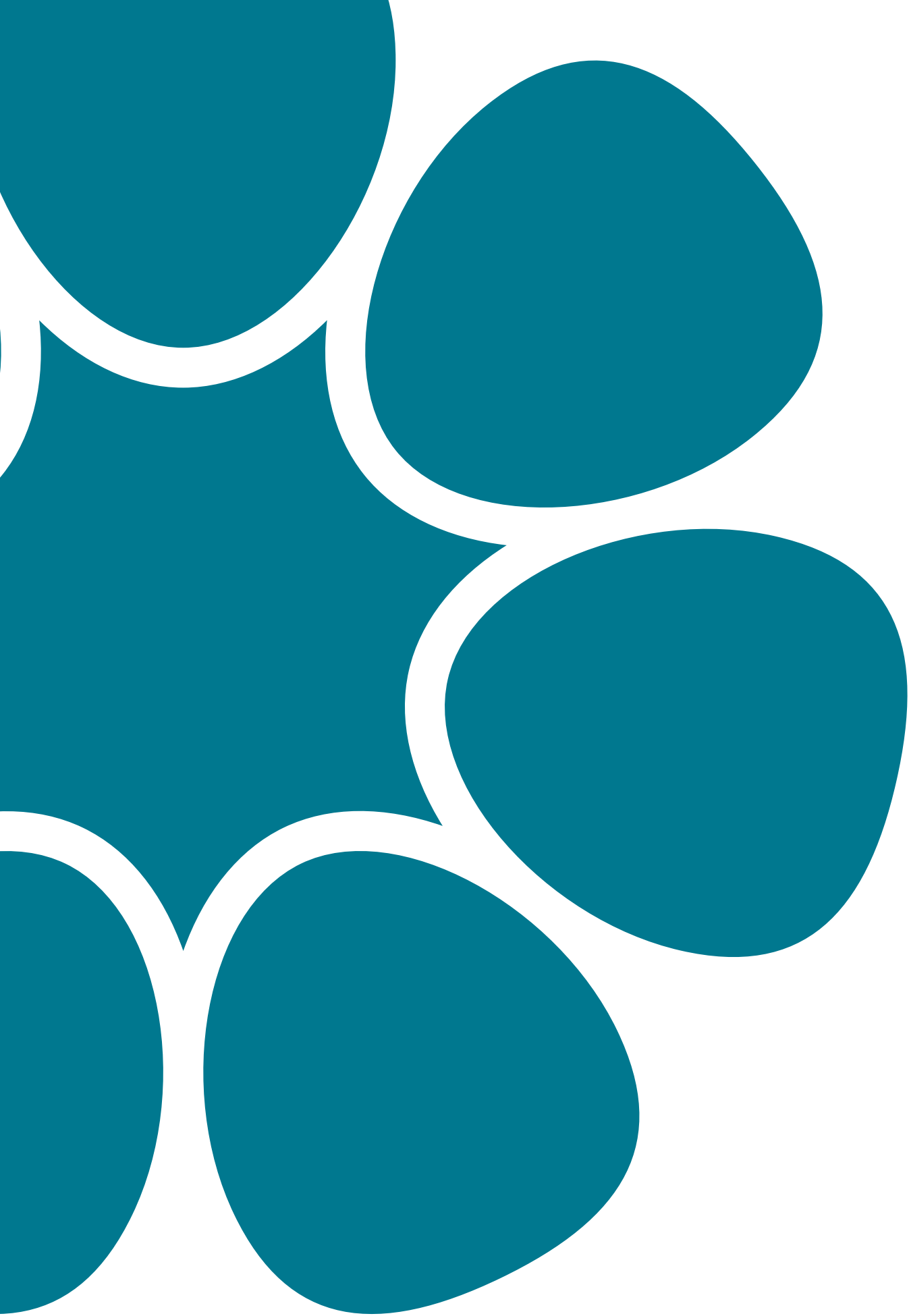
Yours sincerely



**Gemma Lake**

*Acting Chief Executive Officer*

31 August 2021





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## The year in review:

# Message from the Chief Executive Officer

I am pleased to present the 2020–21 Annual Report for the department, which outlines our activities and achievements during the financial year. 2020–21 was another big year for the department, with several milestones met and much work completed. This was all in the midst of the COVID-19 pandemic.

Final consultations on the draft Aboriginal Justice Agreement continued throughout the year. The Agreement is founded on research, evidence, and the views and experiences of Aboriginal Territorians collected through 160 consultations. Together, we can ensure Aboriginal Territorians in contact with the justice system as victims, offenders, witnesses, and families are treated fairly, respectfully and without discrimination.

In October 2020, the Minister officially launched the new specialist approach to domestic violence at the Alice Springs Local Court. Legal Policy supported this, establishing improved safety for victims of domestic violence and increased the accountability of offenders. Local service providers are now working in partnership with the Local Court to implement and monitor this initiative.

The Solicitor for the Northern Territory provided advice and other assistance in relation to several major projects in 2020–21, including the Jabiru Township Project, Larrakia Cultural Centre, the Darwin Port Ship Lift Facility and the Australian-Asean Powerlink Project. Work continued implementing recommendations from Royal Commissions and the review of the *Domestic and Family Violence Act 2007* and the *Residential Tenancies Act 1999*.

NT WorkSafe continued to balance the Regulatory Environment and implemented many recommendations from national reviews to influence reform including the Boland review and the Senate Enquiry related to industrial deaths. Work continued to implement recommendations from the Best Practice Review of Workplace Health and Safety in the Territory.

With the conclusion of the department's strategic plan 2017–2020, we conducted a comprehensive internal

evaluation of the plan and its success. We commenced work on our plan for the next four years. I greatly valued the opportunity to start the conversation with staff about what strategic areas and activities should be our focus for the next few years. The workshops undertaken across the Territory were a great opportunity for me to hear directly from staff and discuss their ideas of what is critical, what we do well and identify the areas that are a challenge for us now and into the future. The input from staff was inspiring and built on a passion and commitment to justice in the Territory.

We also identified areas for improvement as a result of the People Matter Survey outcomes. These results, along with those that were identified across the broader NT Public Sector, will be our focus and our commitment to staff over the next few years. The development of an action plan commenced in 2020–21, with a view to being finalised in 2021–22.

This year, Correctional Services received a well-deserved Chief Minister's Award for Excellence, in recognition of their impressive response to the pandemic. Sadly, we also recently marked the sudden passing of the Commissioner, Correctional Services, Mr Scott McNairn.

There were a number of other significant leadership changes in 2020–21. The former Chief Executive Officer (CEO) Mr Greg Shanahan retired after 14 years in the role and over 25 years in the Justice sector. I thank Greg for his exemplary service and commitment. He has certainly left big shoes to fill.

Jack Karczewski QC the Director of Public Prosecutions (DPP) concluded a 37 year career in Public Prosecutions by commencing extended personal leave in June with plans to retire later this year, after more than eight years in the role. Matthew Nathan SC, Deputy DPP was enticed back to New Zealand into a senior Public Prosecutions position to be closer to family. Ms Victoria Engel was appointed as the acting Deputy Director, DPP with Nicholas Papas



QC appointed as the Acting Director, DPP. Nikolai Christrup SC was appointed as Solicitor General, replacing Sonia Brownhill SC, who was appointed a Justice of the Supreme Court of the Northern Territory.

Additionally, after 50 years in the legal profession, Justice Hiley stepped back from being a full time judge in March 2021, after reaching the compulsory retirement age of 72.

We also farewelled Licensing NT from the department, after machinery of government changes resulted in their transfer to the Department of Industry, Tourism and Trade.

During 2020–21 the department responded to further challenges from the COVID-19 pandemic and showed the success of our business continuity planning to rapidly respond and keep delivering services to Territorians under tough conditions. We will continue to adapt and improve our practices in this space. The commitment, resilience and adaptability of our staff continues to impress me.

It is a privilege to lead the department as Acting CEO and I commend and thank all of the staff for their exceptional contributions and achievements throughout the year.

I look forward to a productive 2021–22.



**Gemma Lake**

*Acting Chief Executive Officer*



**OUR CEO**

# About the department

The department's *Justice Matters Strategic Plan 2017–2020* comprises:

## Vision

For people to feel safe and have confidence in the justice system.

## Purpose

To protect people's rights and interests through the delivery of an integrated, fair and accessible justice system.

**The Justice Matters strategies are:**

- Strengthening the Justice System
- Building Community Trust
- Improving Aboriginal Outcomes
- Supporting Safer Communities to Protect Territorians
- Partnering for Improved Justice Outcomes
- Developing and Maintaining a Capable Workforce
- Balancing the Regulatory Environment.

## Under core business the department delivers:

- strategic law and legal policy services to government
- custodial and community-based correctional services
- prosecution services
- court and tribunal services
- a balanced policy and regulatory framework that supports industry, business and the community
- advice, education and information to business, workers and the public relating to legislative compliance and regulations
- support to independent integrity bodies
- registration services
- official statistics for the NT justice system.

## Our values are:

**Ethical practice:** Uphold the highest standards of practice and act ethically, honestly, fairly and with integrity in our dealings.

**Impartiality:** Be apolitical and provide robust, frank, honest, timely and evidence-based advice.

**Respect:** Respect all people and deliver services in a manner that demonstrates this commitment.

**Diversity:** Embrace the diversity of our community. Listen to and value different perspectives and contributions.

**Commitment to service:** Be professional, hardworking, effective, innovative and efficient, and work collaboratively to achieve the best results.

**Accountability:** Be transparent and accountable for our actions, delivering on our commitments in an appropriate manner, using our resources effectively.

## The Executive Leadership Group

The purpose of the Executive Leadership Group is to lead the strategic direction of the department and deliver the priorities of government by:

- leading the development and implementation of the department's strategic plan
- leading and monitoring progress against the department's strategic plan and measuring success
- monitoring the progress of the department's priority projects
- leading the development of departmental frameworks, policies, projects and programs that underpin the department's strategic plan
- leading the co-ordination of intra and inter-agency activities which deliver on the department's strategic plan
- monitoring the department's risk and compliance responsibilities
- assisting the CEO to meet statutory responsibilities including managing the department's budget, financial expenditure and workforce.

## Gemma Lake

Acting Chief Executive Officer



Gemma Lake started with the department in December 2001 and undertook her articles of clerkship with the department in 2002. Gemma has worked in a number of areas of the department including Legal Policy, the Director of Public Prosecutions, the Public Trustee and Registrar-General's Office and the Solicitor for the NT. Gemma also undertook out-posted 'in-house' lawyer roles in the Department of Lands and Planning and the Department of Infrastructure. During her time as General Counsel for PowerWater Corporation, Gemma led the legal team responsible for the structural separation of PowerWater into three separate government owned corporations, to create Jacana Energy and Territory Generation. Gemma's work in the Solicitor for the NT included advising on a number of significant major projects in the Territory including the Darwin Waterfront and Convention Centre Public-Private Partnership, the Tiger Brennan Drive Extension Earlier Contractor Involvement Contract, the North-East Gas Interconnect (Northern Gas Pipeline) and Project Sea Dragon.

Gemma commenced acting in the role of Deputy Chief Executive Officer in September 2019 and was appointed to the position in March 2020. Gemma has been Acting Chief Executive Officer since 30 November 2020.

## Craig Smyth

Acting Deputy Chief Executive Officer



Craig Smyth graduated with a Bachelor of Laws with First Class Honours from the Northern Territory University and was awarded the University Medal and Attorney-General's Medal in 2002. He also holds a Bachelor of Science with honours (Geology) from La Trobe University (1992). Craig was admitted to practice in the Northern Territory in 2003 and is on the Register of Practitioners of the High Court of Australia. Prior to his admission, Craig was Associate to Justice Angel of the Northern Territory Supreme Court and completed his articles of clerkship at Cridlands. Craig commenced with the Litigation Division of the Solicitor for the Northern Territory in 2003 and was the Acting Director of the Litigation Division from December 2013 until his permanent appointment in November 2015. Before his appointment as the Director of the Litigation Division, Craig was the team leader of the Administrative, Government and Employment Law Team. He has also spent time as the Acting Judicial Registrar of the Local Court and Work Health Court in Darwin and was seconded to the Solicitor-General's Chambers for six months in 2012. He was acting Deputy Chief Executive Officer between March 2018 and March 2019. Craig has been Acting Deputy Chief Executive Officer since 30 November 2020.



## David Thompson

Acting Commissioner, Correctional Services



David Thompson has over 41 years' experience in the corrections industry, both in the private and public sector. He commenced employment as a prison officer in the United Kingdom in 1980. David later became Regional Estates Manager, where he was responsible for the strategic management of facilities, estates and the commissioning of maintenance and new works contracts; and, has held the role of Command Governor in four separate state prison establishments in the UK, including HMP Frankland (the largest high security prison in the country), where his achievements were significant. In 2010 he was awarded the OBE for services to the Crown and his involvement in the community where he and his wife had fostered children for 26 years. He also achieved success in his roles within the UK private sector as Prison Director of HMP Rye Hill and HMP Altcourse in Merseyside.

In 2016 David moved to Australia where he was employed as Director of Acacia Prison, Western Australia (then the largest prison in Australia). During his tenure, David transformed the prison by reducing self-harm, drug use and violence, improving safety and changing the culture of the prison through a 'decency' agenda.

He joined Correctional Services as Deputy Commissioner in January 2020.

## Vale Scott McNairn

Commissioner, Correctional Services



This year saw the sudden sad passing of Commissioner, Scott McNairn. Scott was highly respected as a passionate leader who was genuine in his commitment to making a difference and delivering results.

From the outset, when Scott took up the role of Commissioner in 2018, he set about working with his team to map out one of the largest prison reform agendas in Australia. His primary focus was to address systemic issues including the high rates of reoffending and Aboriginal incarceration, and working to develop new operating and service delivery models.

As Commissioner he made many significant contributions to improving justice outcomes within the Corrections system here in the Territory, and these will remain his lasting legacy.

Scott was a highly experienced professional with more than 33 years' experience in both public and private sector corrections operations.

## Wojciech Jacek (Jack) Karczewski QC

Director of Public Prosecutions



Jack Karczewski QC graduated from the University of Queensland with a Bachelor of Laws in May 1974. He was admitted to practice in Queensland as a Solicitor in December 1974 and as a Barrister and Solicitor of the Supreme Court of Papua New Guinea in April 1975.

From April 1975 to October 1982, Jack was employed by the Papua New Guinea Government in the Public Prosecutor's Office as a Crown (later State) Prosecutor and was appointed a Senior State Prosecutor in December 1978. In October 1980, he was seconded to the Port Moresby City Council as its Principal Legal Officer and was employed there until June 1983.

Jack began employment with the Prosecutions Division of the Northern Territory Department of Law in June 1984 and was admitted to practice as a Legal Practitioner of the Supreme Court of the Northern Territory in August 1984. He was appointed Senior Crown Prosecutor for the Northern Territory in September 1991. He transferred to the Policy Division in the Attorney-General's department in December 1993 and was employed as a policy law officer until November 1997.

He was the Acting Director of the Policy Division from March 1997 to September 1997. Jack transferred back to the Office of the Director of Public Prosecutions in November 1997 and took up the position of Assistant Director, Darwin. He was appointed a Queen's Counsel in December 2001 made Deputy Director of Public Prosecutions in June 1998 and Director of Public Prosecutions in February 2013.

Jack commenced extended personal leave in June with plans to retire in 2021–22.

## Alecia Brimson

Chief Operating Officer



Alecia Brimson returned to a central role as Chief Operating Officer in late 2020 following a 12-month period heading up reform for Regulatory Services (Licensing NT, Worksafe and Consumer Affairs) prior to the most recent Machinery of Government changes that resulted in Licensing NT transferring to the Department of Industry, Tourism and Trade. Alecia oversaw the reform in Licensing NT following the repeal of the Licensing Director-General legislation in early 2020.

Alecia has spent more than 30 years in the public sector working for the Australian and Northern Territory governments in both operational and corporate positions, and worked in most of the Territory's larger regions during her formative years in the Northern Territory Public Sector. Alecia has held senior positions in the Australian Government, with responsibility for corporate and operational portfolios across northern Australia, and was Executive Director of AGD's Corporate and Strategic Services for seven years.

Alecia holds a Bachelor of Business (Human Resource Management) and has a strong desire to instil a culture of strong performance and accountability in the organisational setting.

## Chris Cox

Executive Director, Courts and Tribunals



Chris Cox was appointed Director of Courts in 2004 and has been Executive Director of Courts and Tribunals since 2012. He has a Bachelor of Laws from Charles Darwin University and a Graduate Diploma in Legal Practice from the Australian National University.

Chris commenced in Courts in Katherine in 1988 and has held a number of senior statutory positions, including Sheriff, Supreme Court Registrar and Principal Registrar of the Local Court.

He has led a number of reforms in Northern Territory Courts, including overseeing the construction of the new Supreme Court Building at Alice Springs, the introduction of the *Local Court Act 2015* and the establishment of a dedicated Youth Justice Court in Darwin. He has been Chair of the Odyssey Electronic Case Management System Board since 2016 and is the current Chair of the Australasian Court Administrators Group. Chris is also a Council Member of the Australasian Institute of Judicial Administration.

Chris works closely with the Chief Justice of the Supreme Court, Chief Judge of the Local Court and the President of the NT Civil and Administrative Tribunal to improve Courts and Tribunal services across the Northern Territory.

## Bill Esteves

Executive Director, NT WorkSafe

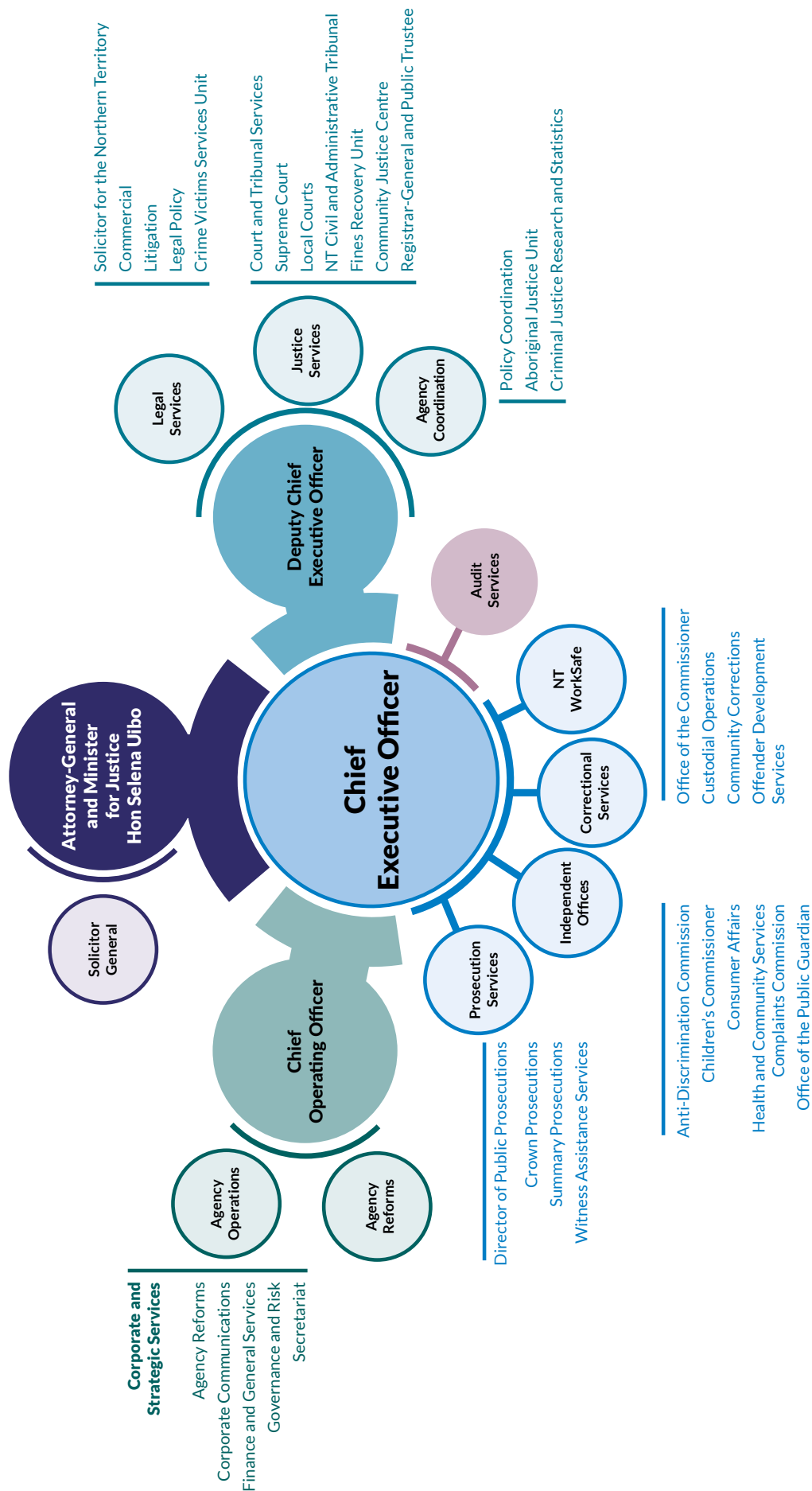


Bill Esteves has almost two decades of experience in a combination of areas related to regulatory compliance, prosecutions, litigation, inquiries, change and performance management, policy development, and health and safety with a demonstrated record of successfully leading cultural change, and improving performance within dynamic regulatory, commercial and stakeholder environments.

Bill has held various executive roles and has led many milestone projects such as Queensland's Greyhound Commission of Inquiry, and Queensland's Independent Review of the Taxi Industry in response to disruption from Uber. He was Head of Investigations for the National Heavy Vehicle Regulator and chaired a national investigation and safety group.

With significant experience in the best practice duties based legislation, Bill is well placed and committed to improving workplace safety. Bill commenced as the Senior Director, NT WorkSafe on 10 June 2020 and has a Diploma in Public Safety, Graduate Certificate in Management, Graduate Diploma in Legal Practice, Masters in Leadership, Masters in Business Administration and Bachelor of Laws degree.

# Organisational Structure





# Budget Paper no. 3 output groups

The department supports the Northern Territory Government objectives through the following output groups as published in *Budget Paper No. 3 of 2020-21*.

## Output group

Legal Services	Solicitor for the Northern Territory Legal Policy Crime Victims Services Unit Criminal Justice Research and Statistics
Correctional Services	Custodial Services Community Corrections Parole Board
Court and Tribunal Services	Higher Courts Lower Courts and Tribunals Fines Recovery Unit
Director of Public Prosecutions	Director of Public Prosecutions
Independent Offices	Consumer Affairs Anti-Discrimination Commission Registrar-General Public Trustee Children's Commissioner Office of the Public Guardian Health and Community Services Complaints Commission
NT WorkSafe	NT WorkSafe
Corporate and Shared Services	Executive Corporate and Strategic Services

# Locations in the NT



- The Department
- Courts
- Circuit Courts
- NT WorkSafe
- Correctional Service

## Committees

Committees and subcommittees manage, monitor and support special projects and specialist activities across the department or those led by the department. The terms of reference define their roles. The committees listed below form part of the agency-wide committees to 30 June 2021.

- Executive Management Group
- Executive Leadership Group
- Audit and Risk Committee
- Business Continuity Group
- Agency Emergency Committee
- Work Health and Safety Committee

Refer to appendices for further detail.

## Statutory office holders and statutory offices

A number of statutory offices were the responsibility of the department in 2020–21 for the purposes of the *Public Sector Employment and Management Act 1993* and the *Financial Management Act 1995*.

The department includes the independent statutory offices in reporting, to measure their funding and performance against the approved agency budget. They are considered part of the department's output structure and provide a fuller picture of the outcome of each year. However, the department has no authority to direct statutory offices in the execution of their independent functions.

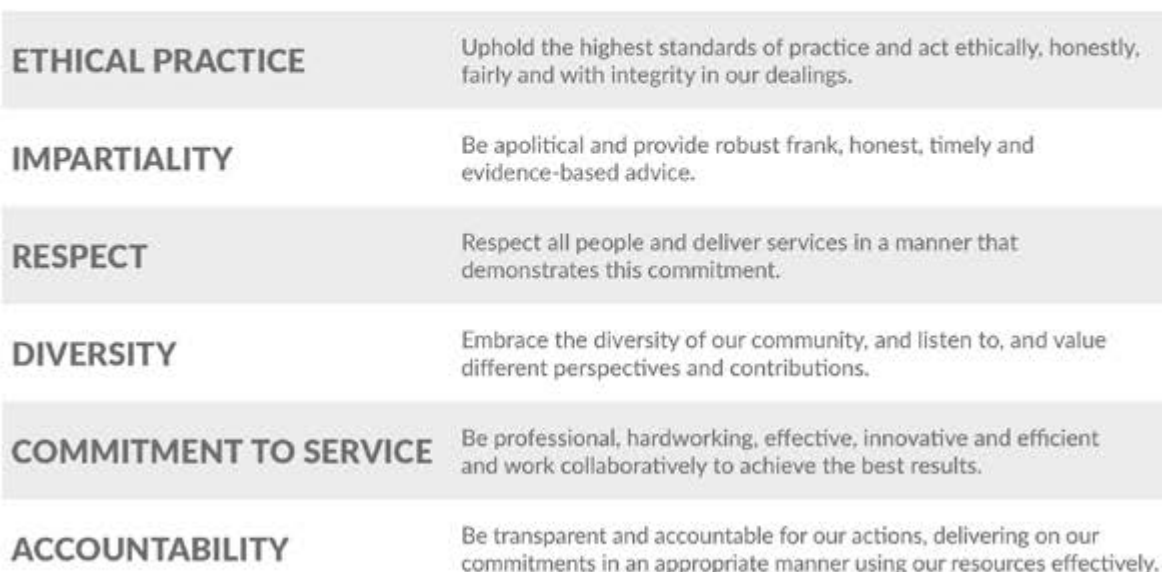
The functions and independence of statutory offices are maintained by their respective Acts.

Refer to appendices for further details for:

- statutory office holders
- appointments to statutory boards and committees
- statutory boards and bodies.



AGD WHS Oversight Committee Meeting.





## Strategic plan

The department's vision in the *Justice Matters Strategic Plan 2017–2020* is to ensure that people feel safe and have confidence in the justice system. The purpose of this plan is to protect people's rights and interests through delivery of an integrated, fair and accessible justice system.

The plan concluded in the 2020–21 financial year and we conducted a comprehensive internal evaluation of the plan and its implementation. The evaluation highlighted a number of critical achievements and identified a number of lessons learned and work is well progressed on the development of the new plan.

Further information about the evaluation is available on page 22.

Feedback received during the evaluation showed a desire for wider engagement during the development of the next plan, which commenced in late 2020–21. To address this six workshops were organised across urban and regional areas of the Northern Territory to enable staff from each division to join the conversation about strategic areas and activities to focus on for the next few years. A strategic planning day is also scheduled for early in 2021–22 with senior Executives to finalise the new strategic plan.

The strategic issues focused on in 2020–21 included:

- managing our response to the COVID-19 pandemic and maintaining business continuity despite significant challenges
- partnering for Improved Justice Outcomes by working with other agencies to undertake legislative reform that delivers the government's priorities
- reforming the justice and correctional services system to reduce offending and provide alternative pathways through the system
- protecting Territorians by providing advocacy, awareness training and advice on issues that affect the rights of the vulnerable and disadvantaged across the range of justice services
- balancing the Regulatory Environment by driving change to influence and improve community and social outcomes
- coordinating quality criminal justice research, statistics and analysis to support development, monitoring and evaluation of the government's legislative agenda and crime prevention strategies
- building community trust by leading the development, negotiation and implementation of the Aboriginal Justice Agreement to improve outcomes for Aboriginal people
- protecting Territorians by enhancing services and access to courts, including implementing a specialist approach to domestic violence at Alice Springs Local Court.

## Strategic plan evaluation



The department's Strategic Plan 2017–2020 concluded during the 2020–21 financial year. The plan developed under the theme 'Justice Matters' and included seven strategic elements with a total of 42 strategies.

The consultations held as part of the internal evaluation process provided feedback that the process, design and implementation were satisfactory. Issues were raised regarding divisions being easily able to associate their work with the plan and linking success measures to the strategies.

Due to the extensive body of work undertaken within the department between 2017 and 2020, the evaluation report provided a sample of work completed to meet the plan strategies. Work from all divisions was showcased to help employees understand how they contributed to the strategic plan outcomes.

AGD successfully delivered 76 per cent of our 42 Justice Matters strategies over the last four years.

This is a significant result because the plan was ambitious, tackling some large and complex reforms in a period of major change and budget challenges.

We are proud of what we achieved because most strategies were achieved despite the challenges of budget limitations and a global pandemic.

We fell short on 24 per cent of our strategies, as other issues and challenges arose, which shows we can still improve in some areas. This is why we are incorporating the lessons learned from the evaluation into developing our new strategic plan.

Many of the existing themes and strategies are still relevant to the department and NT Government priorities, and will be considered in the development of the new plan.



Gemma Lake, Tennant Creek.

Development of our new strategic plan is underway. Regional roadshows commenced in April 2021, which saw the Acting CEO Gemma Lake and the Chief Operating Officer Alecia Brimson travel to Alice Springs, Tennant Creek, Katherine, Nhulunbuy, and Barkly and Datjala work camps, in addition to holding sessions in the Darwin region.

Strategies achieving 100 per cent against identified deliverables during the plan period were:

- supporting safer communities to protect Territorians
- building community trust
- developing and maintaining a capable workforce.

## Responding to the COVID-19 challenge

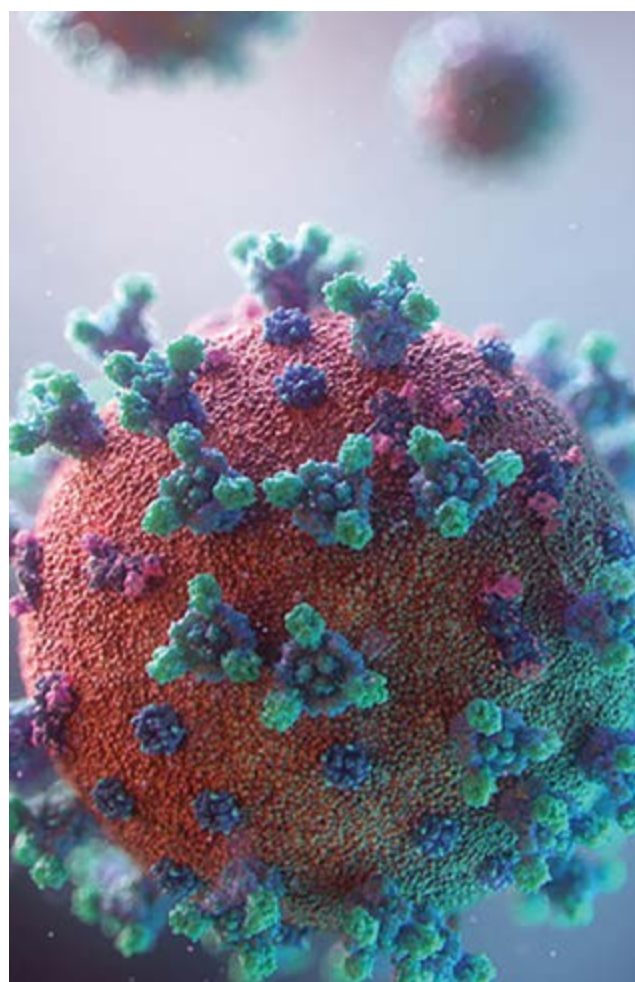
The department continued to focus on business continuity in 2020–21, strengthening governance arrangements by creating a new Business Continuity Group and modifying the role of the existing Agency Emergency Management team. New terms of reference developed clearly delineate the responsibilities of both committees. Further testing of plans helped identify adjustments to essential functions and positions within the department.

Legal Services continue to provide advice and representation to government and other departments on a vast array of COVID-19 related matters, and Courts and Tribunal Services are progressing their technical ability to run the Courts remotely. Consumer Affairs continued to provide advice and modification notices to support tenants financially impacted by the pandemic through the amendments to *Residential Tenancies Act 1999* aligned to the extension of the Declaration of Public Health Emergency.

Correctional Services were recognised with a Chief Minister's Award for Excellence for their response to the pandemic and they continue to review and refine their requirements. The Office of the Public Guardian assessed decision-making for all represented persons for COVID-19 vaccinations and, where required, provided appropriate consent. Corporate and Strategic Services coordinated internal compliance with Chief Health Officer Direction's for safety plans and office protocols, with plans implemented in over 70 locations.

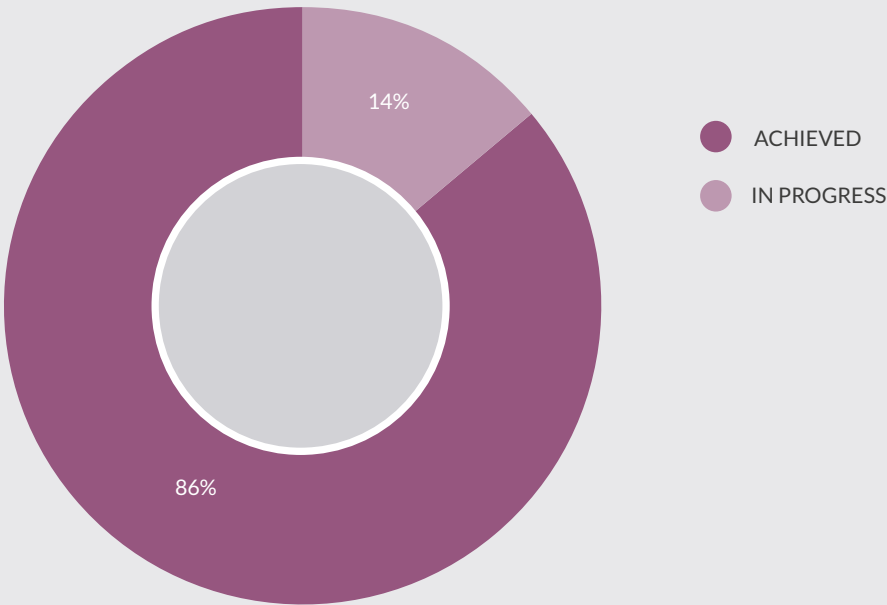
Corporate Communications supported the Public Information Group and a number of employees completed training in infectious control, rapid response and surge testing protocols and were deployed to support whole of government responses. Safety Supervisors were identified and trained for all work locations and all divisions have reviewed and progressed capability for working from home arrangements, and remote access for clients.

The work undertaken to date has enabled the department to respond to the changing environment with limited disruption to services, with capability to deliver many services remotely. An evaluation of our response to the June 2021 lockdown is in progress and formal reviews of all Business Continuity plans scheduled to commence early in 2021–22.

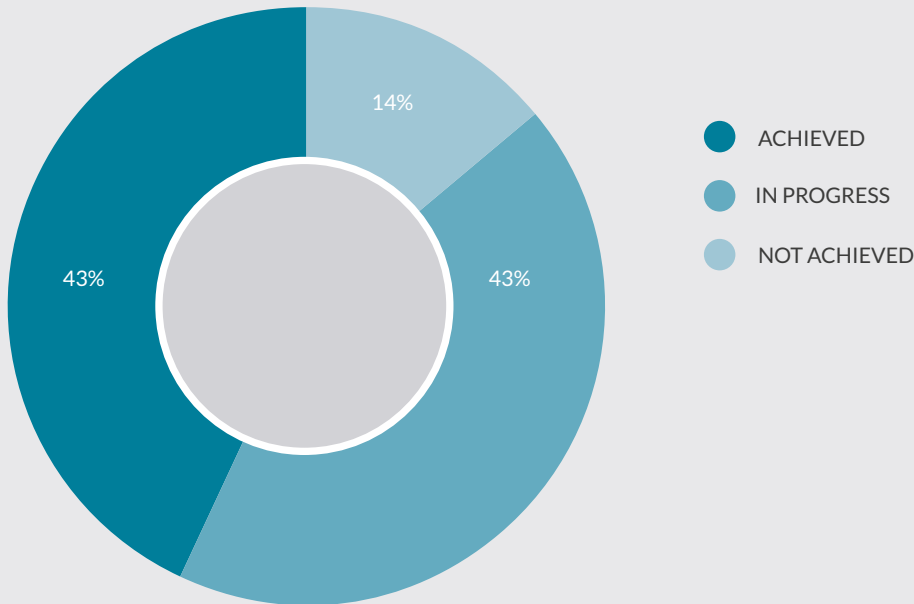




Strengthening the Justice System



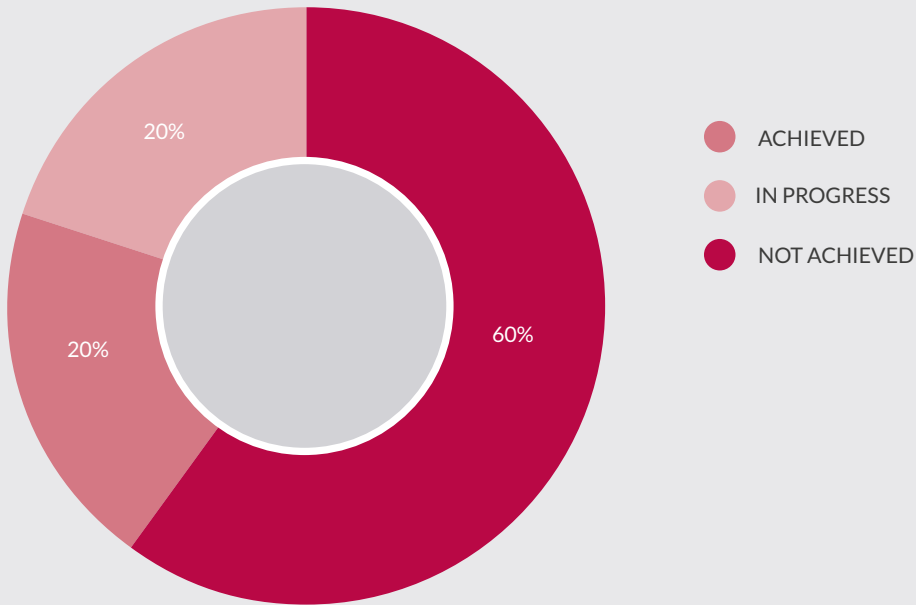
Improving Aboriginal Outcomes



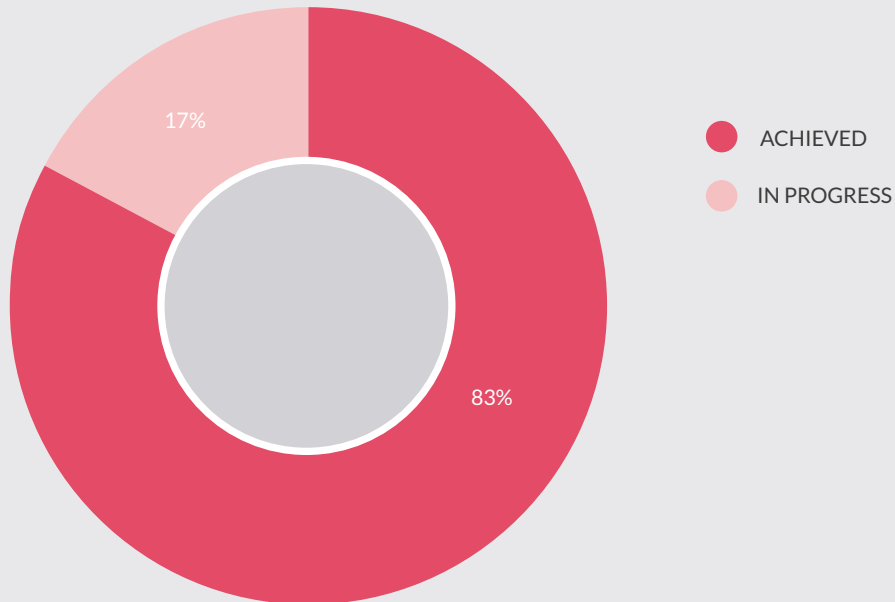




## Partnering for Improved Justice Outcomes



## Balancing the Regulatory Environment







# Output Reporting

Legal Services	30
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Corporate and Shared Services	80

# FAST FACTS



**76%**  
of Strategic Plan 2017–2020  
deliverables met



Over  
**\$3.6 Million**  
paid to victims of crime



**8%**  
increase in trusts financially managed  
by the Public Trustee



**88%**  
higher court criminal cases finalisations  
within 12 months

**9 039**  
new matters received  
by the DPP



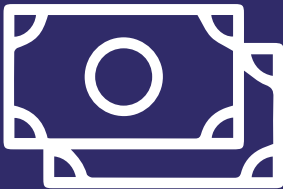
**39 978**

number of NT WorkSafe intervention  
and enforcement actions



**1 749**

average number of prisoners per day



**\$338.30**

cost per prisoner per day



**22 522**

community work hours performed by  
community based offenders



**180**

bespoke statistical data reports related  
to alcohol transactions, traffic-related  
offences, youths in court

# OUTPUT REPORTING

This section outlines the department's actual performance against the planned outcomes published in Budget Paper No.3 for 2020-21. It includes the department's efficiency and effectiveness performance levels in achieving these outcomes for 2020-21. Reporting in this section also aligns with the department's Justice Matters strategies in the strategic plan 2017-2020.

## LEGAL SERVICES

The Legal Services output group delivers quality legal advice, representation and policy development to government through the Solicitor for the Northern Territory (SFNT), the Crime Victims Services Unit (CVSU), Legal Policy, the Aboriginal Justice Unit (AJU) and the Criminal Justice Research and Statistics Unit (CJRSU).

Key Performance Indicator	CURRENT YEAR		PREVIOUS YEARS		
	2020-21 BUDGET	2020-21 ACTUAL	2019-20 ACTUAL	2018-19 ACTUAL	2017-18 ACTUAL
Chargeable lawyer hours <sup>1</sup>	80 500	79 342	85 512	79 829	N/A

<sup>1</sup>SFNT lawyers record the time that they spend providing advice to clients and working on legal policy, recorded as chargeable time. When the lawyer attends Professional Development sessions or works on administration tasks not related to a client, this time is recorded as non-chargeable.

### COVID-19 legal assistance

SFNT continued to provide specialist whole of government advice and support to the NT Government in response to the COVID-19 pandemic.

This included advising on legal powers and functions relating to Chief Health Officer Directions under the *Public and Environmental Health Act 2011* on lockdown directions, advice on vaccinations, the use of quarantine facilities and arrangements for repatriation of Australians at the National Centre for Resilience, and on funding arrangements. SFNT also represented the Chief Health Officer before the courts to defend his decisions and Directions.

Legal Policy also monitored and amended as necessary the Attorney-General and Minister for Justice's modification notices enabled by the *Tenancies Legislation Amendment Act 2020*. The modification notices modify the effect of the *Residential Tenancies Act 1999* and the *Business Tenancies (Fair Dealing) Act 2003* to mitigate the impacts COVID-19 may have on tenancies.

# Solicitor for the Northern Territory

SFNT provides government with quality legal services, including legal advice and representation, and comprises the Commercial and Litigation Divisions.

## Commercial Division

The Commercial Division provides strategic commercial legal advice to the whole of government, including agencies, on a day-to-day basis to facilitate business needs. This includes complex contract drafting and advice, procurement, land development, funding arrangements, major projects, infrastructure, mining and resources and Aboriginal land and native title matters.

The division receives requests for legal services across a broad range of topics and provides advice from a government perspective, including matters governed by directions or rules (for example, the Treasurer's Directions, Procurement Rules, and Delegations). The division frequently provides advice about confidentiality, privacy and intellectual property requirements. This area of work includes review and advice around:

- land tenure arrangements for government use and occupation
- funding agreements from external sources to the Territory
- research and development agreements
- data sharing agreements
- inter-government agreements
- interpretation of statutory provisions
- the application of policy or procedure in line with laws.

## Core Government Contracts

The Core Government Contracts team provides practical and concise legal assistance to support and facilitate all agencies' general daily business, including strategic advice and bespoke contract drafting for complex, high value or high risk procurement and grant arrangements. The team is instrumental in facilitating a whole of government approach where possible. In conjunction with the Department of the Chief Minister

and Cabinet and the Department of Industry, Tourism and Trade, we continue to build agency capacity and self-reliance by providing ongoing legal education, improving standard procurement conditions and establishing whole of government templates.

Recent whole of government projects for the team include developing new standard conditions for tier 2 procurements, letter and short-form grant agreement templates, a user-friendly capital grant funding agreement template for significant capital grants, secondment and sponsorship templates and customised conditions for across government contracts.

## Aboriginal Land and Native Title Claims

The Aboriginal Land and Native Title Claims team was involved in a number of significant determinations and ongoing matters. During the year, the team played a role in the negotiation and final determination by consent of 13 native title claims. Of these, three were for claims in the central region and 10 related to claims in the northern region of the Northern Territory. The team also represented the Territory in hearings of traditional evidence in the Katherine native title claims and the Peron Islands Aboriginal Land Claim.

The team demonstrated commitment to the Territory's objective of working together with Aboriginal claimants and land councils to expedite the finalisation of native title and Aboriginal land claims. These outcomes are significant given the impact COVID-19 procedures has had on the conduct of consultations and hearings in remote areas on Country.

The team continued its involvement in negotiations of a number of Indigenous land use agreements (ILUAs) across the Northern Territory to prioritise the Territory's land use needs, particularly for projects.

The team continues to act on behalf of the Territory in a range of litigated matters in tribunals (domestic and national) and the Federal Court including matters such as applications for judicial review of administrative decisions and compliance with native title procedures associated with mining.

## Major Projects

The Commercial Division has allocated legal resources to the facilitation of major projects which are key to economic development and increased employment opportunities for the Northern Territory. The division is providing legal services to the Commissions (Major Projects, Investment and Infrastructure) and government agencies involved in the major projects. Where external firms are engaged to provide specific legal services, the division manages the outsourced services.

Some examples of the major projects the division advises on and supports include:

### Jabiru Township

The delivery of an Aboriginal land grant for the township of Jabiru to the Traditional Owners and new tenure arrangements, winding-up of the existing town authority and transfer of assets, implementation of a township remediation program, procurement for construction of a new power generation facility and new arrangements for power supply to the town, installation and modification of improved communications networks, revitalisation projects within the town and participation in the interagency working groups.

### Larrakia Cultural Centre

Initially the major projects team provided advice about the grant of tenure and development of the proposed Larrakia Cultural Centre at the Darwin Waterfront Precinct and later prepared initial drafts of contracts and related documents to enable negotiations with the development corporation to be undertaken with the services of an external firm.

### Darwin Port Ship Lift Facility

The major projects team provides dedicated legal support to the Ship Lift Project team including the drafting and negotiation of the project delivery deed, input on draft project documents such as the project delivery arrangements and associated tender

documents for the design and construction of the facility; undertaking due diligence enquiries; provision of advice on matters such as tenure, project group governance and compliance; review and preparation of supplementary project contracts (including consultant engagements, project interface agreements with third parties, confidentiality and conflict arrangements). A member of the team participates in the Interagency Working Group, providing strategic legal expertise during key decision making processes.

### Australian-Asean Powerlink Project (Solar energy generation and export project)

The Major Projects team has a dedicated senior lawyer working with the project team to progress key project requirements, particularly advising on matters around stakeholder engagement; preparation of drafting instructions for the project specific legislation required for the viability of the project; providing advice on various tenure issues; provision of other legal advices on contractual arrangements for the project, including identification of the legal issues and requirements for proposed roads, services and utilities corridors within the Territory to support the project and arrangements with third parties as required.

## Environmental and Regulatory

The Environmental and Regulatory team provided significant support to business and regulatory units of Territory agencies, providing a high volume of advices regarding the scope of regulatory powers, government compliance with legal obligations, and options for managing risks of non-compliance by government and industry. In particular, the team advised on the interpretation of environmental and natural resources legislation, licensing regimes, financial controls, and the development of information sharing projects and frameworks. The advices provided have been critical to the support of government functions in relation to seabed mining, hydraulic fracturing, internet gaming, sports bookmakers, collection of mineral royalties, promotion of tourism, public health and COVID-19, child protection, and improving government efficiency and accountability.

The team has been required to respond to the needs of agencies impacted by the recommendations of reports received by government, including the Independent Scientific Inquiry into Hydraulic Fracturing of Onshore



Unconventional Reservoirs in the Northern Territory and the Territory Economic Reform Commission. The team is frequently asked to consider proposals from agencies for regulatory reform, and advice on the regulatory impact of legislative amendments in relation to procedures for assessment of applications and review of decisions.

## Property Related Projects

The Property team provided legal services, advising government agencies and prepared legal documentation for a variety of matters including those set out below:

- The City Deal (and associated loan arrangements for the new Charles Darwin University Centre in Cavenagh Street)
- Katherine Logistics and Agribusiness Hub
- Home Builders Certification Fund Claims
- National Electronic Conveyancing Data Standard
- Adelaide River Off-stream Water Storage.

## Litigation Division

The Litigation Division provides legal advice and representation in a broad range of civil litigation matters across government, including in the areas of employment law, child protection, domestic violence, planning law, administrative law, criminal property forfeiture matters, prosecutions and coronials.

## Royal Commissions

### The Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability

The Litigation Division provided legal advice and representation to the Territory in responding to the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability. In the reporting period, the Territory was served with 12 Notices to Give a Statement and three Notices to Produce, which the Division co-ordinated with relevant agencies. The Division submitted 16 statements covering a wide range of material. In February 2021, three Territory witnesses gave evidence at an online hearing. The Royal Commission had scheduled a hearing for

23–24 June 2021, however it was postponed due to an interstate outbreak of COVID-19. Further hearings involving the Territory are scheduled.

### The Royal Commission into National Natural Disaster Arrangements

The Litigation Division provided legal advice and representation to the Territory in response to the Royal Commission into National Natural Disaster Arrangements. Between 1 July 2020 and 14 September 2021, the Territory was served with three Notices to Produce and three Notices to Give Information. Relevant senior officers and heads of departments needed to prepare statements, and seven Territory witnesses gave evidence at online hearings. The Royal Commission's final report was presented to the Governor-General on 28 October 2020.

## Youth Claims

The Youth Claims team has carriage of a number of proceedings brought against the government by former detainees and children in care. Claims have been brought in the Federal Court, Supreme Court, Local Court and the Anti-Discrimination Commission. A representative action in the Federal Court of Australia is still before the court.

## Fisheries proceedings in the Federal Court

In conjunction with the Solicitor-General's Chambers, the Litigation Division provided legal advice and representation to the Territory in a proceeding challenging the validity of management arrangements proposed for offshore snapper fisheries. The proceedings were brought by a licence holder dissatisfied with the proposed arrangements. The Territory parties were successful in a strike out application, and the licence holder has appealed to the Full Court of the Federal Court.

## Judicial review of authorisation for McArthur River Mine

The Litigation Division provided legal advice and representation in a proceeding challenging a variation of authorisation issued to the operator of McArthur River Mine pursuant to the *Mining Management Act 2001* (NT). The proceeding relates to the security amount required to be paid to the Territory by the operator.

## Criminal Property Forfeiture

The Litigation Division acts on behalf of the Director of Public Prosecutions in criminal property forfeiture matters brought before the Supreme Court, and for the Commissioner of Police in Local Court matters. All applications made since 1 July 2020 arose from drug related criminal activity and proceeded in the Supreme Court.

# Legal Policy and Policy Coordination

The Legal Policy and Policy Coordination units work together to develop, review and implement legislative change, and advise the Attorney-General and the government on law and justice measures. Legal Policy also administers the National Legal Assistance Service Grants on behalf of the NT Government and the Commonwealth.

The units support other government agencies in implementing law and justice measures and also give advice and assistance during the development of legislation, particularly in relation to offences and penalties.

## Review of the *Domestic and Family Violence Act 2007*

Legal Policy continued the review of the *Domestic and Family Violence Act 2007* to improve justice system responses to reduce the trauma and enhance the safety of victims of domestic and family violence. In particular, this review includes consideration of whether coercive control should be criminalised in the NT.

In June 2021, Legal Policy convened a Domestic and Family Violence Justice Reform Working Group, chaired by Darwin barrister, Mary Chalmers, to advise on these reforms and to instigate greater collaboration across government and non-government agencies to improve the justice response to domestic and family violence.

Legal Policy represented the NT Government on a number of national working groups to improve responses to domestic and family violence. Legal Policy also continued to be an active representative on the NT Government's cross-agency Domestic, Family and

Sexual Violence Cross Agency Working Group, chaired by the Department of Territory Families, Housing and Communities, working in partnership with other agencies to reduce the high levels of domestic and family violence in the NT.

## Criminal justice legislative reforms

Legal Policy was responsible for the development of a number of criminal justice legislative projects including:

*The Evidence (National Uniform Legislation) Amendment Act 2021*, implementing seven recommendations of the Royal Commission into Institutional Responses to Child Sexual Abuse's Criminal Justice report regarding the admissibility of tendency and coincidence evidence in child sexual abuse proceedings. It was based on model legislation developed by a national working group under the former Council of Attorneys-General. The purpose of the amendments was to enable more relevant evidence about child sexual abuse to be put

before a jury in child sexual offence proceedings. The amendments were aimed at improving criminal justice outcomes for survivors of child sexual offences and were targeted at offences involving child victims.

The *Criminal Code Amendment Act 2021* implemented the NT Government's 2020 election commitment to create a new offence of an adult recruiting a child to engage in criminal activity. The Act also introduced new provisions in the Criminal Code to provide for extended criminal liability principles of joint commission and extended joint commission, filling a gap in the criminal responsibility regime in Part IIAA, and bringing the NT into line with the other model code jurisdictions, namely the Commonwealth and Australian Capital Territory.

The *Serious Sex Offenders Amendment Act 2021* made a number of operational improvements to the *Serious Sex Offenders Act 2013*, including to ensure that certain Commonwealth offences are serious sex offences or offences of a sexual nature for the purposes of that Act.

## Working Group Review of the Residential Tenancies Act 1999

Legal Policy chairs a working group comprising industry and community non-government stakeholders to work collaboratively to review the operation of the *Residential Tenancies Act 1999*. The working group will provide an evidence-based report on the working group's deliberations to the Attorney-General and Minister for Justice to inform the development of potential amendments to the *Residential Tenancies Act 1999* that takes into account the unique conditions of the Territory's residential tenancy market.

## Funding the legal assistance sector

Legal Policy allocated and managed grant funding measures from both the NT and Australian Governments totalling \$32.929 million over 2020–21. Legal Assistance grants paid in 2020–21 are detailed in the Appendices.

### Northern Territory funding

Over 2020–21, a total of \$8.506 million was allocated and managed by Legal Policy.

NT Legal Aid Commission received \$8.077 million for its functions under the *Legal Aid Act 1990* and the domestic violence legal service (DV Legal Service) in Darwin. This DV Legal Service also receives in-kind office space in the Darwin Local Court precinct.

Central Australian Women's Legal Service received \$0.472 million for the DV Legal Service in the southern region.

Top End Women's Legal Service received \$0.074 million for rental support through the Department of Corporate and Digital Development.

Darwin Community Legal Service received \$0.528 million from the Agents Licensing Fidelity Guarantee Fund under the *Agents Licensing Act 1979* for the Tenancy Advice Service.

## Australian Government funding

### National Legal Assistance Partnership 2020–25

On 1 July 2020 the National Legal Assistance Partnership 2020–25 (NLAP) commenced. The NLAP is a direct investment by the Australian Government in the legal assistance sector in the NT of \$127.8 million over five years.

Over 2020–21, \$24.423 million in NLAP funding was allocated, formalised and managed by Legal Policy using the GrantsNT database.

In April 2021 collaborative service planning processes began with the sector to develop the Legal Assistance Strategy and Legal Assistance Action Plan for publication by 1 July 2022.

Work otherwise continued to implement various NLAP requirements in partnership with the Australian, state and territory governments through an inter-governmental committee and other specialist working groups.

### COVID-19 funding project agreement

The COVID-19 project agreement 2019–21 commenced on 3 June 2020 to provide \$3.6 million in funding to respond to an expected surge in demand for frontline legal assistance as a result of COVID-19 and to support providers to transition to physically distanced service delivery.

Following a first tranche of \$1 million in payments in 2019–20, a second tranche of \$2.145 million was allocated in 2020–21 through a grant application process.

Nine applications from five providers were successful and \$2.113 million was awarded to projects the majority of which responded to service demand for domestic or family violence related matters.

The remaining \$0.034 million was allocated equally amongst the NT's specialist women's legal services to assist in addressing increased service demands services arising from COVID-19.



## Improving Aboriginal Outcomes

### Aboriginal Justice Unit

The Aboriginal Justice Unit (AJU) leads the development of the Northern Territory's first Aboriginal Justice Agreement (AJA). This agreement is a partnership between the Government and Aboriginal Territorians to improve justice outcomes for Aboriginal people.

### Aboriginal Justice Agreement

On 10 September 2019 the Minister for Justice released the draft Aboriginal Justice Agreement and the complementary Pathways to Justice publication for comment. A total of 51 submissions were then received from internal and external stakeholders and from individuals. Further community consultations, focused workshops with academics, industry specialists and Aboriginal Leaders alongside the submissions, has resulted in a refined and enhanced final Aboriginal Justice Agreement, an Implementation Plan and a 12 months Action Plan.

The official launch of the first NT Aboriginal Justice Agreement is scheduled for 9 August 2021 that will signify a milestone moment for government as it demonstrates a commitment to partner with Aboriginal Territorians to make the Territory a safer place.

### Aboriginal Justice Unit

Concurrent to developing and finalising the AJA the Aboriginal Justice Unit has continued to maintain and further develop the following projects:

- An alternatives to custody (ATC) in Alice Springs that accommodates up to 10 Aboriginal women who are in contact with, or at risk of contact with the justice

system. Operated under a grant by Drug and Alcohol Services Australia, the 24/7 residential program engages clients with access to tailored and targeted programs designed to address their criminogenic risk factors and specific needs.

Since August 2020, over 2000 sessions have been delivered to the residential clients and day visitors by various providers including Anglicare, Money Mob Talkabout, Northern Australian Aboriginal Justice Agency (NAAJA), Saltbush, CatholicCare NT, Ngaanyatjarra Pitjantjatjara Yankunytjatjara (NPY) Women's Council, DASA, Central Australian Aboriginal Family Legal Unit (CAAFLU), Holeyoke, Tinkerbee as well as offering one-on-one and group counselling from the designated psychologist from Congress Aboriginal Health Services that is funded by the Department of Health.

- A second ATC facility near Marble Point, for young Aboriginal local males aged 17 to 25 years from Groote Eylandt is currently in the planning and development stage, expected to be fully operational in the second half of 2022.

The ATC on Groote Eylandt is a key commitment of the Law, Justice and Rehabilitation Schedule within the Local Decision Making Partnership with the Anindilyakwa Land Council (ALC).

You can read more about grants paid in 2020–21 in the Appendices.



Leanne Liddle, Director Aboriginal Justice Unit.



# Crime Victims Services Unit

The Crime Victims Services Unit (CVSU) assists the rehabilitation of victims of violent crime through the victims of crime financial assistance scheme, Victims Register and NT National Redress Scheme obligations. CVSU funds the victims counselling scheme and victim support services, including services for victims of residential property crime.

The CVSU also provides victims with policy leadership and advocacy, particularly through the Crime Victims Advisory Committee (CVAC) which advises the minister. The CVSU includes the NT Redress Coordination Team responsible for administering the Northern Territory Government's obligations under the National Redress Scheme for Institutional Child Abuse.

Key Performance Indicator	CURRENT YEAR		PREVIOUS YEARS		
	2020-21 BUDGET	2020-21 ACTUAL	2019-20 ACTUAL	2018-19 ACTUAL	2017-18 ACTUAL
<i>Victims of Crime Assistance Act 2006</i> applications received	450	325 <sup>1</sup>	373	412	401
Number of people on the Victims Register	170	165	180	188	133
Number of files closed	360	384	325	N/A	N/A
Number of redress training sessions conducted	40	32	29	N/A	N/A
Number of Decisions Made under the <i>Victims of Crime Assistance Act 2006</i>	500	454	476	389	383

<sup>1</sup>The variance is due to a number of factors including crime rates and the ability of legal services to access communities.

The CVSU has worked to develop, consolidate and embed more efficient processes over the last few years. In 2020-21 the unit maintained a steady output in its core business of providing financial assistance to victims under the *Victims of Crime Assistance Act 2006*, closing more files than in previous years. The unit exceeded the total amount awarded for the fifth year in a row, with over \$3.669 million paid directly to victims.

The team turned the challenges of the pandemic into opportunities to collaborate more creatively with stakeholders. Staff worked with legal representatives to take a flexible and pragmatic approach to resolving long standing claims. The unit tapped into medico-legal providers' use of video conferencing to improve access to psychological and medical assessments for remote applicants.

The CVSU secured an additional \$1.5 million ongoing in this year's NT Budget, comprising an additional \$1.25 million for victims' financial assistance payments and \$0.25 million for additional positions to improve processing times. This has allowed CVSU to begin recruiting an additional two officers to assist with processing payments and addressing the backlog.

Now entering its third year of operation, the NT Redress Coordination Team is well established and continues to respond to requests for information in relation to both NT Government and Commonwealth pre-self-government claims for redress. As more survivors are provided redress, the team is supporting NT resident survivors to access trauma-informed counselling and psychological care. Members of the team represent the Territory on a number of inter-jurisdictional committees and support the minister at national board meetings.

This year the scheme had its second year review which required significant input from the NT Redress Team. The final report, delivered in March 2021 has given recommendations for the team to now consider.



## Improving Aboriginal Outcomes

### Communication and engagement of the National Redress Scheme

The NT Redress Coordination Team continued to work with the Australian Government to support access to the scheme for NT residents, with a specific focus on remote Territorians. The team commenced a communication and engagement project, providing information to remote areas including community legal services, prisons, health centres and disability services. This will ensure culturally strong communication of the scheme in Aboriginal language, with the support of Aboriginal interpreter services.



## Supporting Safer Communities to Protect Territorians

### Supporting victims and the vulnerable

The CVSU works closely with its funded service providers, Victims of Crime NT (VoCNT) and CatholicCare NT, to protect the vulnerable and to improve victims' access to support and counselling.

CVSU worked in partnership with VoCNT to revisit its Safe at Home program criteria to ensure access to the program is targeted at the most vulnerable continues to be applied to best address victims' current needs. To further assist victims attending court and to address a gap in existing services, VoCNT expanded its services to include a pilot court support program in Darwin, operating with the support of volunteers. Regular workshops commenced between VoCNT and CVSU staff, to better manage victims' applications and cross-referrals.

In 2021, CatholicCare NT, the counselling provider under the scheme, focused on increasing its remote footprint, consulting with communities to ensure they receive counselling tailored to their individual needs.



## Developing and Maintaining a Capable Workforce

### Training in resilience

The NT Redress Team has developed best practice training and information sessions for delivery to government employees and stakeholders. There is an ongoing demand for this training and in 2020–21 the team focused on:

- Increasing Resilience Through Positive Psychology
- Reducing Stress and Vicarious Trauma in the Workplace
- Trauma Informed Care in Everyday Practice.

# Criminal Justice Research and Statistics Unit

The Criminal Justice Research and Statistics Unit (CJRSU) is a shared service between this department, the Department of Territory Families, Housing and Communities, the Department of Health, NT Police, and Licensing NT. The unit provides statistics and research to build an evidence base for the development, monitoring and evaluation of criminal justice policies and practices. This includes analyses of data from across the criminal justice system, including alcohol-related harms, to develop information that would not be available if each agency was limited to its own staff and data.

Key Performance Indicator	CURRENT YEAR		PREVIOUS YEARS		
	2020-21 BUDGET	2020-21 ACTUAL	2019-20 ACTUAL	2018-19 ACTUAL	2017-18 ACTUAL
Number of briefings, statistics reports, analyses and data requests delivered	330	425 <sup>1</sup>	358	351	357

<sup>1</sup>The variance is due to new fortnightly youth reports and a large number of ad hoc reports in quarters 3 and 4, particularly related to bail and youth crime.



## Strengthening the Justice System

### Reoffending analyses

The CJRSU undertook a series of internally developed workshops on recidivism, as well as a statistical seminar on survival analysis by a statistician at the Menzies School of Health Research. As part of the workshops, team members prepared projects on relevant topics in the justice system, including reoffending during the COMMIT program, reoffending on bail, and two papers on youth recidivism. In the final workshop, held on World Statistics Day 2020 teams members presented on the projects. The resulting papers provide critical evidence about the prevalence of reoffending and returning to custody in different parts of the justice system and have been released on the departmental external website and intranet. Using the skills acquired during this exercise, the unit will conduct additional recidivism work.



## Improving Aboriginal Outcomes

### Supporting the Aboriginal Justice Unit

The CJRSU provided the Aboriginal Justice Unit with community-specific statistics to assist in community consultations, as well as specific information on Aboriginal people in the NT criminal justice system to assist with ongoing work. The CJRSU also assisted in the development of a draft evaluation framework for the Alternatives to Custody program operating in Alice Springs.



## Supporting Safer Communities to Protect Territorians

### Long-term Territory Statistics

The Northern Territory Crime Statistics were first published by the CJRSU (then called the Office of Crime Prevention) in September of 2002, including data back to the September 2000 quarter. Twenty years later, the crime statistics, particularly alcohol-related assaults, are extensively used as indicators in a variety of Territory social frameworks and programs. Detailed monthly data are publicly available back to 2008 on the NTG Open Data portal, and a consolidated dataset is published each month on the NT Police website.

In addition, the CJRSU collates detailed data about persons in prison on 30 June each year for the annual prisoner census published by the Australian Bureau of Statistics — this series has now been published for forty years, and provides a rich historical snapshot of prisoner numbers, legal status, imprisonment rates, offence types, demographics, and other data that is used to monitor and evaluate changes in community safety.

### Data for policy, research and communication

In addition to scheduled reporting, the CJRSU fulfilled over 180 bespoke statistics requests to NT Government agencies and external parties to support policy development and evaluation, research, and other work. This included:

- data on alcohol transactions provided to Licensing NT for regulatory compliance work
- data on traffic-related offences for the Department of Infrastructure, Planning and Logistics to inform the development of a repeat traffic offender regime
- data on youth in courts and corrections for the Child Youth Development Research Partnership work at Menzies School of Health Research
- a separate set of data for the second edition of the *Story of Our Children and Young People* report, prepared by Menzies School of Health Research.



## Developing and Maintaining a Capable Workforce

### Evaluation training

Several members of the CJRSU completed online evaluation workshops offered by the Australasian Evaluation Society. Their new skills will assist the unit in planning, supporting and contributing to evaluations of government policies and programs.

### Criminal Justice Research and Statistics

The CJRSU prepares data and statistics about the Territory criminal justice system for a variety of internal and external uses. These include:

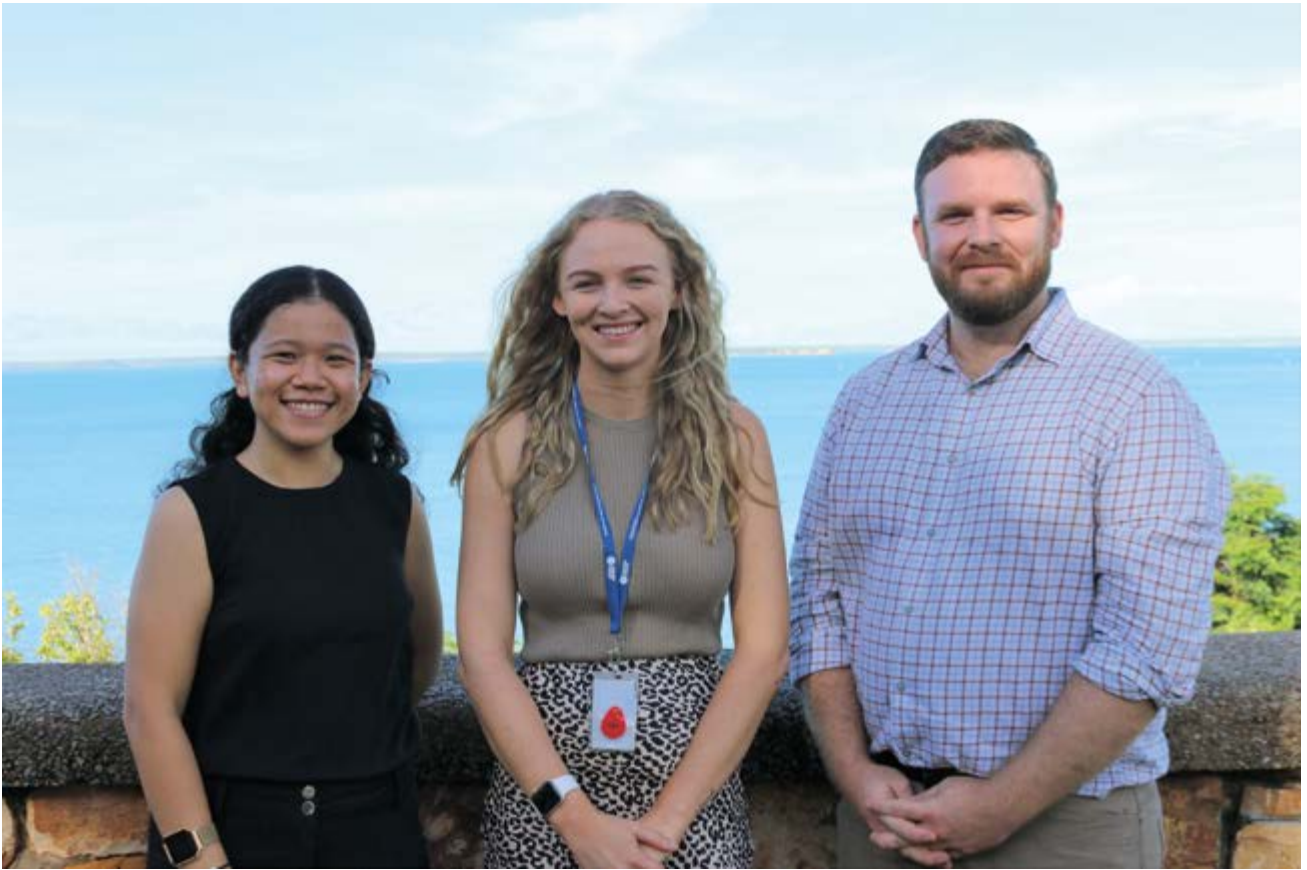
- statistics and analyses to support the development and monitoring of legislation and policy
- statistics to support operational planning and monitoring, particularly for Correctional Services
- statistics for inclusion in national publications, such as the Productivity Commission's Report on Government Services and the Australian Bureau of Statistics' Corrective Services reports.

This work provides the means of monitoring Territory progress against strategies designed to reduce domestic violence, recidivism, alcohol misuse, and incarceration rates.



*The Criminal Justice Research Statistics Unit.*





*SFNT Graduates L-R Margo Hi, Bridee Peters and Bryce Luck.*



*Lawyers, Nestor Sanchez (L) and Stewart Bryson (R), discussing native title in the context of NT major projects.*



# CORRECTIONAL SERVICES

## Custodial Services

Custodial Services provides a safe, secure and humane custodial service focused on reducing reoffending by addressing criminogenic needs through targeted programs, education and training.

Correctional Services (CS) operates two adult correctional centres: Darwin Correctional Centre (DCC) and Alice Springs Correctional Centre (ASCC). The correctional centres house all classifications of offenders, sentenced and on remand, and supervise people under Part IIA of the *Criminal Code Act 1983*.

CS also operates the Barkly Work Camp (BWC) in Tennant Creek and the Datjala Work Camp (DWC) in Nhulunbuy. The work camps accommodate suitably assessed, open-rated, low-security male prisoners. Electronic monitoring is one of the dynamic security measures in place.



**Vale Scott McNairn**

Commissioner, Correctional Services

**'My most important asset is my people.'**

Scott McNairn was an esteemed and internationally experienced Commissioner, who brought more than three decades of experience in corrections operations upon his commencement with Correctional Services in 2018.

Scott's vision for Correctional Services encompassed a leadership charter of five pillars: Rehabilitation and Support of Offenders; Equality and Diversity in the Workplace; Operational Excellence; Dedication to Staff; and an Inclusive Culture of Involvement. Scott was also passionate about improving outcomes for Aboriginal offenders across the Territory.

Scott led a complex multi-faceted organisation with many important roles within the NT justice system, with a workforce totalling 849 full time equivalent staff, across custodial services, community corrections and professional support roles.

From the outset Scott always acknowledged 'my most important asset is my people'. He demonstrated a strong commitment to work health and safety issues and the importance of effective ongoing training of all employees to meet the many challenges they all face on a day to day basis.

Scott's recent passing has been felt by many and he will be sadly missed.

Rest in peace, Scott.

Key Performance Indicator	CURRENT YEAR		PREVIOUS YEARS		
	2020-21 BUDGET	2020-21 ACTUAL	2019-20 ACTUAL	2018-19 ACTUAL	2017-18 ACTUAL
Eligible prisoners engaged in employment programs	50%	51%	52%	52%	53%
Prisoner education program participation	1 080	1 278 <sup>2</sup>	N/A	N/A	N/A
Offender program hours delivered	20 475	11 591 <sup>1</sup>	N/A	N/A	N/A

<sup>1</sup>The lower than expected program hours in 2020-21 is attributable to a number of compounding factors being the reduction in participant numbers in programs to comply with COVID-19 physical distancing requirements in the available rooms, a reduction in the available program rooms and facilities, and delays in prisoner attendance resulting in extension of program delivery timelines, staff absences resulting in the sector 3 program delivery space in DCC being closed and unplanned staff absences in the program delivery teams.

<sup>2</sup>The variance is due to additional training courses provided by external providers arranged by Batchelor Institute, increased uptake of the University of Southern Queensland distance education and the settling of staffing.

## Escapes and absconds

- When a prisoner 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.
- Absconds from the cottage facility at Darwin Correctional Centre are not included, as these persons are under a community supervision order under the *Serious Sex Offenders Act 2013*.
- When a prisoner has absconded from a low security facility, they are returned to high security classification at a correctional centre for a determined period. During this time they are not given the same opportunities they had prior to absconding or escaping.

The definitions of prisoner escapes are:

**Secure perimeter escapes** are escapes from a secure prison facility regardless of whether there was a breach of physical barrier.

**Open perimeter escapes** are escapes from an open prison facility regardless of whether there was a breach of physical barrier.

**Absconds by prisoners happen:**

- while on unescorted leave such as 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, like 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
- as walk-offs from work camps.

**Escapes under escort** can occur during either a prison-to-prison or prison-to-hospital transport, or while the prisoner is under the direct supervision of a correctional officer.

## Escapes and absconds data

	SECURE (ESCAPE)	OPEN PERIMETER	OPEN (ABSCOND)	ESCAPES UNDER ESCORT	TOTAL
2016-17	-	9	3	3	15
2017-18	1	14	5	1	21
2018-19	-	4	4	3	11
2019-20	-	3	1	5	9
2020-21	-	7	-	-	7

## Australian Government Productivity Commission Report On Government Services

The Australian Government Productivity Commission Report on Government Services (RoGS) 2021, was released between 20 January and 2 February 2021. The report covers the period 2019–20.

### Time out of cells

The Australian Government Productivity Commission Report on Government Services (RoGS) defines 'Time out-of-cells' as the average number of hours in a 24-hour period that prisoners are not confined to their cells or units. The periods during which prisoners are not confined to their cells or units gives them the opportunity to participate in activities such as work, education and training, wellbeing, recreation and treatment programs, the opportunity to receive visits, and interacting with other prisoners and staff.

The Northern Territory had the highest average of time out of cells, in hours, out of all jurisdictions in Australia. This provides more opportunity to engage in a range of programs, education and activities if available and it is also positive with respect to the UN conventions and OPCAT.

### Total prisoner time out of cells (ROGS 2021 report)

	NSW	VIC	QLD	WA	SA	TAS	ACT	NT	AUST
2019–20	8.6	10.2	9.0	11.3	9.3	7.1	9.1	11.8	9.6

### Cost per prisoner per day

Cost per prisoner is defined as the average daily cost of providing corrective services per prisoner. This includes net operating expenditure for open and secure custody prisoners and capital costs. The Australian Government Productivity Commission Report on Government Services (RoGS) noted that while a low or decreasing cost is desirable for efficient resource management, cost indicators are difficult to interpret in isolation. 'A low cost per prisoner, can reflect less emphasis on providing prisoner programs to address the risk of reoffending.' The RoGS report for 2019–20 showed the total net operating expenditure and capital cost per prisoner per day for the Northern Territory was \$338.30, an increase of \$16.71 per day from 2018–19. The average expenditure across the jurisdictions in Australia was \$331.39, an increase of \$21.57 per day from 2018–19.

### Cost per prisoner per day (ROGS 2021 report)

	NSW	VIC	QLD	WA	SA	TAS	ACT	NT	AUST
2019–20	294.31	420.61	304.34	322.22	312.54	387.15	559.17	338.30	331.39

### Prisoner statistics

The rate of prisoners returning to prison for 2019–20 was 60.8 per cent. The average number of prisoners per day in 2020–21 was 1749.

### Averages by location

DARWIN CORRECTIONAL CENTRE	ALICE SPRINGS CORRECTIONAL CENTRE	BARKLY WORK CAMP	DATJALA WORK CAMP
1081	573	50	43

## Adult prisoner population

	JUNE 2021	JUNE 2020	JUNE 2019
ASCC and DCC			
Aboriginal	1 399	1 356	1 357
Non-Aboriginal	233	253	246
Foreign nationals	23	43	31
Men	1 548	1 505	1 520
Women	108	114	114
Work camps – Datjala and Barkly <sup>1</sup>			
Aboriginal	88	90	109
Non-Aboriginal	5	4	5

Total adult prisoner population data was calculated from the June daily average rounded to the nearest whole number.

<sup>1</sup>The work camps only accommodate male prisoners.

## Official visitors

Correctional facilities are visited once a month by an official visitor. Official visitors are appointed by the Attorney-General and Minister for Justice to inquire about the treatment and behaviour of the prisoners pursuant to section 30 of the *Correctional Services Act 2014*.

The official visitor is not a complaint avenue for prisoners but they are required to provide the minister with a report about their observations during the monthly visit regarding the treatment and behaviour of the prisoners. The report may raise some questions which are directed to Correctional Services by the Minister for a response.

Most matters raised by prisoners are of a minor nature and addressed by correctional staff on the day of the visit. Education about the role of the official visitor is continuing, with prisoners being directed to follow the complaint or request avenues in the first instance.

Recruitment continues to be challenging, with two of the three official visitors recruited during 2020–21 resigning due to other commitments. There are currently no official visitors for Barkly Work Camp. Different approaches to attracting suitable candidates are being investigated.

	DARWIN CORRECTIONAL CENTRE	ALICE SPRINGS CORRECTIONAL CENTRE	DATJALA WORK CAMP
Official visits			
Total number of official visitors	2	2	1
Total number of visits	11	6	6

## Mwerre Anthurre – Fun Day



Prisoners at ASCC competing at the 2020 Mwerre Anthurre – Fun Day.



Three cricket stumps painted for Wests Cricket Club in celebration of NAIDOC Week.

This event provided the opportunity for prisoners to participate in a range of sporting activities as a way of addressing the well-being and social skills of prisoners. This enables them to learn respect for others, including their opponents, obey rules, develop self-confidence and promotes good physical and mental health. Sporting activities provide informal interaction between staff and prisoners.

The Alice Springs Correctional Centre (ASCC) Sports and Recreation team organised the 2020 Mwerre Anthurre – Fun Day which was held on 14 and 15 July 2020. The prisoners were able to participate in a number of sporting events including basketball, handball, long jump, relay races, 100m sprint, Vortex and throw, among others.

Prisoners played music as the participants and spectators enjoyed the many sporting events. The trophy and ribbons made in Creative Arts by an accomplished team of prisoners presented to 1st, 2nd and 3rd place getters of each event, with each place earning points for the accommodation blocks. L Block in the management zone was presented with the 2020 Mwerre Anthurre – Fun Day Champions Trophy as the overall winner.

The reintegration facility prisoners played a football game with enthusiasm and a spirit of good sportsmanship.

## NAIDOC Week cricket stumps

In October 2020, Alice Springs Correctional Centre (ASCC) was approached by the Wests Cricket Club to paint a set of stumps as part of the Alice Springs Cricket Association NAIDOC Week celebration (8–15 November 2020).

Wests provided the stumps and some of the cultural precinct prisoners were approached to paint them in the club's colours. Each stump was painted by a different prisoner from three different parts of the country; Pipalyatjara (North West SA), Gunbalanya (East Arnhem Land NT), and Barkly NT.

The stumps were used in the women's and men's cricket matches. Two of the stumps have been donated to NT Cricket and the Gillen Club, home grounds of the Wests Cricket team and will be put on display.



## Women in prison

Female prisoners make up around seven per cent of the Northern Territory's prison population, 84 per cent are Aboriginal women. Addressing their specific needs is important, including ensuring cultural connections are maintained. Elders from the Elders Visiting Program meet female prisoners, with a focus on encouraging and assisting them to develop purposeful post-release plans which include maintaining links with community and culture.

ASCC have referred six female prisoners, under a general leave permit, to the Alternative to Custody Life Skills Camp during 2020–21. The Life Skills Camp is located in Alice Springs and is a residential rehabilitation facility for Aboriginal women from the Northern Territory. Women are supported through a process which provides access to personalised rehabilitation services that target the underlying causes of offending, builds resilience and prepares clients for successful reintegration back into the community.

Employment opportunities for female prisoners include:

DARWIN CORRECTIONAL CENTRE	ALICE SPRINGS CORRECTIONAL CENTRE
Cleaners	Breakfast packing
Shop vending	Paid and volunteer employment
Seamstress work	General hands
Gardening	Laundry workers

Female prisoners at the ASCC are also undertaking the following education certificates:

- Certificate I in Business
- Certificate I in Visual Arts
- Certificate I in Safe Food Handling.

## Correctional Industries and Employment

Correctional Industries and Employment provides targeted and relevant employment opportunities to adult prisoners through the establishment and growth of prisoner industries.

### Prisoner employment

On the 30 June 2021, the total number of prisoners engaged in employment was 913. Prisoners were engaged in paid and volunteer employment, the Community Support Work Program and Facility Services. Fifty one per cent of prisoners were engaged.

The Barkly Work Camp (BWC) have limited employment opportunities in Tennant Creek due to the township's high unemployment rates, which results in local businesses using local labour.

As at 30 June 2021, BWC have 12 prisoners in paid employment working with three local businesses (employers) and 45 in volunteer employment training. Approximately 180 training outcomes were completed during 2020–21. From 21–25 June 2021, 15 prisoners enrolled in five units of competency (Food Industry).

As at 30 June 2021, the Datjala Work Camp (DWC) in Nhulunbuy has 37 prisoners in paid employment with 12 local businesses (employers). During 2020–21 a total number of 254 training outcomes were completed.

DWC are negotiating with a local business to supply an additional workforce of five prisoners. This project has significant training potential, with workers requiring training for the operation of loaders, skid steer and specialised machinery.

Prisoner training at BWC and DWC has been impacted by the delayed progress of the procurement action for a 36 month contract for provision of training to both work camps.

The contract will be finalised in 2021–22. Training numbers are 40 per cent lower than normal yearly outcomes because of this. Procurement times have now improved and no further delays are expected.

Alice Springs Correctional Centre (ASCC) have provided training in:

- Certificate I in Engineering
- Certificate I in Construction
- Certificate I in Mechanical
- Working at Heights
- Forklift Licensing
- First Aid, Nationally Accredited
- Short Course in Screen Media
- Certificate I and II in Visual Arts.

Darwin Correctional Centre (DCC) have provided training in:

- Barista Training
- Food Handling Supervision
- Streetwise First Aid
- First Aid
- Certificate IV in Training and Assessment
- Certificate I in Retail
- Electronic Work Platform
- Working at Heights
- Forklift
- Foundation Skill.

AREAS	TOTAL
Block/sector workers	275
Community support work program	90
Construction and development	9
Cottage facility	25
Creative arts	7
External employment (paid/voluntary)	131
Facilities services	42
Goods main store	5
Horticulture	22
Industries food packing (female)	8
Industries workshop (female)	13

Industries food services (kitchen)	113
Industries production assembly	12
Industries metalwork	31
Industries woodwork	25
Laundry	32
Textiles (males)	12
Mechanical	3
Number plate factory (ASCC)	10
Pre-release work village	1
Programs	46
Vending canteen	1
<b>Prisoners engaged on 30 June 2021</b>	<b>913</b>
Total prison numbers on day of count	1788
Percentage engaged	51%
Unemployed	846
Refused to work	29

Unemployed prisoners also includes prisoners who don't achieve adequate medical clearances or classification levels. Prisoners may also be unemployed because of a limited number of jobs available, budget constraints and the economic climate.

## Community Support Work Program

The Community Support Work Program (CSWP) has been in place since 1986, and undertakes valuable community work activities. The CSWP operates in the Darwin and Alice Springs Correctional Services and the Barkly Work Camp. The Datjala Work Camp does not have designated Community Support Work parties but 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

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

The CSWP provides reparation work back to the local communities of Darwin, Alice Springs, Tennant Creek and Nhulunbuy.

COVID-19 plans are in place for all facilities and include actions for dealing with vulnerable people such as pensioners.

Community service work is performed by low security prisoners for the elderly and disabled (on proof of a pensioner concession card/disabled pension card), non-profit organisations or other bodies approved by the correctional centre management. This sometimes includes requests from local government associations for assistance in remote communities.

Work is also undertaken for the City of Darwin and the Alice Springs Town Council, including clean-up after Territory Day, cyclone clean-up, verge beautification and rubbish pickup on council property.

The Alice Springs Correctional Centre CSWP provided preparation work for the Parrtjima – A Festival in Light, being held in Alice Springs during April 2021. They also entered into a cost recovery arrangement with the Department of Infrastructure, Planning and Logistics (DIPL) to clear firebreaks in the Alice Springs

area, as not enough contractors were able to be hired to complete the firebreaks.

The Darwin Correctional Centre CSWP provided ground maintenance services at the V8 Supercar venue for five weeks leading up to the event on a cost recovery basis (supervisor attending and vehicle fuel). One work party was taken offline for five weeks to assist setting up the V8 Supercar grounds. This impacts on the delivery of the core business of providing yard maintenance to pensioners. Therefore a cost recovery arrangement is entered into with the provider.

The Barkly Work Camp provided assistance setting up the Mataranka Rodeo and will also help with preparations for the Daly Waters Rodeo and Brunette Downs Races. They also worked at the Newcastle Waters National Trust site.

The Datjala Work Camp does not have daily CSWP quotas; however, a scope of works is undertaken for each community work service provided. Works are often requested by not-for-profit organisations, sporting groups, local homelands and Aboriginal communities.



*Before and after of a footbridge at the Katherine Museum that was restored by the community work crew.*

## Community Support Work Program data – 1 July 2020 to 30 June 2021

Facility	NUMBER OF WORK PARTIES		TOTAL NUMBER OF HOURS COMPLETED BY THE CSWP		POTENTIAL SAVINGS TO THE COMMUNITY (\$)	
	2019-20	2020-21	2019-20	2020-21	2019-20	2020-21
Darwin Correctional Centre	6	6	47 749	53 954	\$930 628	\$1 070 447
Alice Springs Correctional Centre	5	5	55 623	62 869	\$1 084 092	\$1 247 321
Barkly Work Camp	3 to 4	3 to 4	18 903	18 565	\$368 419	\$368 330
Datjala Work Camp	CSWP provided as required		5 071	6 717	\$98 834	\$133 269
<b>Total</b>			<b>127 346</b>	<b>142 105</b>	<b>2 481 973</b>	<b>2 819 367</b>

## Unilink Email a Prisoner

On 18 February 2021, the Darwin and Alice Springs Correctional Centre introduced Email a Prisoner, which is an external program managed by the Unilink company and will enable prisoners' family and friends to send vetted emails to prisoners. This service is offered on a user pay basis. Emails are sent to a central location in the correctional centre, printed by Corrections employees, and thereafter treated as normal incoming mail.

This initiative has the following goals:

- to help family and friends communicate easily and frequently with prisoners
- to reduce thoughts of self-harm/suicide through increased communication
- to assist prisoners in preparation for release with multiple partner agencies.

There are a number of benefits of this program, specifically the prevention of contraband entering the correctional centres via mail.

Email a Prisoner offers a quick, efficient, secure alternative method of communication for prisoners, their families, friends, legal professionals and related organisations.

## Offender Development and Services

NTCS Offender Development and Services Directorate facilitates the provision of targeted criminogenic needs and innovative programs to address offending behaviours. The directorate includes Corrections Workforce Development, Prisoner Education, Supply Chain Management and Prisoner Health Coordination. The directorate comprises of:

- Aboriginal Strategy and Coordination including the Elders Visiting Program
- Corrections Workforce Development
- Family Violence Program
- Offender Services and Programs including the Serious Sex Offenders Coordination Unit
- Prisoner Education
- Prisoner Health Coordination
- Supply Chain and Stores.



## Aboriginal Strategy and Coordination Unit

### Elders Visiting Program

The Elders Visiting Program (EVP) aims to support the mental health and wellbeing of Aboriginal prisoners by maintaining links to community and culture while in prison through visits, communicating in language, keeping prisoners informed about community and conducting ceremonies where appropriate. The program also aims to improve the reintegration prospects of Aboriginal offenders through Elders talking with them about behaviours that led to their incarceration and discussing their pre and post-release plans, obligations and expectations upon returning to community.

#### Number of prisoners accessing the Elders Visiting Program 2020–21

CORRECTIONAL FACILITY	NUMBER OF PRISONERS ACCESSING EVP
Darwin Correctional Centre (DCC)	461
Alice Springs Correctional Centre (ASCC)	313
Barkly Work Camp (BWC)	90
Datjala Work Camp (DWC)	78
<b>Total</b>	<b>942</b>

#### Elders Visiting Program events 2020–21

Elders assisted with 395 referrals through the Aboriginal Strategy and Coordination Unit, outside of their scheduled prison visits these included assistance with parole reports, sorry business, funeral applications, smoking ceremonies, body viewing and legal services assistance requests.

#### Cultural awareness training

The Elders and the Elders visiting team continued to support the delivery of cross-cultural training to staff across CS.

#### Aboriginal mental health training

Elders and the Elders visiting team attended the Aboriginal mental health training delivered by the Northern Territory Police.

This was a good opportunity to share training and build relationships.

### Codes 4 Life Program – Arraty Angka – Straight Talk

In 2021, EVP partnered with Desert Knowledge Australia to pilot the delivery of the Codes 4 Life – Arraty Angka – Straight Talk in the Darwin Correctional Centre.

The program drives reformation and personal change by delivering workshops designed to reconnect Aboriginal men with their cultural responsibilities, and find strength in one's role in their community. Embracing culture helps men understand their place in the world and their obligations to family, community, law and country.

All workshops are designed and facilitated by Program Manager Michael Liddle, supported by a project officer and work closely with the police and community support programs to effectively deliver comprehensive programs.

EVP founding member Pirrawayingi Puruntatameri co-facilitated this initial program to ten participants over a two day period. Due to the positive feedback received, consideration and planning for continuation of the program is underway.

#### Community engagement

Remote Community Engagement Officers continued to strengthen partnerships through community and stakeholder engagement in the delivery of 15 community educational sessions, across both Darwin and Alice Springs, on the roles and responsibilities of the Aboriginal Strategy and Coordination Unit and Elders Visiting Program. Sessions were delivered in regional and remote regions with the aim of promoting correctional services capabilities and building trust and confidence with community, Aboriginal organisations and other key stakeholders.

### Family Violence Program

The Family Violence Program (FVP) team are located in Darwin and Alice Springs and deliver the FVP to offenders and referred persons in the community. The team delivers in remote communities across the NT and in the major centres.



The FVP is an adult psycho-educational program based on cognitive behavioural therapy that is delivered in an experiential 'hands on' format of activities and engagement with various community speakers rather than watching videos and book learning. The FVP is an offence related program, delivered by the CS Offender Development and Services Directorate. The program is delivered over a period of five days by two FVP Facilitators in consultation with local individuals, groups and agencies across the NT.

This is a gazetted perpetrator program under section 78 of the *Sentencing Act 1995*. Referrals are mandated by courts, magistrates and probation and parole officers. Where possible, an assessment of the offender will be conducted at the hearings.

The FVP is delivered in all communities across the Northern Territory as well as the Alice Springs and Darwin Correctional Centres. At DCC and ASCC each group had five to six participants depending on the room size, to comply with physical distancing requirements.

The FVP is generally delivered to males. Female only programs may also be provided in accordance with community needs.

In 2020–21, the FVP delivered 50 programs in 23 community locations, with 596 referrals.

## Offender Services and Programs

Offender Services and Programs is responsible for the development, coordination and delivery of offence based rehabilitation programs to prisoners. The team:

- deliver intensive offence based treatment programs, individual treatment programs, specialist reports and provide clinical oversight to psychoeducational programs
- give clinical advice to probation and parole officers for the case management of high risk offenders in the community, and the Sentence Management Team and Throughcare Coordinators for case management/risk management of medium/low risk offenders

- provide advice and input to training of custodial officers and staff, best practice methods in regard to behaviour management regimes for prisoners to inform prison operational issues
- deliver training for clinicians in the prisons, and to probation and parole officers on the generalist risk tool LSI-RNR and the supervision of high risk sex offenders
- coordinate professional development opportunities in line with the registration requirements for professional staff for continual professional development
- undertake research and develop and review programs.

The team also coordinate the Serious Sex Offender Referral Committee and prepare Supreme Court applications under the *Serious Sex Offender Act 2013* (the SSO Act).

## Serious Sex Offenders under the SSO Act Coordination

- As at June 2021, there are eight serious sex offenders subject to orders under the SSO Act:
  - Seven are subject to Supervision Orders, both interim and final orders.
  - One offender is in custody at the Darwin Correctional Centre on a Final Detention Order. There is one new pending application to be made under the SSO Act.
- The *Serious Sex Offenders Amendment Bill 2021* was passed in May 2021. Following assent by the Administrator, commencement is to occur by Gazette notice (date currently pending).
- Amendments include:
  - updating the schedules of serious sexual offences and offences of a sexual nature
  - updating the breaches process
  - updating the disclosure of information provisions.

## Offence specific and Offence related programs to address criminogenic risks and needs 2020–21

PROGRAMS	DCC	ASCC
Safe, Sober, Strong (SSS) for male/female, remand and sentenced	Yes	Yes
Addictive Behaviours Program (ABP) <sup>1</sup>	Yes	Yes
Family Violence Program (FVP)	Yes	Yes
Intensive Alcohol and Drug Program (IADP) <sup>2</sup>	Yes	Yes
Sex Offender Treatment Program (SOTP)	Yes	No
Sex Offender Treatment Program/Responsivity/Safety/Victims and Plans (RSVP)	Yes	Yes
Violent Offender Treatment Program (VOTP)	Yes	No
Violent Offender Treatment Program Moderate (VOTP-MOD)	Yes	No
Recognising Anger and Gaining Empowerment Program (RAGE) <sup>3</sup>	Yes	No

<sup>1</sup>The ABP replaces the old CS AOD program. The ABP incorporates additional program modules: kronic, methamphetamine (ice), gambling, petrol/solvent sniffing, etc.

<sup>2</sup>IADP now has additional program modules: kronic, methamphetamine (ice).

<sup>3</sup>The RAGE Program now has an additional program module: coercive behaviours.

## Offence Specific Programs

### Sex Offender Treatment Program

The Sex Offender Treatment Program (SOTP) is for those prisoners assessed as high/moderate high risk of future sexual offending. The Program uses up-to-date and best practice methods to address sexual offending behaviours. It provides participants with thinking skills to understand their offending patterns and then behavioural skills to control their risk of further sexual offending behaviour.

### Sex Offender Treatment Program/Responsibility, Safety, Victims, Plans Program

The Sex Offender Treatment Program/Responsibility, Safety, Victims, Plans program (SOTP/RSVP) was developed in 2015. It is a low intensity program designed to meet the intervention needs of low and moderate-low risk sexual offenders. The program is now delivered on an individual basis, geared towards the generation of a risk management plan to be discussed with both Sentence Management employees (to form part of the prisoner's Offender Management Plan (OMP) and the probation and parole officer, to address criminogenic needs identified for each prisoner.

### Violent Offender Treatment Program

The Violent Offender Treatment Program (VOTP) for high/moderate high offenders, identifies and treats the underlying attitudes of a person who commits serious acts of physical violence, exhibits a willingness to inflict harm on others and has feelings of justification and an attitude of entitlement related to doing so.

### Violent Offender Treatment Program – Moderate

The Violent Offender Treatment Program-Moderate (VOTP-Mod) is a low intensity program designed to meet the intervention needs of moderate risk violent offenders.

### Recognising Anger and Gaining Empowerment Program (RAGE)

RAGE is a high intensity program which runs for a total of 182 hours (recently increased from 170 hours, as additional program modules have been included, around coercive behaviours). The RAGE Program, developed in 2016, is specifically designed to meet the needs of NT offenders who have been convicted of violent offences within family or kinship groups.

The program is delivered in a closed group manner. The program modules target dynamic risk factors, those that are amenable to change. The RAGE Program

incorporates a meta-theory of violence that violence increases when environmental triggers and internal states (rage, jealousy and aggression) overcome a person's ability to self-regulate.

RAGE uses a multi-modal treatment incorporating cognitive behavioural techniques, experiential skills, motivational interviewing, and narrative therapy approach to increase client awareness of offending behaviour. RAGE helps participants develop strategies that enhance pro-social thinking and goal setting. The program includes modules that address problem areas empirically related to recidivism.

## Individual treatment intervention

Individual intervention is available for prisoners that, for legitimate reasons, cannot undertake group program treatment. Senior clinicians may also undertake individual treatment with prisoners who are coming up for parole where there is no specific group program available to them within the required time frame. In ASCC, individual treatment may be undertaken with high risk sex or violent offenders who cannot be transferred to DCC for legitimate reasons, however this is dependent on available finite clinical resources.

## Offence Related Programs

### Intensive Alcohol and Drugs Program

The Intensive Alcohol and Drugs Program (IADP) combines traditional psycho-educational components with psycho-therapeutic treatment. The IADP was updated in 2020, with the inclusion of additional program modules: Kronic/Methamphetamine (Ice). Prisoners who clearly have a chronic alcohol or illicit drug problem will be assessed for suitability to participate in an IADP. Conversely, most prisoners entering correctional facilities who exhibit problems with alcohol and/or drug use will be referred to psycho-educational alcohol and other drugs (AOD) programs, delivered by the Department of Health, rather than the IADP. The program is for offending behaviour, not health.

## Psycho Educational Programs

### Family Violence Program

Family Violence Programs (FVP) run for perpetrators of family violence. This is a gazetted perpetrator

program under section 78 of the *Sentencing Act 1995*. Participants learn that family violence is a crime and is not acceptable. Their beliefs, attitudes and behaviour are challenged in a non-threatening manner and they learn to take responsibility for their thoughts, feelings and behaviour.

The FVP assists participants to develop an understanding of the forms of family violence and capacity to accept responsibility for the violence they have committed. The program runs as a five-day program at both the Darwin and Alice Springs Correctional Centres.

### Safe Sober Strong Program

The Safe Sober Strong Program (SSS) is a preparatory program for remand and sentenced prisoners. The SSS is a flexible psycho-educational program designed to meet the needs of a wide range of prisoners with varied sentence lengths.

The SSS Program consists of stand-alone modules that can be delivered in an open or closed group format. Participants can complete isolated program modules or all modules as required or available.

### Addictive Behaviours Program (ABP)

The ABP replaces the CS Alcohol and Other Drugs Program. This is an eight session psycho-educational program. The ABP has been updated and additional modules covering Kronic/Methamphetamine/Gambling/Petrol and Solvent Sniffing incorporated. The program name was changed in response to recommendations from a coronial in order to avoid confusion between this program and the Prison In-reach AOD program provided by the Department of Health.

In addition to the above, our senior professional staff:

- conduct research/literature reviews/development of new programs, in consultation with Elders
- deliver training and consultations
- supervise clinical staff based at the Darwin and Alice Springs Correctional Centres, including peer and professional supervision
- observe program delivery (groups and individual interventions) to ensure program integrity is maintained in accordance with best practice
- manage critical incident stress debriefing (CISD) for prisoners.

Note that NTCS clinicians do not provide counselling services for prisoners, they are referred to the Department of Health. Employees have access to Employee Assistance Services.

## Coordination of external services

The directorate managed five contracts and agreements as well as oversight of services provided to prisoners by external organisations who are recipients of CS grants. These services are negotiated and coordinated by head office then delivered directly to prisoners at the correctional centres.

Correctional Services grants paid in 2020–21 are outlined in the Appendices.

- In 2021, Mission Australia increased their capacity to provide an additional dedicated case worker to address the pre and post release needs of female prisoners at DCC. Referrals are made to Mission Australia three months prior to release in order to identify and assist the female prisoners' needs. This may include practical support such as accommodation, employment, family connection, education, identification and bank accounts.
- After release, Mission Australia case workers continue to support the ex-prisoners for up to six months in the community. The case worker works with a case load of up to 20 clients and works closely with other Mission Australia case workers who support the male prisoners.
- During 2020–21, Prison Fellowship provided volunteers to support the chaplain and provided Saturday church services for prisoners at DCC. They also provided group programs (prosocial/personal development) for prisoners at DCC: *Change on the Inside*, *Prisoner's Journey* and *Angel Tree*.
- In 2021, Prison Fellowship introduced a new program in DCC: 'T24' whereby Prison Fellowship volunteers mentor and provide support for prisoners 12 months prior to release and up to 12 months post release. These prisoners are able to access accommodation once released, working and living on a farm on the outskirts of Darwin. Prisoners volunteer their time for food and free accommodation giving them the chance to learn new skills. Prison Fellowship Mentors provide ongoing support during this period.

- The YWCA delivered the Women of Worth program to women prisoners in Darwin from 1 July 2020 to 30 December 2020, followed by a modified program to five female prisoners due for release during 1 March to 30 June 2021. As of 1 July 2021, Mission Australia will be supporting all female prisoners in custody at the Darwin and Alice Springs Correctional Centres delivering pre and post release services with a dedicated case worker.

## Prisoner Health Coordination

Correctional Services worked in partnership with Prisoner Health Services (PHS) and Primary Health Care (PHC), Department of Health (DOH) in both ASCC and DCC to deliver site based health care services.

This year services included site based COVID-19 vaccination programs. Roll out of the vaccination programs in the two work camps occurred with assistance from local and Commonwealth health agencies. The roll-out of the COVID-19 vaccine to prisoners was critical for CS this year, with Primary Health Care working in association with the Federal Health Agency. The two services successfully collaborated to achieve vaccination targets and health outcomes for prisoners. Prisoner health also provided the annual flu vaccination in correctional facilities.

The DOH Primary Health Care teams in Darwin and Alice Springs created documents to assist Correctional Services manage the health of all prisoners. This included a range of documents and guidelines specific to COVID-19 planning and management of prisoner health and wellbeing. Corrections employees regularly meet with PHC management, Territory Families and the Public Health Unit to ensure appropriate coordination of care in relation to COVID-19. PHC staff are completing COVID-19 screening of all new receptions and returns to both prisons and provide onsite screening, testing, isolation, and quarantine requirements when a client fits criteria.

Messaging continues about hand hygiene, cough etiquette, physical distancing and ways to keep healthy.

2020–21 Highlights:

- Implemented the Australian Government’s phased roll-out for vaccine distribution for prisoners and employees who all became eligible under phase 1B of the COVID-19 vaccination program.
- Prisoner self-possession of medication was embedded into core practice in both NT correctional centres.
- PHC Aboriginal health practitioner trainees started in 2021 in both ASCC and DCC PHC teams. These positions are successful and well received.
- In DCC, a DoH nurse practitioner specialising in chronic conditions began in March 2021. They bring expert nursing skills in the assessment, diagnosis and management of a person’s health needs. They also provide senior leadership for best practice for a specialist client population. The role collaboratively engages with the multidisciplinary team to focus on the creation, delivery and evaluation of health programs addressing preventable chronic conditions.
- The DCC clinic is using sound amplifiers for new reception and consultations, to improve the quality and understanding during consults within the health centre. Clients have said that they are happy with the use of these devices.
- In ASCC Prison Health, in association with the Elders Visiting Program and Congress, PHS provided culturally appropriate vaccine information to promote informed consent, the benefits of vaccination and this was believed to have resulted in improved uptake.
- In ASCC, the dental room upgrade was completed to comply with accreditation standards for dental services.
- The G Block clinic in ASCC was upgraded, with some telehealth occurring in this area.

Prisoner education

Lack of education and poor work history are two of the eight criminogenic factors that CS addresses through prisoner education and training.

The provision of vocational education and training (VET) programs in adult custodial facilities as part of prisoner rehabilitation provides opportunities for prisoners to reduce their educational disadvantage, thereby increasing the likelihood of successful reintegration into the community and reducing the risk of reoffending.

CS has contractual arrangements in place for prisoner education at ASCC and DCC through the:

- University of New England to deliver QuickSmart programs to individual prisoners requiring the essential basics in numeracy and literacy
- Bachelor Institute of Indigenous Tertiary Education, for VET with a focus on skills development and work
- University of Southern Queensland providing higher education.

Number of prisoners who participated in educational activities in 2020–21

GENDER	TOTAL PARTICIPATION
Female	216
Male	1063
Aboriginal status	
Yes	982
No	297



## Batchelor Institute Accredited Certificates and Short Course participation for 2020–21

COURSE LOCATION	COMPLETED	INCOMPLETE	OPEN	TOTAL
<b>Darwin Correctional Centre</b>				
Certificate I in Access to Vocational Pathways	18	3	4	25
Certificate I in Agrifoods operations	22	1		23
Certificate I in Business	24	3		27
Certificate I in Construction	10	1		11
Certificate I in Furnishing			10	10
Certificate I in Visual Arts	21		1	22
Certificate I in Warehousing Operations			5	5
Certificate II in Business	9	1		10
Certificate II in Family Wellbeing	8			8
Certificate II in Skills for Work and Vocational Pathways	24	1		25
Certificate II in Visual Arts	5	1		6
Certificate IV in Training and Assessment	8		7	15
Construction White Card	82	1		83
First Aid	26	1	10	37
Forklift	32			32
Laundry Specialisation Skillset	2	2	10	14
Operate Small Plant & Equipment	11			11
Prepare and Serve Espresso Coffee	13		5	18
Safe Food Handling Skill Set–Food Safety Supervision	94			94
<b>Darwin Correctional Centre Total</b>	<b>409</b>	<b>15</b>	<b>52</b>	<b>476</b>

## Batchelor Institute Accredited Certificates and Short Course participation for 2020–21 (continued)

COURSE LOCATION	COMPLETED	INCOMPLETE	OPEN	TOTAL
<b>Alice Springs Correctional Centre</b>				
Certificate I in Access to Vocational Pathways	12			12
Certificate I in Automotive Vocational Preparation			1	1
Certificate I in Business	35	4		39
Certificate I in Construction		2	20	22
Certificate I in Engineering	4		4	8
Certificate I in Visual Arts	2	11	29	42
Certificate II in Visual Arts	20	11		31
Certificate IV in Training and Assessment	6			6
Construction White Card	47	3	4	54
Elevated Work Platforms	20			20
First Aid	78			78
Forklift	25	6		31
Prepare and Serve Espresso Coffee	11	1		12
Safe Food Handling Skill Set–Food Handling	18			18
<b>Alice Springs Correctional Centre Total</b>	<b>278</b>	<b>38</b>	<b>58</b>	<b>374</b>
<b>Grand total</b>	<b>687</b>	<b>53</b>	<b>110</b>	<b>850</b>

## QuickSmart programs

QuickSmart is a literacy and numeracy intervention program delivered at the DCC and the ASCC by the University of New England as a non-accredited educational intervention. Prisoners who do not meet the eligibility criteria to engage in accredited training courses have the option to follow this pathway.

## 2020–21 participation and level completions for QuickSmart

COURSE LOCATION	COMPLETED	INCOMPLETE	OPEN	TOTAL
<b>Darwin Correctional Centre</b>				
QuickSmart–Addition	12	17	26	55
QuickSmart–Division		2		2
QuickSmart–Essential Words	4	6	19	29
QuickSmart–Level 1 Words	4	5	4	13
QuickSmart–Level 2 Words	1	2	9	12
QuickSmart–Level 3 Words	6	9	5	20

## 2020–21 participation and level completions for QuickSmart

COURSE LOCATION	COMPLETED	INCOMPLETE	OPEN	TOTAL
<b>Darwin Correctional Centre</b>				
QuickSmart–Multiplication	4	2	4	10
QuickSmart–Subtraction	10	11	19	40
<b>DCC Total</b>	<b>41</b>	<b>54</b>	<b>86</b>	<b>181</b>
<b>Alice Springs Correctional Centre</b>				
QuickSmart–Addition	15	11	23	49
QuickSmart–Multiplication	4			4
QuickSmart–Subtraction	5	9		14
<b>ASCC Total</b>	<b>24</b>	<b>20</b>	<b>23</b>	<b>67</b>
<b>Grand Total</b>	<b>65</b>	<b>74</b>	<b>109</b>	<b>248</b>

## Work Camps

### Accredited short courses undertaken at the work camps

COURSE LOCATION	COMPLETED	INCOMPLETE	OPEN	TOTAL
<b>Datjala Work Camp (Nhulunbuy)</b>				
Chainsaw Operation	27		27	
Chemical Application	18		18	
Construction White Card	10		10	
Forklift	10		10	
Outdoor Power Equipment Servicing	26		26	
Provide Cardiopulmonary Resuscitation	5		5	
Provide First Aid	5		5	
<b>Total</b>	<b>101</b>		<b>101</b>	
<b>Barkly Work Camp</b>				
Construction White Card	11		11	
Operate Small Plant and Equipment	12		12	
Outdoor Power Equipment Servicing	10		10	
Plan and Organise Work (Introduction to concreting)	12		12	
<b>Total</b>	<b>45</b>		<b>45</b>	

Note: Providers at the work camps are sourced locally.

## Higher education

The University of Southern Queensland (USQ) is the external higher education learning solution offered at ASCC and DCC. The university has sourced federal funding with the CS providing the day-to-day support for uploading assignments and provision of laptops to prisoners.

### Higher Education participation during 2020–21

HIGHER EDUCATION	OPEN
USQ - Bachelor of General Studies	4
USQ - Associate Degree of Business and Commerce	10
USQ - Tertiary Preparation Program	16
<b>TOTAL</b>	<b>30</b>

## High school education

In partnership with the NT School of Distance Education (NTSDE), a pilot program to undertake a Year 11 High School Certificate (NTCET) was introduced.

### High School Certificate participation during 2020–21

HIGHER EDUCATION	PARTICIPATION
Year 11 High School Certificate (NTCET)	5
<b>TOTAL</b>	<b>5</b>

## Supply Chain and Stores

CS Supply Chain, established in 2013, coordinates contract administration and management of the purchasing of items which are specifically suited for correctional facilities. This ensures continuity of supply for all correctional centres and work camps.

The CS Supply Chain team also ensures all correctional facilities have appropriate COVID-19 safety supplies including personal protection equipment, sanitising and cleaning products to mitigate transmission risks for employees and prisoners.

## Professional Standards Unit

The Professional Standards Unit is a central referral point for all Correctional Services matters concerning the code of conduct, complaints and compliance audit services. The unit conducts preliminary investigations into allegations and refers matters for external investigation when necessary.

COMPLAINTS AND FORMAL DISCIPLINARY ISSUES	2020–21	2019–20	2018–19	2017–18
Alice Springs Correctional Centre	69	80	26	26
Darwin Correctional Centre	189	240	128	106
Community Corrections	5	3	1	0
Other	7	2	1	3
Formal disciplinary issues	11	21	14	23
Compliance audits	24	30	47	51

\*Note that from 1 December 2020 there was a change in the way complaints referred from the NT Ombudsman's office are handled. Complaints in respect to correctional centres are now referred directly to the relevant correctional centre, however have been included in this table for a complete picture of complaints received.

# Community Corrections

Community Corrections monitor and supervise community-based offenders to ensure offenders are held accountable for non-compliance with orders by the courts and Parole Board.

Key Performance Indicator	CURRENT YEAR		PREVIOUS YEARS		
	2020-21 BUDGET	2020-21 ACTUAL	2019-20 ACTUAL	2018-19 ACTUAL	2017-18 ACTUAL
Community work orders successfully completed	72%	78%	70%	79%	72%
Number of community work hours (hours)	16 000	22 522 <sup>1</sup>	16 628	27 020	27 643

<sup>1</sup> The variance due to an increase in orders in the Southern Region, Fines Recovery Orders in the Northern Region and project engagement returning to pre COVID levels.

Community Corrections has five regional offices and three remote offices. There are also two single officer placements in Jabiru and Borroloola, which are counted as part of the Palmerston and Katherine regional office staffing structures. There are five other remote locations with office space available for visiting Community Corrections employees.

Community Corrections supervision is founded on graduated case management, and the risk, need, responsivity principles. Staff are involved in the preparation of court assessments, parole reports, breach applications, remote travel, circuit court attendance, electronic monitoring and stakeholder liaison.

## Strengthening the Justice System

### Debt recovery through community work

After the successful trial between Katherine Community Corrections and Fines Recovery Unit to assist in debt recovery by allowing people to work off their fines by performing community work, the program was continued and expanded. From 1 January to 30 June 2021, over \$70,000 of fines were worked off in Katherine and Darwin.

### 24/7 model for electronic monitoring

Community Corrections have implemented a 24/7 model for electronic monitoring. The Darwin-based Evening Shift Officers, Program Manager and the Contract Manager have relocated into a central location at the new Palmerston Community Corrections office. The new model will ensure round-the-clock supervision of offenders subject to electronic monitoring conditions.



## Improving Aboriginal Outcomes

### Development of *Parole Stories* video resources

The Parole Board, in conjunction with Community Corrections, developed a video featuring employees, prisoners, parolees, Elders and key stakeholders promoting parole to prisoners, family and staff. The *Parole Stories* video aims to promote parole as a safe end of sentence norm, to extinguish myths around parole and its conditions and support the process.





## Partnering for Improved Justice Outcomes

### Case study: rehabilitation and fines reduction

An offender at the Venndale Rehabilitation Centre successfully completed his Community Work fines recovery order while also completing the Venndale program. The offender completed 62 hours of work while in the program and paid off fines totalling \$2441. The work included grounds maintenance, kitchen hand and gardening duties. This was a good result for the offender who is also on bail with conditions to complete the Venndale program.

### Case study: transition to work and independently renting

An Offender reporting to the Katherine Community Corrections Office successfully completed the Family Violence Program and Venndale Residential Rehabilitation program before transitioning into Transitional and After-Care (VTAC). While in VTAC he gained employment and, with the assistance of reintegration staff, was also successful in attaining a flat through St Vincent de Paul, allowing him to reside independently and continue to support himself. The offender has shown considerable change in his circumstances and is positive about his future.

### Case study: community work at Nuwul nursery, Yirrkala

An offender reporting to Nhulunbuy Community Corrections undertook community work at a nursery in the region. While the offender was initially quiet at the placement, the coordinator, supervisors and participants made him feel welcome, showed him how the nursery operated and how he could help. The offender got involved with the daily operation at the nursery, picking native seeds and propagating, helping with lawn maintenance at the office grounds, and spending time with the other men at cultural activities. The offender's attendance was excellent and he quickly completed his community work hours. Upon completion of the work order, he was offered a position at the nursery on a permanent basis.



Probation and Parole Officer Miriam Kandlela from Nhulunbuy Community Corrections conducting an interview.



## Balancing the Regulatory Environment

### Continuous Improvement, Risk, and Quality Assurance System

A framework for regular audits and continuous improvement activities titled the Continuous Improvement, Risk, and Quality Assurance System (CIRQAS) was developed in 2020–21. The position of Senior Audit and Practice Review Officer was also introduced. Together, this will assist in ensuring operational practice meets legislative and policy standards as well as operational requirements. This consistent approach will identify any deficiencies in the management of offenders across the jurisdiction. Regular audits will provide an empirical method of identifying compliance training requirements and practice improvement requirements.

### Other Activities

### Relocation of the Palmerston and Katherine Community Corrections offices

In June 2021, Katherine Community Corrections office relocated to the Randazzo Building, and Palmerston Community Corrections shifted into a newly

refurbished office space at The Herbarium. These fresh, much improved spaces are modern and open with a friendly layout and greater accessibility.

## Alice Springs community work crew

The Alice Springs community work crew completed a significant project involving repainting and renovations at St Mary's Church, and completed a repaint of the local squash courts. The community work crew also has a long-standing project providing maintenance support at the Road Transport Hall of Fame.

## Case Study: pest control qualification

An offender who reports to Wadeye Community Corrections travelled interstate to Queensland to complete a pest control course. There are no current pest control licence holders in Wadeye, making this offender the first local resident to be qualified. There has been a big issue with a cockroach outbreak inside homes, so local residents are appreciative to have a newly qualified local pest controller.



**Building Community Trust**

# Parole Board

Provide secretariat support to the Parole Board of the Northern Territory and undertake all associated administrative duties.

Board members are supported by the Secretariat and operational and administrative staff within NTCS.

Key Performance Indicator	CURRENT YEAR		PREVIOUS YEARS		
	2020-21 BUDGET	2020-21 ACTUAL	2019-20 ACTUAL	2018-19 ACTUAL	2017-18 ACTUAL
Number of parole matters considered	1 050	1 547 <sup>1</sup>	1 506	1 344	985

<sup>1</sup>The variance is due to an increase or additional meetings from November 2020.

Further information on Correctional Services employees, their training and achievements is detailed in the Our People section of this report.

## Repaint of the Rotary Building at Rotary Park in Katherine

Community Work Site Supervisor Mark Jackson led the crew in completing a repaint of the Rotary Building at Rotary Park in Katherine. The Rotary Club put on a barbeque for the crew to show their appreciation once the job was complete.



The finished repaint of the Rotary Building at Rotary Park in Katherine, completed by the Katherine Community Work crew.

# COURTS AND TRIBUNAL SERVICES

Courts and Tribunal Services (CTS) delivers judicial support and fines recovery services that effectively enable the delivery of justice to the Territory community by courts and tribunals. Judicial support includes services to the Supreme Court, Local Court, Coroner’s Office, NT Civil and Administrative Tribunal, Fines Recovery Unit and the Community Justice Centre in carrying out their judicial, quasi-judicial and administrative functions.

By virtue of the doctrine of the separation of powers, the judiciary is independent of the executive arm of government. Judges exercise their powers independently and are not employees of the department or the wider Northern Territory Public Sector (NTPS).

## Higher courts

The higher courts provide processing and appropriate case-flow management for the higher courts, including the Supreme Court and courts of appeal.

Key Performance Indicator	CURRENT YEAR		PREVIOUS YEARS		
	2020-21 BUDGET	2020-21 ACTUAL	2019-20 ACTUAL	2018-19 ACTUAL	2017-18 ACTUAL
Sitting days					
Criminal	900	905	1 023	888	1 232
Civil	200	132	246	189	197
Higher courts – finalisation of criminal cases within 12 months	90%	88%	93%	91%	97%

# Lower courts and tribunals

The lower courts and tribunals provide processing and appropriate case-flow management for the lower courts, tribunals and other statutory offices.

Key Performance Indicator	CURRENT YEAR		PREVIOUS YEARS		
	2020-21 BUDGET	2020-21 ACTUAL	2019-20 ACTUAL	2018-19 ACTUAL	2017-18 ACTUAL
Sitting days – all NT courts	2 500	2 827	2 617	2 483	2 529
Sitting days – circuit courts only	350	427	316	386	392
Finalisation of criminal cases within six months	90%	76% <sup>1</sup>	79%	83%	82%
Finalisation of coronial cases within 12 months	70%	77%	82%	71%	69%

<sup>1</sup> The variance is due to changed measure from Civil and Criminal finalisations to Criminal finalisations.



## Strengthening the Justice System

### Family law pilot

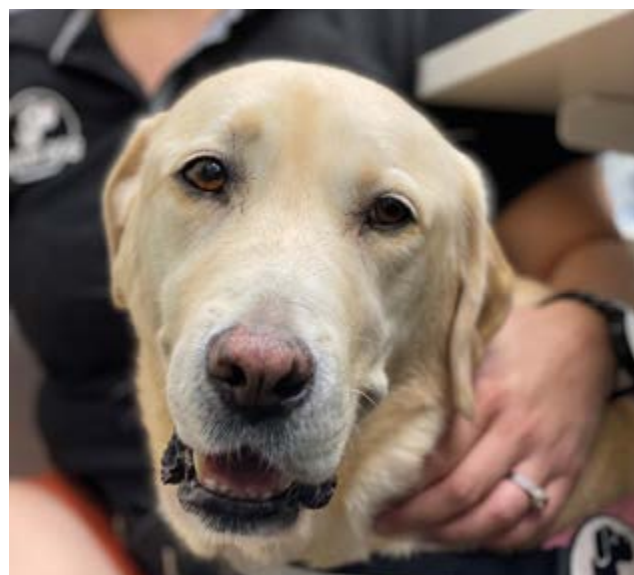
The Commonwealth funded Family Law Pilot, which commenced in the NT Local Court on 4 March 2019, ended on 31 December 2020. The pilot was a trial of the Local Court exercising family law jurisdiction in limited circumstances. The pilot aimed to improve access to justice for families with complex needs by allowing the Local Court to make family law orders for families already before the court under the *Care and Protection of Children Act 2007* (NT). An independent evaluation has been undertaken.

### Case management of domestic violence matters

In December 2019, the Local Court commenced a trial of a new case management approach to domestic violence matters in Darwin. Under the new approach a single judicial registrar manages the general domestic violence lists. This docket style case management system has allowed for the specialisation of that judicial officer over time and more uniformity in case management and the terms of orders made. The case management by the judicial registrar has also resulted in Local Court judges having more available time to conduct final hearings of domestic violence matters. This new approach has received positive feedback from the legal services and other stakeholders.

### Therapy dogs in the Youth Court

Good Dog – Animal Assisted Intervention and Therapy Dog Services donated the services of two of their therapy dogs to the Darwin Children's Court in May 2021. The dogs were available for the Care and Protection and Youth Justice Court days to assist the court users involved in the proceedings. This had a positive impact on the court atmosphere and emotional wellbeing of those in attendance was visibly improved. The two golden retrievers were Quinton and Roxy. Both dogs received a number of positive comments and feedback.



Roxy, one of the therapy dogs introduced to the Darwin's Children Court.





Quinton and Roxy with Ruth Brebner, SFNT and Hannah Taino-Spick, Good Dog.



Sadadeen Primary School students Julius Lesley (left) and Tassarina Lesley (right) present Judge John Birch and Chief Judge Elizabeth Morris a painting to be hung at the newly refurbished Local Court in Alice Springs.

## Specialist approach to domestic and family violence at Alice Springs Local Court

The specialist approach to domestic and family violence was celebrated at the Alice Springs Local Court with the official opening by the Attorney-General and Minister for Justice on 9 October 2020. Legal Policy supported the Local Court in the establishment of initiatives to improve safety for victims of domestic violence, and to increase the accountability of offenders.

The specialist approach draws upon local, national and international expertise in domestic and family violence to deliver a court response tailored to the Central Australian context. This increases the safety and well-being of victims of domestic and family violence, holds offenders to account for their use of violence and offers offenders greater opportunities to access assistance to stop using violence.

Safety is a key priority of the specialist approach.

Victims of domestic and family violence are offered increased opportunities to access risk assessment, safety planning and support from specialist service providers who are co-located at the court. Victims can engage in proceedings with increased safety and comfort because of specially designed court facilities. Domestic and family violence related matters are expedited to reduce the trauma experienced by those involved in proceedings and to improve the safety of victims.

The Specialist Domestic and Family Violence List offers defendants who plead guilty the opportunity to attend a rehabilitation program, take responsibility for their use of violence and have their completion of the rehabilitation program considered in sentencing. A risk assessment with both the offender and victim informs decision-making.

The specialist approach is subject to regular, intensive reviews with stakeholders sharing their knowledge and expertise to offer innovative suggestions for improvement of the approach. After three years of operation, the specialist approach will go through external evaluation.



## Community Justice Centre

The Community Justice Centre provides dispute resolution services.

Key Performance Indicator	CURRENT YEAR		PREVIOUS YEARS		
	2020-21 BUDGET	2020-21 ACTUAL	2019-20 ACTUAL	2018-19 ACTUAL	2017-18 ACTUAL
Client satisfaction	100%	91%	98%	94%	85%

## Northern Territory Civil and Administrative Tribunal

The Northern Territory Civil and Administrative Tribunal (NTCAT) has jurisdiction over high-volume areas, including the Residential Tenancies Act 1999, Small Claims Act 2016 and Guardianship of Adults Act 2016.

In 2020-21, NTCAT received jurisdiction over Section 103 of the Administration and Probate Act. This allows a personal professional representative to summon a person claiming against an estate to appear before NTCAT to answer questions about their claim, provided the value of the claim is below the small claims limit, as defined in section 5(1) of the Small Claims Act 2016 (currently \$25 000).

Key Performance Indicator	CURRENT YEAR		PREVIOUS YEARS		
	2020-21 BUDGET	2020-21 ACTUAL	2019-20 ACTUAL	2018-19 ACTUAL	2017-18 ACTUAL
Clearance rate	90%	90%	107%	90%	59%

## Fines Recovery Unit

The Fines Recovery Unit (FRU) process and collect fines and infringement penalties and take enforcement action to collect unpaid fines.

Key Performance Indicator	CURRENT YEAR		PREVIOUS YEARS		
	2020-21 BUDGET	2020-21 ACTUAL	2019-20 ACTUAL	2018-19 ACTUAL	2017-18 ACTUAL
Fines and penalties paid in full	60 000	56 844	54 131	55 674	56 500
Fines and penalties clearance rate	85%	95%	91%	85%	79%
Client satisfaction	90%	97%	94%	96%	93%

The FRU works in collaboration with Community Corrections to issue community work orders to allow people to pay off their outstanding fines and infringements through community work. During 2020-21, 57 orders were issued to pay off \$0.294 million in outstanding fines and infringements.

# DIRECTOR OF PUBLIC PROSECUTIONS

The Director of Public Prosecutions (DPP) delivers independent public prosecution services to the Northern Territory, and witness and victim support services during the criminal justice process.

Key Performance Indicator	CURRENT YEAR		PREVIOUS YEARS		
	2020-21 BUDGET	2020-21 ACTUAL	2019-20 ACTUAL	2018-19 ACTUAL	2017-18 ACTUAL
Number of new matters	9 400	9 039	9 312	8 998	9 686
<b>Finalisations:</b>					
Supreme Court pleas	450	325	356	389	418
Supreme Court trials	60	72	50	55	64
Supreme Court withdrawn	40	26	35	22	22
Local Court hearings/pleas	7 000	6 386	6 498	7 037	6 738
Local Court withdrawn	800	507	461	585	814
Appeals at all levels	60	46	60	83	59
<b>Findings of guilt (including guilty pleas):</b>					
In Supreme Court	94%	95%	97%	98%	97%
In Local Court	98%	97%	98%	97%	97%
Convictions after trial/hearing	97%	91%	91%	92%	97%
Witness Assistance Service clients	1 730	2 155	1 855	1 891	2 216

## Leadership changes in the DPP

This year saw some significant changes to the leadership in the DPP with the planned retirement of the Director of Public Prosecutions, Jack Karczewski QC and the return to New Zealand of the Deputy Director Public Prosecutions, Matthew Nathan SC.

Jack was the DPP for more than eight years and he dedicated the last 37 years of his career to justice in the Northern Territory. He began employment with the Prosecutions Division of the Northern Territory Department of Law in June 1984 and was admitted to practice as a Legal Practitioner of the Supreme Court of the Northern Territory in August 1984. He was appointed Senior Crown Prosecutor for the Northern Territory in September 1991. He transferred to the Policy Division in the Attorney-General's department in December 1993 and was employed as a policy law officer until November 1997. He was the Acting Director of the Policy Division from March 1997 to September 1997. Jack transferred back to the Office of the Director of Public Prosecutions in November 1997 and took up the position of Assistant Director, Darwin. He was appointed a Queen's Counsel in December 2001, appointed Deputy Director of Public Prosecutions in June 1998 and Director of Public Prosecutions in February 2013.

After almost 13 years with the DPP, Deputy Director of Public Prosecutions, Matthew Nathan SC left his role in June 2021. Matthew has accepted a new Senior Prosecutions role and is returning to New Zealand with his family.

Matthew moved to Darwin in September 2008 to take up his role as Senior Crown Prosecutor. In 2012 Matthew was appointed as the Sexual Assault Senior Crown Prosecutor being responsible for the prosecution of serious sexual offences in the jurisdiction as well as training and policy liaison regarding legislative amendment. Matthew was appointed Senior Counsel in 2015 before being appointed as Deputy Director of Public Prosecutions for the Northern Territory in 2018.

Nicholas Papas QC was appointed as Acting Director of Public Prosecutions and will commence on the 12 July 2021 and Victoria Engel stepped into the role of Acting Deputy Director of Public Prosecutions in June 2021.

You can read more about the DPP's activities in their annual report, which is published on their website:

<https://dpp.nt.gov.au/about-us/publications>



Jack Karczewski QC.



Matthew Nathan, SC.

# INDEPENDENT OFFICES

The independent offices work to ensure the Territory community has access to services that protect, advocate and promote a person’s legal rights and interests and contribute towards an equitable society.

In accordance with the Administrative Arrangements Order issued under the *Interpretation Act 1978*, the department is responsible for general and financial administration of the independent offices. The general and financial management of independent offices is reported in this annual report. Please note that detailed information about the operational activities of independent offices is available in their individual annual reports.

## Consumer Affairs

Northern Territory Consumer Affairs (NTCA) provides a regulatory framework to inform Territorians about consumer rights and responsibilities, and promote responsible business conduct. NTCA provide public education and action legislative compliance. NTCA also provide consumer protection through conciliation, mediation and hearing of matters relating to consumer law, business and residential tenancies and residential building disputes. NTCA also administers and regulates the MyFuel NT scheme.

Key Performance Indicator	CURRENT YEAR		PREVIOUS YEARS		
	2020-21 BUDGET	2020-21 ACTUAL	2019-20 ACTUAL	2018-19 ACTUAL	2017-18 ACTUAL
Total number of actions to assist Territorians	18 550	20 780 <sup>1</sup>	18 979	20 079	21 658

<sup>1</sup>The variance is due to an amendment to the Australian Consumer Law.

NTCA encourages responsible business conduct by providing support and advice to Territory businesses about their rights and obligations under the Australian Consumer Law (ACL). NTCA receives complaints directly from consumers, investigates those complaints, and offers targeted advice and conciliation if required.

One of the main roles of NTCA is education, both to consumers and businesses. Providing comprehensive consumer and business information to foster positive consumer experiences and reduce consumer and business conflict.

### Information and education for consumers and business

The NTCA website and Facebook page are important tools for reaching remote and regional Territorians during the COVID-19 pandemic.

Acting Commissioner Sandy Otto conducted monthly ABC Radio interviews focusing on current NT consumer and residential tenancy issues. The segment included listeners calling in to ask about their own specific consumer concerns.

## Fair trading

NTCA conducted regular information sessions in Darwin, Katherine and Alice Springs, with real estate agents and private landlords to inform them of their rights and responsibilities. These sessions help to mitigate any misunderstandings when operating under the *Residential Tenancies Act 1999*.

One of the key tasks undertaken to mitigate consumer issues, is our program of trader visits across the NT. Fair Trading staff regularly visit local businesses, providing advice and resources about the Australian Consumer Law (ACL) and other relevant legislation. This year NTCA visited 1087 businesses. This program includes visits to the Electorate Offices of all Members of the Legislative Assembly to provide information on the role of NTCA and to encourage engagement with NTCA.

On the 17 December 2020, changes to the ACL came into effect and clarified the number of non-minor failures that now amount to a major failure. This significant change was communicated via our Trader Visit program. The Fair Trading team from Alice Springs visited Tennant Creek in August 2020 and again in June 2021 to provide information and education sessions to local businesses and real estate agents to ensure they were fully aware of their rights and responsibilities when dealing with consumers and tenants.

Staff also participated in the Council on the Ageing (COTA NT) Seniors Expo in Katherine and the All Abilities Expo at Marrara to provide education and assistance to visitors and guests on their rights as consumers and tenants.

## Compliance and investigations

The NTCA Compliance Unit continued its focus on the disruption of fake websites, purporting to sell farming and construction equipment, caravans and mobile homes. The scammers used the pandemic as a credible pretext to deny interested buyers the opportunity to inspect the goods, as their non-existent showrooms were closed due to COVID-19.

The Compliance Unit continued to manage and enforce the MyFuel NT fuel price reporting scheme. Fuel prices at outlets across the entire Territory were randomly checked against those reported to MyFuel NT. Audits were conducted both via desktop surveillance and

visits to fuel outlets, including some outlets in remote areas. Outlets not complying received enforcement actions, including the issuing of Infringement Notices.

One public warning was issued against a sole trader who was using a number of business names. The sole trader was advertising on Facebook Marketplace offering his services, primarily as a fence builder, in the Darwin area. In six cases reported to NTCA, he took deposits from consumers but failed to either commence or complete the work.

The Compliance Unit assisted consumers in enforcing their rights against motor vehicle dealers who sold faulty vehicles.

More information about the activities of NTCA, including the commissioner's annual report, is at <https://consumeraffairs.nt.gov.au/publications#AnnualReports>



Fuel Bowsers for the My Fuel NT Promotion.



MyFuel NT Facebook Promotion.



# Anti-Discrimination Commission

The Anti-Discrimination Commission (ADC) provide: anti-discrimination education, training and public awareness; promote equality of opportunity for all Territorians; and receive, assess, conciliate and evaluate complaints for referral to the Northern Territory Civil and Administrative Tribunal in accordance with the *Anti-Discrimination Act 1992*.

The Community Visitor Program (CVP) provides monitoring, inspection, inquiry, complaint resolution and advocacy functions for people detained and receiving treatment under the *Mental Health and Related Services Act 1998* and the *Disability Services Act 1993* through the Community Visitor Program. The CVP promote and facilitate people's rights and make and monitor recommendations on systemic issues to improve the quality and safety of services.

Key Performance Indicator	CURRENT YEAR		PREVIOUS YEARS		
	2020-21 BUDGET	2020-21 ACTUAL	2019-20 ACTUAL	2018-19 ACTUAL	2017-18 ACTUAL
Community education and awareness sessions delivered	70	129	87	65	83
Complaints conciliated	50%	61%	57%	57%	60%
Delivery of public awareness / community-based events and development of educational resources and training (hours)	80	525	312	425	269
Complaints (includes complaints carried over)	200	248	250	171	154
Complaints closed within eight months of receipt	50%	89%	90%	98%	100%
<b>Community Visitor Program</b>					
Issues resolved/referred	60%	76%	79%	70%	65%
Complaints and enquiries received	320	334	333	319	320
Visits (All)	156	134	147	157	169
Community visitor panel visits	6	6	3	6	6
Community visitor inspections and visits	150	128	144	151	163
Contact made within one working day of request	100%	99%	100%	100%	99%

Further information about the Anti-Discrimination Commission's activities is available in their annual report, which is published on their website: <https://adc.nt.gov.au/resources/publications/annual-reports>.

# Registrar-General

The Office of the Registrar-General is established under section 4 of the *Registration Act 1927* and operates and maintains the Land Titles Office and the Office of Births, Deaths and Marriages. The Office of the Registrar-General delivers registration services to the community and registers dealings with land and other property, powers of attorney, births, deaths, marriages and changes of name and sex/gender.

Key Performance Indicator	CURRENT YEAR		PREVIOUS YEARS		
	2020-21 BUDGET	2020-21 ACTUAL	2019-20 ACTUAL	2018-19 ACTUAL	2017-18 ACTUAL
Records maintained	1 583 000	1 599 749	1 575 048	1 554 479	1 532 674
Land title and birth, deaths and marriages registrations	21 000	24 641	20 506	21 439	24 299
Searches	600 000	574 415	553 864	616 519	867 790
Client satisfaction	95%	97%	98%	99%	97%
Life event certificates issued within 24 hours	95%	95 %	98%	97%	98%
Life events registered within 72 hours	95%	96%	99%	98%	99%
Land dealings and instruments registered within 48 hours	95%	100%	100%	100%	100%



## Improving Aboriginal Outcomes

### Remote community work

The Births, Deaths and Marriages (BDM) office continued the remote Community Project issuing certificates directly within communities. The BDM visited Gunbalanya, Elliott, Wurrumiyanga, Docker River, Kintore, Santa Teresa, Hermannsburg and Finke between 1 July 2020 and 31 March 2021, issuing a total of 726 certificates. The visits were conducted as a joint arrangement with DriveSafe NT and have been temporarily suspended due to the COVID-19 pandemic.

### Online title searches

The Land Titles Office introduced new online title searches during 2020-21, allowing people to carry out title searches online, or through mobile devices. It is the most economical search method at a cost of \$24.00 per search. Name search is not available on the portal.

### Online birth registrations

The Births, Deaths and Marriages Office also offer online birth registrations. This enables parents to register the birth of their child using the online birth registration portal from the BDM website. Included in this feature is the use of the Document Verification Service which verifies the identity of the parents.



Siau Fa Jong demonstrates the Online Birth registrations process.

## Enabling electronic conveyancing

The Office of the Registrar-General commenced work to enable electronic conveyancing, a national initiative to implement a procedurally consistent, Australia wide e-conveyancing system for registering real property transactions in all Australian States and Territories.

The Registrar-General for the Northern Territory represents the Territory's interests on the Australian Registrar's National Electronic Conveyancing Council (ARNECC), the body established to facilitate and support the ongoing management for the regulation of electronic conveyancing of real property in Australia.

## Public Trustee

The Office of the Public Trustee provides will-making and registry, trustee and estate administration services, and manages restrained and forfeited property under the *Criminal Property Forfeiture Act 2002*.

Key Performance Indicator	CURRENT YEAR		PREVIOUS YEARS		
	2020-21 BUDGET	2020-21 ACTUAL	2019-20 ACTUAL	2018-19 ACTUAL	2017-18 ACTUAL
Estates and trusts finalised	1100	1216 <sup>1</sup>	N/A	N/A	N/A
- Deceased estates finalised	120	112	125	100	107
- Trusts finalised	100	145	115	77	104
Deceased estates active	140	171	172	185	176
<b>Finalised deceased estates:</b>					
- within 12 months	65%	47%	50%	47%	55%
- within 24 months	85%	67%	77%	86%	89%
Trusts active	600	1 045	1021	601	561
Wills prepared	200	194	218	209	228
Client satisfaction	90%	97%	92%	98%	97%

<sup>1</sup>The variance is due to the steady increase in new financial management appointments of the Public Trustee by NTACT.

# Children's Commissioner

The Children's Commissioner deals with complaints relating to services provided to vulnerable children including undertaking investigations into systemic issues. The Children's Commissioner monitors the administration of the *Care and Protection of Children Act 2007* and places where children are held involuntarily in institutional settings and promotes the rights, interests and wellbeing of vulnerable children.

Key Performance Indicator	CURRENT YEAR		PREVIOUS YEARS		
	2020-21 BUDGET	2020-21 ACTUAL	2019-20 ACTUAL	2018-19 ACTUAL	2017-18 ACTUAL
Complaints and enquiries received <sup>1</sup>	200	408	166	188	216
Complaints and enquiries closed	200	376	160	223	216
Complaints assessed within 28 days	100%	87%	90%	93%	93%
Community education and awareness delivered sessions	26	163	66	38	54
Monitoring rounds—places where young people are held involuntarily	4	4	N/A	N/A	N/A

<sup>1</sup>Complaints and enquiries received figure represents matters handled within 28 days per the *Children's Commissioner Act 2013*, Part 4, Division 2, section 23(3)

You can read more about the activities of the Children's Commissioner in its annual report, available at: <https://occ.nt.gov.au/publications>

# Office of the Public Guardian

The Office of the Public Guardian provides adult guardianship services, information and advocacy that is responsive to the needs of the Northern Territory community and reflects contemporary, best practice guardianship principles within a human rights framework.

Key Performance Indicator	CURRENT YEAR		PREVIOUS YEARS		
	2020-21 BUDGET	2020-21 ACTUAL	2019-20 ACTUAL	2018-19 ACTUAL	2017-18 ACTUAL
Number of individuals under adult guardianship	1172	1152	1106	1039	977
Percentage of represented adults with face-to-face contact	60%	64%	52%	N/A	N/A

## Increasing access to guardianship information

During 2020–21 the office continued our commitment to ensuring guardianship information is accessible to all Territorians.

Throughout the reporting period, work was undertaken to develop a number of our existing guardianship fact sheets into Easy English. Guardianship information has also been interpreted and recorded in four Aboriginal languages, Anindilyakwa, Yolngu Matha, Eastside Kriol and Warlpiri. The Easy English factsheets and Aboriginal language audio files will be available on our website in the near future.

## Decision-making policy and framework

During 2020–21 the Office developed and implemented a comprehensive decision-making policy and framework to guide Adult Guardianship Officers in their decision-making for represented persons.

The policy and framework aims to align decision making with the guardianship principles and the United Nations Convention on the Rights of Persons with Disability to promote a contemporary model with emphasis on the views and wishes of the represented person. It also aims to provide support to enable represented persons to make their own decisions. The implementation has called for a number of systems changes to streamline workflows for efficiency, capture more comprehensive data and enable detailed reporting.

You can read more about the activities of the Office of the Public Guardian in its annual report, available at: <http://publicguardian.nt.gov.au/resources/annual-reports>

# Health and Community Services Complaints Commission

The Health and Community Services Complaints Commission (HCSCC) contributes to high-quality, responsive, person-centred health, disability and aged-care services by resolving complaints between users and providers of health and community services in the Territory, recommending improvements to the standard and quality of service delivery, and encouraging awareness of the rights and responsibilities of users and providers of health services, disability services and services for aged people.

Key Performance Indicator	CURRENT YEAR		PREVIOUS YEARS		
	2020–21 BUDGET	2020–21 ACTUAL	2019–20 ACTUAL	2018–19 ACTUAL	2017–18 ACTUAL
Complaints and enquiries closed	92%	101%	103%	98%	102%
Enquiries and complaints received	750	641	772	929	824
Enquiries and complaints closed	730	645	797	909	843
Complaints resolved within 180 days of receipt	80%	75%	83%	86%	76%
Assessment completed within 60 days	85%	28%	62%	N/A	N/A
Average time to finalise enquiries (days)	14	8.6	9.6	N/A	N/A

You can read more about the activities of the Health and Community Services Complaints Commission in its annual report, available at: <https://www.hcsc.nt.gov.au/resources/annual-reports/>



# NT WORKSAFE

NT WorkSafe provides advice and information to businesses, workers and the public relating to legislative compliance and regulations, legislative reforms, safety awareness, and education that supports industry, business and community needs.

NT WorkSafe monitors and enforces compliance with workplace health and safety and return to work laws in the Territory, including influencing return to work outcomes for injured workers.

Key Performance Indicator	CURRENT YEAR		PREVIOUS YEARS		
	2020-21 BUDGET	2020-21 ACTUAL	2019-20 ACTUAL	2018-19 ACTUAL	2017-18 ACTUAL
Number of site inspections <sup>1</sup>	N/A	N/A	3 464	3 684	4 448
Intervention and enforcement actions <sup>2</sup>	4 000	3 899	N/A	N/A	N/A
Education and advice activities <sup>2</sup>	40 000	39 978	N/A	N/A	N/A
Workers compensation incident ratio	8.6:1000	8.2:1000	8.3:1000	9:1000	9:1000

<sup>1</sup> KPI replaced in 2020-21

<sup>2</sup> New KPI's for 2020-21



## Balancing the Regulatory Environment

### Implementation of NT agreed recommendations from national reviews

#### Boland Review

Leading on from the work completed last financial year, the National Work Health and Safety Ministers considered the recommendations of the Boland 2018 Review and Decision Regulation Impact Statement (RIS) in May 2021. Many of the recommendations of the review were endorsed while alternative options were endorsed for a small minority. NT WorkSafe, together with all the jurisdictions and Safe Work Australia, has begun implementing the decisions of the Minister's meeting.

#### Respect@Work

In 2020, the Australian Human Rights Commission released a report entitled Respect@Work, the result of a National Inquiry into Sexual Harassment in

Australian Workplaces. Governments at all levels as well as identified stakeholders accepted the report recommendations. NT WorkSafe started working alongside other NTG agencies, its jurisdictional counterparts and Safe Work Australia, to implement the accepted recommendations.

#### Senate Inquiry – industrial deaths

NT WorkSafe, together with all other jurisdictions and Safe Work Australia continued implementing the endorsed recommendations of the Senate inquiry into the framework surrounding the prevention, investigation and prosecution of industrial deaths in Australia.

### Implementation of the electricity safety legislation

In 2018, in response to calls from various stakeholders, the Northern Territory Government established an Electrical Safety and Licensing Reference Group (that consisted of industry, worker, training, regulator and legal representatives) to identify existing gaps and issues in current legislation and potential ways to improve the operation of the legislation.

The Group developed recommendations in 2020–21 relating to amendments to both the *Electricity Reform Act 2000* and the *Electrical Workers and Contractors Act 1978*.

The Government has asked that the recommendation of the review of the NT electrical licensing and safety frameworks be converted into legislative reform for further consideration in 2021–22.



## Developing and Maintaining a Capable Workforce

# Implementation of the recommendations of the Best Practice Review of Workplace Health and Safety in the Territory

The Best Practice Review of Workplace Health and Safety in the Northern Territory made 27 recommendations broadly covering the following areas:

- inspectorate activity and capabilities
- investigations, prosecutions and enforceable undertakings
- new offences and increased penalties.

In June 2019 the government accepted 23 of 27 recommendations from the report with the implementation to occur in phases:

### Timelines:

Phase 1: Immediate – within 1 year

Phase 2: Medium term – within 3 years

Phase 3: Longer term – within 5 years.

Since the acceptance, 13 recommendations are now complete.

In 2020–21 the following actions were undertaken in response to the recommendations.

- Structural alignment to focus NT WorkSafe resources into clear streams – Safety Compliance, Safety Assurance, Technical Services, Investigations and Prosecutions, Return to Work and Mediation, Licensing, and Governance and Engagement (Recommendations 2 and 3 – Phase 1 and 2).

- Work Health Safety Advisory Council (WHSAC) and Workers Rehabilitation and Compensation Advisory Council (WRCAC) established the Injured Workers and Family Forum Subcommittee to develop a more effective system to ensure that the families of victims of fatalities are supported. During 2020–21, the councils made recommendations to the minister on actions and systems to be adopted by NT WorkSafe (Recommendation 4 and 5 – Phase 1).
- A five year strategic plan that is evidence-based and focused on priority industries and mechanisms of injury (Recommendation 6 – Phase 1).
- Incident cause analysis method training, system and processes was introduced in April 2021 and continual professional development educational sessions (lunch and learn) commenced in March 2021. These sessions are delivered by practicing work health and safety (WHS) lawyers/barristers and will be delivered six times a year to keep the inspectorate up-to-date with trends in WHS law (Recommendation 8 – Phase 1).
- A team charter has been adopted in consultation with all staff that will guide relationships within NT WorkSafe that aims to increase morale and teamwork (Recommendation 11 (Phase 1).
- Review of the NT WorkSafe's ICT systems is underway following the machinery of government 2020 changes (Recommendation 12 – Phase 3).
- The option available under the *Work Health and Safety (National Uniform Legislation) Act 2011* (NT) to have the Local Court impose court ordered undertakings is being utilised by NT WorkSafe and defence lawyers (Recommendations 18 – Phase 1).
- In June 2021, WHS Ministers agreed to increase the penalty levels in the model WHS law and review penalty levels as part of future reviews of the model WHS laws. Ministers also agreed to further consider significant increases to penalties under the model WHS laws in relation to Category 1 offences. These amendments will be presented to the NT Government for consideration to amend the NT legislation once amendments are made to the model WHS laws (Recommendation 20 – Phase 2).
- NT WorkSafe established an internal working group who will seek feedback from health and safety representatives on what additional guidance and support they need. This will be actioned along with the provision of information and networking sessions (Recommendation 21 – Phase 2).



NT WorkSafe ensuring equipment is safe for the public.

## Other activities

### Supporting small business owners and young workers

The majority of actively trading businesses in the NT are small and NT WorkSafe supports business operators to manage their own health and safety through the Small Business Safety Program (the program).

The program is available to all small businesses throughout the Northern Territory, with services provided via phone, email or face-to-face where possible. The program is confidential and provided at no cost to the business.

In 2020–21, Small Business Safety Advisors assisted 191 businesses (including not-for-profit organisations) in Darwin, Katherine and Alice Springs. They also provided assistance to remote local businesses in the West Arnhem, Central Australia and Big Rivers regions.

The Young Workers Program was established in 2018 to help educate and empower young workers to be safe and productive at work. This has now combined with the Small Business Safety Program and in 2020–21, delivered 29 information sessions held for young workers on work health and safety.

### Northern Territory Injury Management e-Learning Program

In 2018, NT WorkSafe launched the Northern Territory Workers Compensation Injury Management e-Learning Program (training). This training provides essential information about the *Return to Work Act 1986*, an understanding of claims management, injury management and the return to work process.

To date, 151 insurers, self-insurers and regulatory staff involved in the Northern Territory workers compensation scheme have enrolled to complete the training, with 107 people completing the program. PIEF opened the training to other interested stakeholders during 2020 with 13 persons enrolling and completing the program.

On completion of the program, three Aboriginal workers within the area of workers' rehabilitation and compensation were awarded a scholarship from the Personal Injury Education Foundation (PIEF) to complete the Certificate IV in Personal Injury Management and are currently working towards completion.

### NT WorkSafe forklift safety campaign

In 2020–21, after identifying a trend in the number of serious incidents involving the use of forklifts, NT WorkSafe commenced a safety campaign with construction supply businesses. The campaign, divided into two parts, is aimed at assisting businesses to understand their work health and safety obligations around the safe use of forklifts.

The first part involved NT WorkSafe visiting 130 workplaces to assist these businesses in understanding their obligations surrounding the safe use of forklifts.

The second part of the campaign is compliance activities that will commence in 2021–22.

# CORPORATE AND SHARED SERVICES

## Corporate and Governance

Corporate and Governance supports the department’s operations and comprises the Office of the Chief Executive Officer, Audit Services, Governance and Risk Services, Finance and General Services, Secretariat and Corporate Communications.

Key Performance Indicator	CURRENT YEAR		PREVIOUS YEARS		
	2020-21 BUDGET	2020-21 ACTUAL	2019-20 ACTUAL	2018-19 ACTUAL	2017-18 ACTUAL
Department accounts paid within NTG payment policy	90%	84%	76%	88%	91%
Internal audits <sup>1</sup>	35	24 <sup>2</sup>	19	14	22

<sup>1</sup>Finalised or ‘actual’ audits means completed audits presented to the Audit and Risk Committee.  
<sup>2</sup>The variation in 2020-21 budgeted internal audits is a result of a number of audits deferred or cancelled as a result of risk evaluations and changing priorities and four budgeted audits underway but not finalised at year end.

The group provides strategic and support services to facilitate agency operations and operates under five corporate operating principles:

- shared business standards
- collaboration
- reduced complexity
- informed decision-making
- building positive relationships.

Corporate and Governance (including secretariat) provides a planning, reporting and coordination role to the CEO and Executive Leadership Group and Minister’s office to support them with oversight of departmental strategic priorities, governance and risk related activities and provide strategic and governance advice to all divisions to support their business objectives. This includes:

- Reporting on the department’s performance, strategic and operational risks, work health and safety, emergency management, compliance with governance and policy frameworks and department initiatives. Maintaining and tabling risk registers quarterly for endorsement by the Executive Leadership Group.

- Working with divisions and department leadership to identify and mitigate key strategic and operational risks that could affect our ability to achieve our objectives.
- Working with Audit Services and the Audit and Risk Committee to review and obtain feedback on our risk management approach, identification, mitigation and controls.
- Coordinating the department’s strategic planning and evaluation cycles and monitoring strategic priorities.
- Coordinating the department’s business planning cycle. Every division develops a strategic business plan that allows for monitoring and evaluation of performance. Key deliverables incorporate activities to achieve legislative, strategic and operational requirements, address key performance indicators, procurement, and risk assessment and management.
- Coordinating a secretariat service to ensure that correspondence between the agency and the Minister’s office is timely and of the highest standard.
- Ensuring that business plans for statutory offices embody their legislative functions and associated activities.



- Engaging with divisions and business units to ensure the department's strategies, operations, policies and guidelines align with the priorities of the government. Working within the frameworks, policy and directives of the government and the department's legislative and regulatory requirements.
- Maintaining department emergency management and business continuity plans and monitoring WHS compliance and hazard and incident reporting in the department, including employee awareness.
- Ensuring the department meets its legislative requirements regarding the *Financial Management Act 1995* and the *Procurement Act 1995*, and ensuring day-to-day operations comply with related government and department policies, guidelines and processes.
- Overseeing the department's financial governance frameworks and supporting the strategic objectives of the department by helping build resource management capabilities, strengthening compliance and improving business processes.
- Oversighting the appointment process for the department's statutory offices and statutory boards and bodies.
- Working in partnership with DCDD and DIPL to facilitate the provision of services (ICT, Information Management, Web Management, Fleet, Human Resources, Procurement and Infrastructure).

## Governance and Risk Management

### Risk Management

The Governance and Risk team worked across the department to ensure each division developed a fraud and improper conduct risk register and a consolidated department register.

The team monitored and reported on the implementation of risk mitigation strategies for all department risk registers.

### Corporate policy management

A review of the department policy framework occurred and eight policies updated. The policy review program 2021–22 approved by the Executive Management Group in May and reported to the Executive Leadership Group in June 2021.

## Business continuity and COVID-19

The department continued to build on the work undertaken in 2019–20 to respond to the evolving requirements of the COVID-19 pandemic. During 2020–21 the Governance and Risk team undertook an evaluation of the department's response to the pandemic in 2019–20, coordinated the development of Safety Plans and procedures for the department and held a Safety Supervisor Forum.

## Strategic Planning

The Governance and Risk team completed the internal evaluation of the Strategic Plan 2017–20 to measure our success and inform the development of the new plan.

The secretariat team is leading the development of the new four year plan.

## Corporate Communications

The Corporate Communications team manages the department's strategic messaging, marketing, branding, digital communications and media liaison.



### Strengthening the Justice System

The Corporate Communications team provided strategic communication advice for major law reform including youth justice, mandatory sentencing, ringleader laws, and changes to funding for COMMIT Parole. This gave the Attorney-General and Minister for Justice clear messaging and the most effective communication channels to inform the NT community of law reform.



### Improving Aboriginal Outcomes

The Corporate Communications team supported the Aboriginal Justice Unit with strategic communications for the Aboriginal Justice Agreement. The team edited and produced the final agreement document, the implementation plan and the plan for the first 12 months.



The team provided extensive support for stakeholder engagement in Central Australia, the Barkly region, and Darwin. This boosted community interest in the Aboriginal Justice Agreement. The team also supported the director of the Aboriginal Justice Unit with preparing speeches for the Red Ochre Week and for the NT Women's Network. These speeches convey to the community how the Aboriginal Justice Agreement will work to keep Aboriginal people out of jail, to stop reoffending and to support Aboriginal leadership in communities.



### Supporting Safer Communities to Protect Territorians

The Corporate Communications team produced a new strategic plan for 2021–26 for NT WorkSafe that communicates more clearly to the community the role of NT WorkSafe and how it engages industry in improving work health and safety for all Territorians.



### Partnering for Improved Justice Outcomes

The Corporate Communications team engaged NT Correctional Services to redevelop communication material for prisoners including producing audio-visual material to encourage prisoners to apply for parole. The work extended to re-working the prisoner handbook, information for the Elders Visiting Program and attending meetings with prisoners to discuss better ways to convey information. This was to communicate in a more culturally relevant way with Aboriginal prisoners and get stronger uptake with the responsible prisoner model.



### Building Community Trust

The Corporate Communications team contributed to the NT Government's customer service project by nominating staff to be interviewed by Deloitte consultants about creating a culture of stronger customer services across the public service. The team also coordinated casting of AGD employees in an internal NTPS campaign called 'I work for the Territory', which is designed to build stronger employee identification with the NT Government.

Workshops also focused on developing a human centred design for solving complex problems in public policy. The workshops have produced a toolkit for agencies to use in a range of policy situations.

## Shared Services

Under shared service arrangements the Department of Corporate and Digital Development (DCDD) provide human resources, procurement, information and communications technology (ICT), information management, web management, and fleet services. The Department of Infrastructure, Planning and Logistics (DIPL) provide coordination of the government infrastructure program, including repairs and maintenance.

Corporate and Governance continues to redefine internal service delivery, identify emerging strategic and operational risks resulting from shared service arrangements and engages with representatives from DCDD and DIPL on services and gaps.

## Procurement

The Department receives procurement services under a shared service arrangement with the Department of Corporate and Digital Development. A centralised advisory and support service supports department procurement actions in tiers 2 to 5. Under the model, Procurement Services DCDD are available to provide advice regarding procurement and contract management and compliance with relevant legislation and policy frameworks.

Divisions are responsible for their own procurement functions and decisions, with assistance of Procurement Services DCDD and overseen by the Chief Operating Officer where applicable.

In accordance with the requirements of the Value for Territory Assurance Program, Value for Territory (VFT) audits must be undertaken annually, covering the period 1 January to 31 December. Submission of reports to the Buy Local Industry Advocate is required by 31 March the following year. In February–March 2021 the Audit Services team completed the VFT Audit.

# Audit Services

Audit Services performs the department's internal audit function and reports directly to the CEO as the accountable officer. Audit Services forms part of the department's overall governance framework and reports KPIs in this section. For more information on audit activities refer to page 110.

## Audit and Risk Committee

The primary objective of the Audit and Risk Committee (ARC) is to provide an oversight role to assist the CEO 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.

Further details on the Audit and Risk Committee are in the Appendices.



Steve Bartlett (right) Audit and Risk Committee chair, discussing the next meeting with Audit Services, Director Philip Anderson (left) and Audit Officer, Mary Joseph (middle).

# FAST FACTS



**49%**

of employees are women



**46**

Average age



**33%**

of employees have 10 or more  
years of service



**10.4%**

of employees identify  
as Aboriginal



**61%**

of employees work in  
Correctional Services

**46**

Safety Supervisors trained

**97**

employees completed TRM  
(records) training



# Our People

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# OUR PEOPLE

The department recognises that our achievements are a result of the commitment and professionalism of our employees and takes pride in their efforts. This section provides workforce metrics for 2020–21 and recognises the good work and achievements accomplished throughout the year by teams and individuals initiatives. Here we also detail workforce development initiatives and other support in place for our staff to enhance their skills and create a positive working experience.

The department receives human resource services under a 'shared service' arrangement with the Department of Corporate and Digital Development (DCDD). Data in this section is supplied by DCDD.

## Key achievements

- Correctional Services received a Chief Minister's Award for Excellence in their COVID-19 Responses.
- Leonique Swart graduated from the Executive Masters of Public Administration.
- Nicola Leach, a law officer working with the Legal Services Division, was the recipient of the Donna Dreier Award for 2020.
- Jared O'Neill finished his WILS Scholarship by completed his Bachelor of Laws in 2020–21.
- 19 employees recognised for their service milestones of 30, 35 or 40 years.
- 161 employees were recognised on National Corrections Day.
- Five graduate law clerks successfully completed their Graduate Diploma in Legal Practice and were admitted into practice.
- 37 trainee correctional officers completed their Certificate III in Correctional Practice.
- 23 trainee correctional officers completed their Certificate IV in Correctional Practice.
- 17 probation and parole officers completed their Certificate IV in Correctional Practice.
- 40 officers completed the Senior Officers Promotional Course.

### Chief Minister's Awards



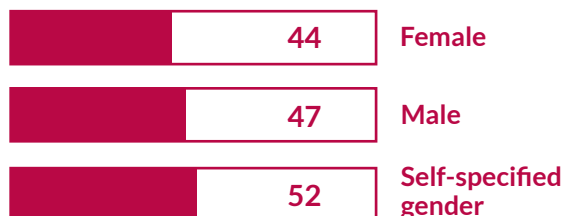
*NT Chief Minister Michael Gunner presenting the Chief Minister's Award for Excellence in the Northern Territory Public Service throughout the NT's response to COVID-19 to representatives of Correctional Services, David Thompson, Rosanne Lague, Jon Jones, Tamara Bryers, Shevaun Palmer, Fiorella Del Aquila.*



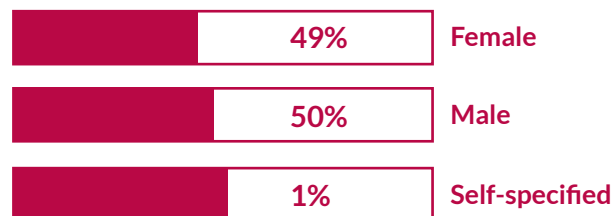
# Workforce Profile 30 June 2021

Full time equivalent (FTE)<sup>1</sup> 1391.02

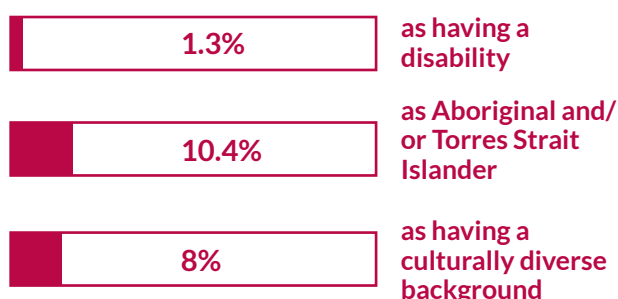
## Average age 46



## Gender comparison



## Diversity - Employees identifying



## Employment Status

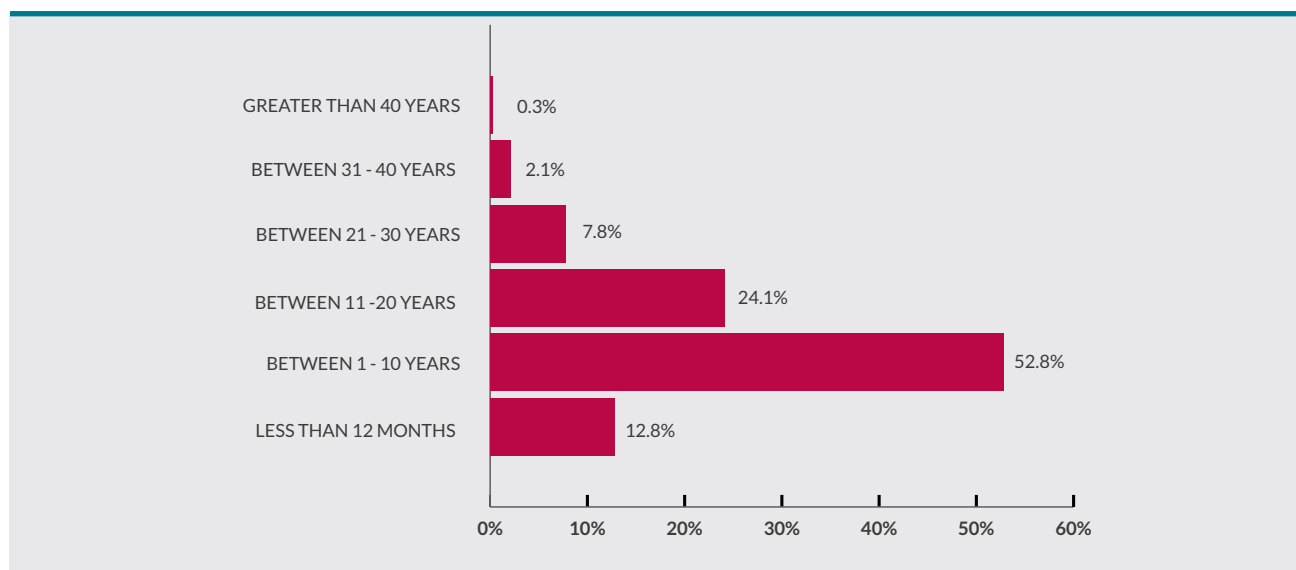


<sup>1</sup>One full time equivalent (FTE) is an employee working full-time hours at 38 hours per week for custodial officers and 36.45 hours per week for all other employment streams. An employee working part-time or casual hours is represented as a fraction of this.

## Length of Service and separations

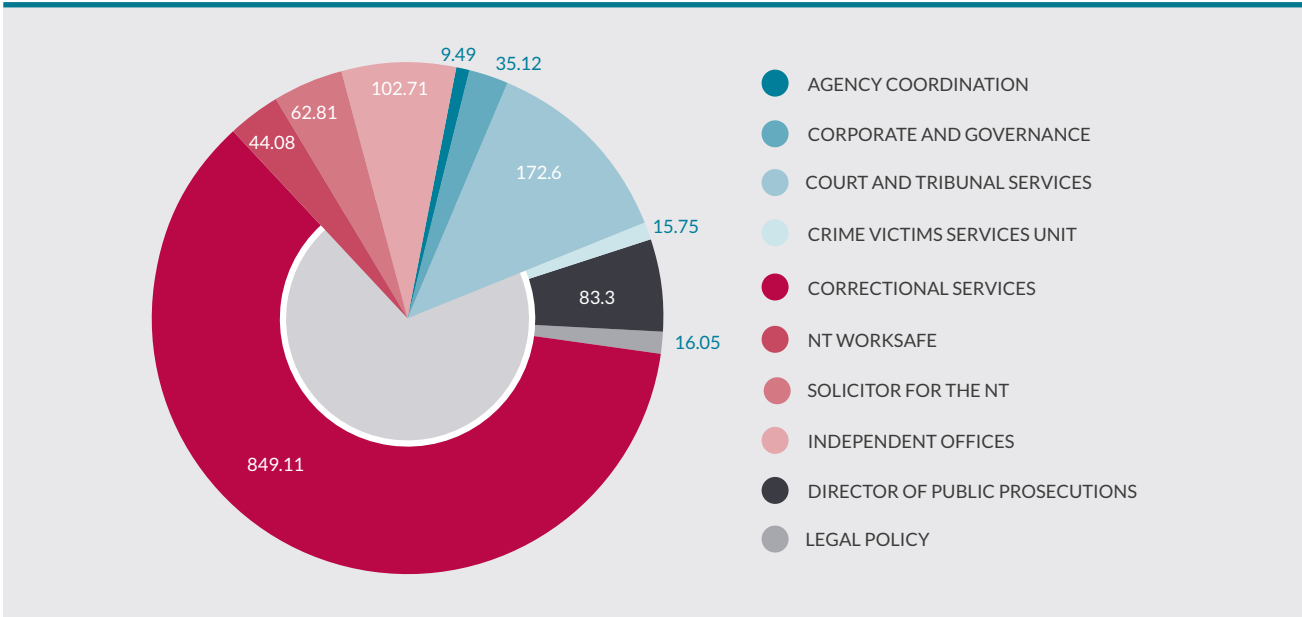
The total separation rate for ongoing and fixed period employees was 15 per cent.

**Table 1 Department employees-length of service in the NTPS**



Based on headcount.

Table 2–FTE by division



The Director of Public Prosecutions whilst an Independent Office, due to its size is represented as a division. Consumer Affairs is now included as an Independent Office.

Independent offices’ FTE represents seven per cent of the total FTE in the department.

Table 3–Independent offices FTE

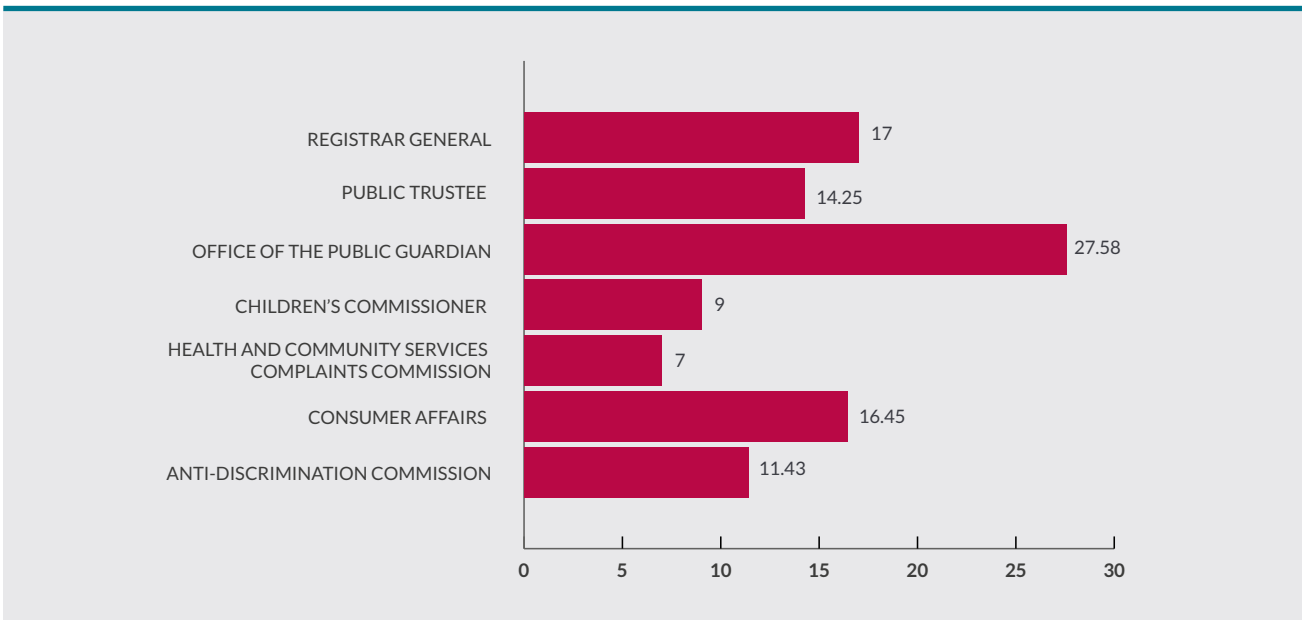


Table 4–FTE by Employment Classification

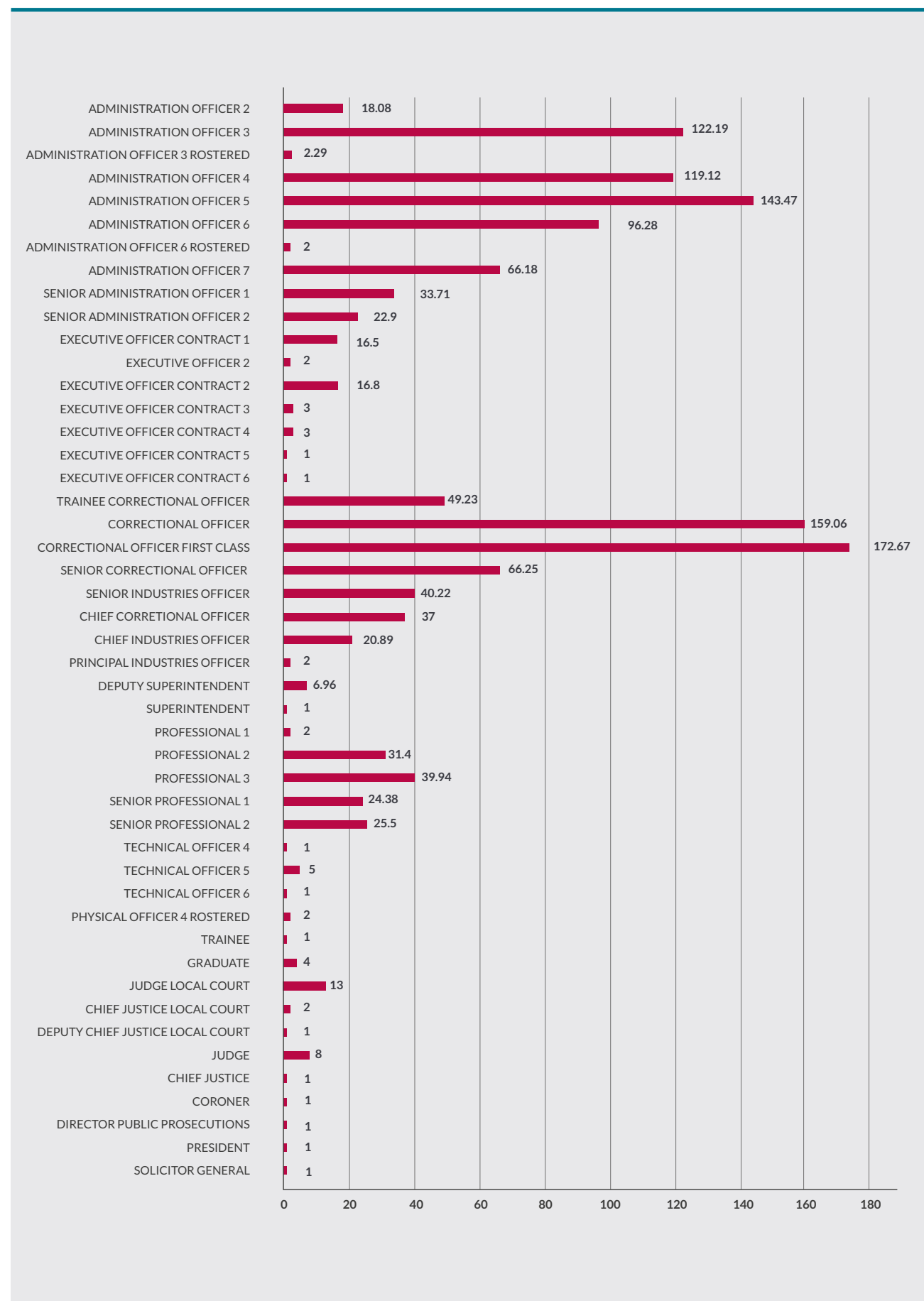


Table 5–FTE by employment stream



‘Others’ includes early careers, technical and physical streams

Age demographics

The average age for all employees across the department was 46 years, no change from 2020 and up from 45 in 2019. The largest proportion of the workforce was in the 45–54 age bracket and represented 28 per cent of the department’s employees. Across this age bracket, there were 20 per cent more males than females.

Twenty five per cent of employees are aged 55 or over, with males accounting for 52 per cent and females 48 per cent. This represents a slight increase overall in female employees aged 55 or over.

There were 28 per cent more females than males in the age brackets of 15–24 and 25–34 which, reflects

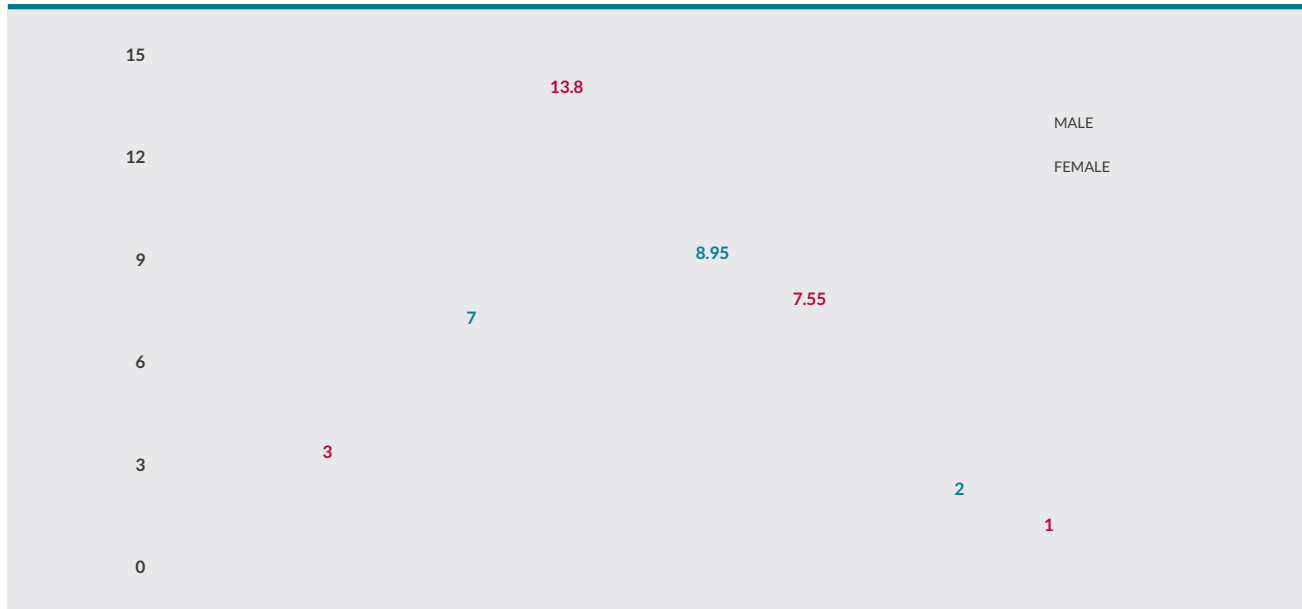
the number of female employees in the administrative stream.

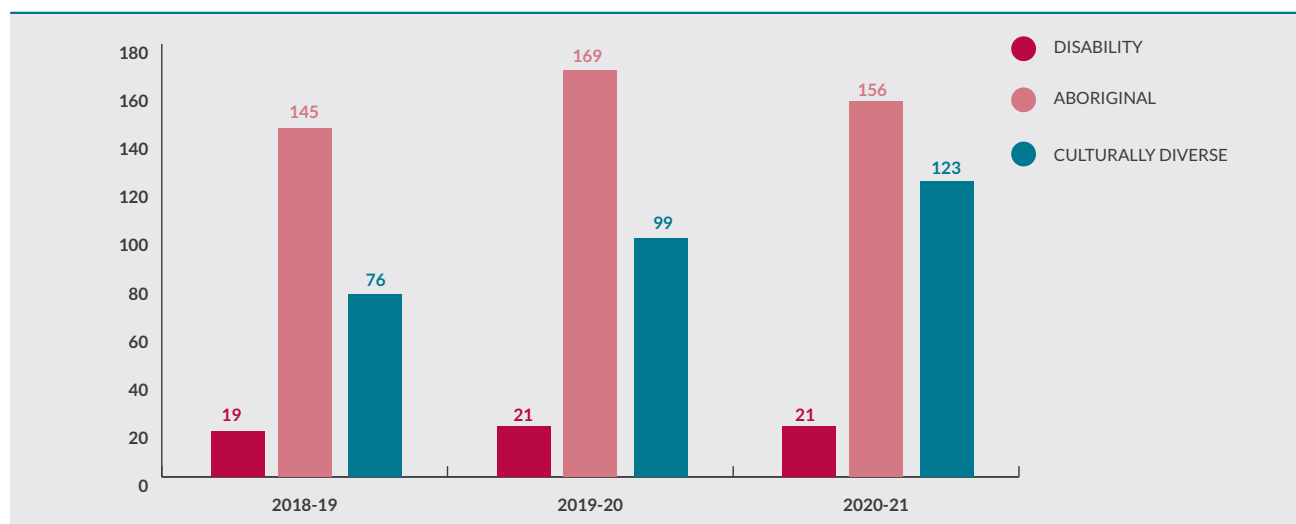
Executive stream

As at 30 June 2021, there were 46 employees (43.3 FTE) in the executive stream, down from 52 in 2020, and 64 in 2019. Forty five per cent were 55 or over, compared with 24 per cent in the department aged 55 or over.

In the executive stream, the gender split was 58 per cent females to 42 per cent males, compared to 2020 where there was an equal amount of females to males.

Table 6–Executive by age and gender (FTE)



**Table 7–Comparison of diversity groups by headcount**

## Workforce development

The Department of Corporate and Digital Development through shared service arrangements, support the department to deliver on workforce development initiatives.

The department reviewed and worked to identify internal workforce development strategies for alignment with the NTPS Workforce Strategy, NTPS Aboriginal Employment and Career Development Plan and NTPS Employability Strategy. Work also commenced to develop a range of initiatives as a result of our People Matter Survey results.

### People Matter Survey Results

The People Matter survey is a biennial survey for all employees of the Northern Territory Public Service (NTPS). The survey aims to gather from employees critical workforce information around performance. This includes productivity, attraction and retention of employees and other workforce measures associated with high performance. The survey occurred in March 2021 with results released in May 2021.

The department participation rate for the 2021 survey was 38 per cent.

Departmental results were relatively consistent with the overall NTPS results and indicated a number of areas for improvement. These included communication, developing a positive performance culture and focusing on employee safety and wellbeing.

The Office of the Commissioner for Public Employment are developing tools and mechanisms to support departments to respond to the results and have a number of critical all of government initiatives to roll out.

Some divisions within the department had more nuanced issues and will develop more localised responses to address their specific issues.

In 2020–21 the Executive Leadership Group formalised a draft response to the People Matter Survey for the department. The response plan will be circulated in early 2021–22 for feedback.

### Policy review

In line with the *Public Sector Employment and Management Act 1993* and the department's policy framework, regular policy reviews take place during the year to ensure HR policies and procedures are contemporary and reflect Departmental and NTG policy positions. Policy changes are provided to employees for input and feedback prior to final implementation.



## Induction

An on-boarding and induction guide and online resources are available on a range of topics, on employee responsibilities and support available to them. The resources assist supervisors to welcome new employees to the department and induct them into their work units.

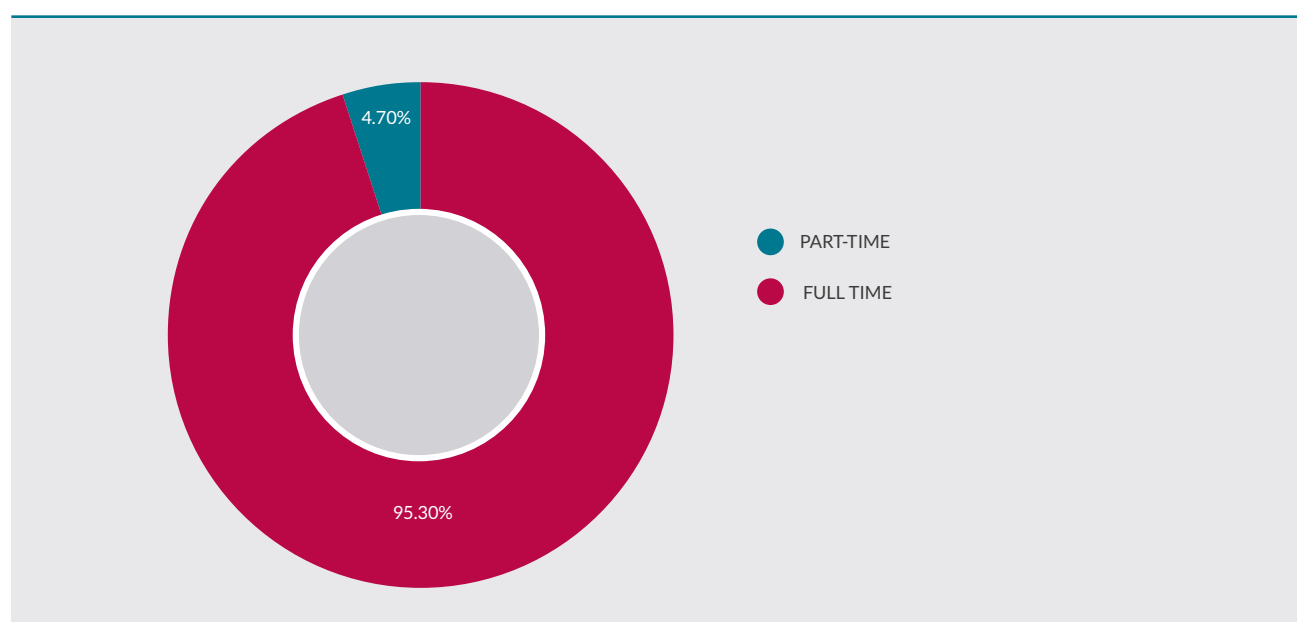
In 2020–21 DCDD progressed work towards a broad whole of government induction which will supplement the departments work site induction processes.

# Wellbeing Initiatives

## Work-life balance

The department supports work-life balance through the use of flexible work arrangements, offering some form of flexibility in working arrangements to support employees while balancing service delivery requirements. The COVID-19 pandemic has led a number of people across the department to think differently about the ways they work best and how they can adjust their working arrangements to suit their life better. This was made clear by our COVID-19 survey results.

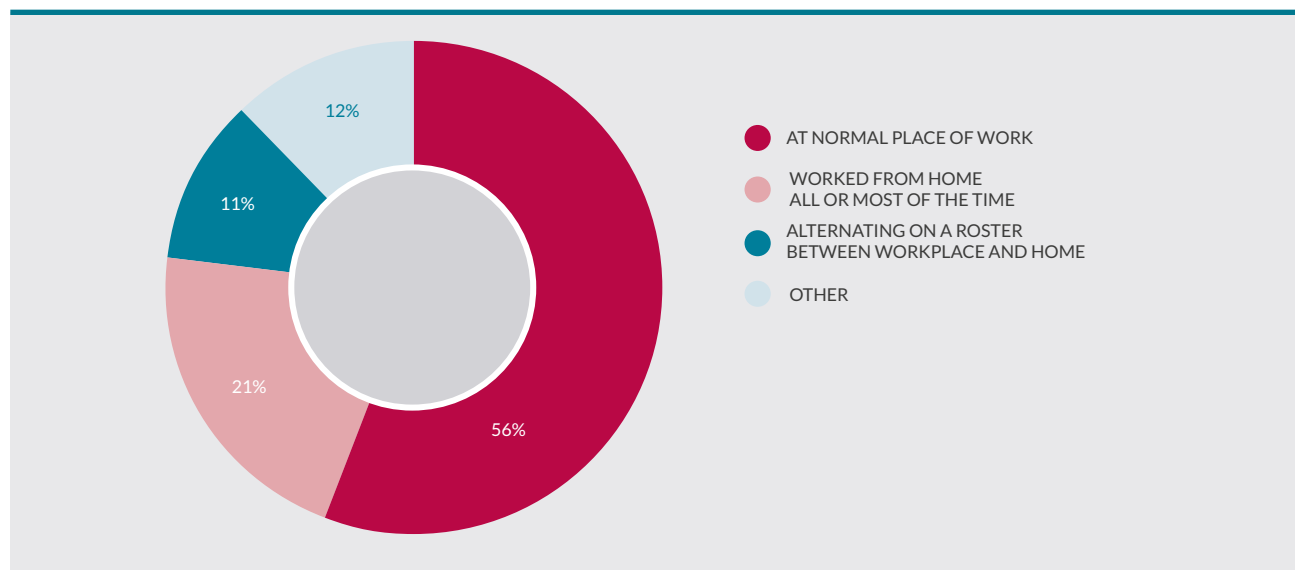
**Table 8–Part-time status**



## Flexible Working Arrangements

Arrangements within the department include working from home, compressed hours, part-time work arrangements, cultural leave and recreation leave at half pay.

The COVID-19 pandemic saw a significant shift of employees working from home as well as new and innovative ways of working.

**Table 9–COVID-19 survey - working arrangements**

## COVID-19 Survey Results

In June 2020 the department undertook an employee survey to assess our response to the pandemic including the working arrangements during COVID-19 restrictions. A detailed analysis completed in 2020–21 was shared with all employees on the department's intranet. The valuable information gathered from the survey enabled the department to refine business continuity plans, look at new ongoing working arrangements and focus on technology improvements to support employees across the department. A total of 490 employees (32 per cent of all AGD employees) completed the survey. The working from home results indicated:

- 33 per cent of respondents worked from home all or some of the time during restrictions
- 24 per cent of people who worked from home said they did not have all the equipment they needed
- 66 per cent of employees who worked from home would like to continue a working from home arrangement
- 34 per cent missed the office interactions and would prefer to be in the office
- 74 per cent of respondents used online platforms to do business
- 83 per cent of respondents said they were able to do their usual job during the restrictions
- 8 per cent of employees who did not work from home said working from home arrangements had a positive impact on them (they indicated that it was quiet and less disruptive)

- 68 per cent said it did not impact them
- 24 per cent said it had a negative impact
- 90 per cent of employees indicated that department communications were timely and relevant.

## Flu vaccination program

This initiative is available to all employees to protect themselves, their family and the community against the highly contagious influenza viral infection under our Health and Wellbeing initiative. The influenza vaccination program was delivered by a registered health professional at various sites across the NT.

## Employee Assistance Program

The Employee Assistance Program (EAP) is available to all employees and their families and provides professional, independent, confidential counselling services free of charge. The EAP provides assistance in dealing with personal or workplace issues which may impact on work performance. The aim is to provide the user of the service with early detection, preventative and proactive interventions to deal with both work and personal problems.

# Industrial relations

Negotiations have commenced for the Correctional Officer (NTPS) 2021–25 Enterprise Agreement and the NT Public Sector 2021–25 Enterprise Agreement. Following new Machinery of Government arrangements effective 8 September 2020 Licensing NT transferred to the Department of Industry, Tourism and Trade and work to co-locate the Public Trustee and the Office of the Public Guardian commenced.

Employment matters that arose or were supported by DCDD HR during the reporting period included:

- change management
- safe working levels in correctional centres

- flexible working arrangements
- consultation requirements
- interpretations of enterprise agreements workload reviews
- personal leave management and entitlements related to COVID-19
- general enquiries in relation to the interpretation of EAs.

# Aboriginal employment

As at 30 June 2021 Aboriginal employees increased by one per cent to represent 10.41 per cent of department employees.

The department's Special Measures Plan provided priority recruitment consideration to Aboriginal applicants for all positions at the AO1–AO3 levels and all other positions where appropriate.

## Nikita pursues law to help fill a gap

Earlier this year Nikita Dos Santos,, who is an administration assistant in the Solicitor for the Northern Territory (SFNT), completed a four-week intensive pre-law course for Aboriginal people, offered by Charles Darwin University (CDU). She has now started a Bachelor of Law degree at CDU.

'Three to five years ago I never imagined that I would be studying law', Nikita says. 'The turning point for me was seeing a court hearing for a woman who was seeking care of her own children. I saw the huge cultural and language barriers the woman faced in trying to understand the legal process. Even though she had an interpreter, the gap was still huge. At that moment I knew I had to explore my options to become a lawyer. It was not that I wanted to become a lawyer. I knew I absolutely had to be a lawyer without having any idea of how to make it happen, or if it was even a possibility for me.'

Nikita had the support of a mentoring program through the Office of the Commissioner for Public

Employment and they suggested a pathway through the CDU Indigenous pre-law program. She was reassured to find one of her lecturers was a familiar face, SFNT Senior Lawyer Caroline Heske.

'It was wonderful that the department could support CDU in offering this program by releasing me for a couple of weeks to teach', Caroline says.

Nikita's mother's side is Western Arrernte from Central Australia and Jaru from Halls Creek in the Kimberly region of WA.



Nikita Dos Santos (right) found her work colleague Senior Lawyer Caroline Heske (left) was a big support in building her capacity to pursue a legal career.

Nikita was never interested in law as a career at school because she struggled with some aspects of the education system.

'I didn't have the right support system at school', she says. 'I dropped out, went back, repeated Year 11 and eventually I graduated from Year 12. A lot of things seemed out of my reach, especially university, and I didn't know what I wanted to do'.

Nikita now has a clear goal and a strong support network to help her get there. 'I have to thank my team, the lecturers, and everyone else who has played a part in supporting me to achieve this', she says.

One of the motivating forces from the pre-law course was meeting a wide range of inspiring Aboriginal people.

'The pre-law course was a safe and comfortable space for Aboriginal people of all ages with strong voices', she says. 'I studied with a young woman, 17 years old, who had just graduated from school as well as Colleen Rosas and Ursula Raymond'.

### National Aborigines and Islanders Day Observance Committee (NAIDOC) week

NAIDOC Week celebrates the history, culture and achievements of Aboriginal and Torres Strait Islander people. It is celebrated by all Australians and is a great

opportunity to learn more about Aboriginal and Torres Strait Islander culture. NAIDOC week was celebrated in November 2020 this year under the theme 'Always Was, Always Will Be' and recognised that First Nations people have occupied and cared for this continent for over 65,000 years.

Employees were encouraged to attend events, including the NAIDOC march. Divisions across the department also hosted a range of inclusive events.



Correctional Services employees at the CS morning tea launch for 2020 NAIDOC week.

## Learning and development

Employee's development needs are identified through the Individual Performance Review process and a range of accredited and non-accredited programs are available through the Department of Corporate and Digital Development, the Office of the Commissioner for Public Employment and other public education providers.

Correctional Services (CS) is a registered training organisation (RTO) and delivers certified training to CS employees through the CS Staff Learning and Development Centre (SLDC).

Correctional Services SLDC has employees in both Darwin and Alice Springs Correctional Centres and provides training to Custodial Officers and other Correctional Services employees. The Community Corrections Professional Standards Unit based in Darwin also provide a range of core training to Community Corrections employees to ensure

maintenance of employee skills and alignment with NTPS legislative requirements.

CS Professional employees are required to maintain credentials in the Instruments utilised to assess offenders' criminogenic risks and needs to determine the appropriate intervention required to address offending behaviour. Senior Professional employees deliver specialised training to Community Corrections Probation and Parole Officers who are required to assess offenders on community orders.

You can read more about CS professional development and accredited training the Appendices.

Legal Services through the Solicitor for the Northern Territory maintain a training program to support continued professional development for professional and administrative employees. The SFNT also hold an annual masterclass. This is a one day intensive



professional development day that enables law officers, graduate clerks and interested law students within the Department of the Attorney-General and Justice (AGD) to:

- develop their legal knowledge and skills
- stay abreast of emerging issues and trends
- ensure continued career growth
- encourage networking.

In August 2020, Court and Tribunal Services held their annual Registrar's Conference. The conference is an opportunity for information sharing, training and discussions on current challenges and changes. Registrar's from across the Territory also have the opportunity to discuss and agree on standardisation of practices.

A major training initiative for NT WorkSafe employees this year was the training to support the adoption of the Incident Cause Analysis Method (ICAM) as an organisational framework for systematic incident investigations.

This training contributes to organisational improvements to align with recommendations of the Best Practice Review of Work Health and Safety in the NT by upgrading the investigation process to a best practice standard.



*NT WorkSafe employees participating in one of the newly introduced training sessions.*

## NT WorkSafe's 2021 Lunch and Learn sessions

In 2020–21 NT WorkSafe commenced Lunch and Learn Sessions. The Lunch and Learn sessions aim to provide continuing professional development opportunities for NT WorkSafe employees, and those practising and administering the WHS laws including legal practitioners and members of the Law Society.



*NT WorkSafe employees during one of their 'Lunch and Learn' sessions.*



*Employees attending a department information session.*



## Correctional Officer core training completed in 2020–21

COURSE	DARWIN	ALICE SPRINGS	TOTAL
De-escalate, Control and Restraint (DCR)	192	50	242
First Attack Fire/Self-Contained Breathing Apparatus (SCUBA)	154	52	206
Chemical Agents (OC)	222	67	289
Chemical Agents (CS)	205	67	272
Provide First Aid (External Delivery)	222	81	303
Provide Advanced Resuscitation (External Delivery)	305	119	424
<b>Total</b>	<b>1300</b>	<b>436</b>	<b>1736</b>

## Community Corrections eLearning and Foundation Skills training

As the workforce is dispersed across the jurisdiction, Community Corrections employees use online training modules to support their work specific induction. For example, A Comprehensive Orientation and An Introduction to Community Corrections are two online courses available through the myLearning portal. Foundation Skills training for new Probation and Parole Officers is delivered face to face.

## Probation and parole officers' Foundation Skills training



Foundational Skills training for new Probation and Parole Officers in Katherine.



New Probation and Parole Officers in Katherine taking a break during Foundation Skills training.

# Leadership programs

## Executive masters of public administration (EMPA)

Leonique Swart Principal Policy Lawyer graduated from the Executive masters of public administration in 2020–21. The EMPA is a two-year part-time postgraduate qualification developed and delivered by ANZSOG for emerging and ambitious public sector leaders.



Jenni Daniel-Yee (right) congratulating Leonique Swart (left) on her successful completion of the executive masters of public administration.

## Public Sector Management Program (PSMP)

Tamara Bryers, Community Corrections Regional Manager, Casuarina was admitted into the PSMP October 2020 Cohort and is expected to graduate in 2021–22. Tamara was also recognised this year receiving the Commissioners' Inspirational Leader Award.

## Senior officers' promotional course (Correctional Services)

The Senior Correctional Officers Promotional Course incorporates a Certificate IV in Correctional Practice. Correctional officers must successfully complete nine mandatory units of competency to complete the Senior Promotional Course. Upon successful completion, officers are awarded the rank of correctional officer first class.

Forty officers completed the Senior Officers Promotional Course and the nine mandatory units of the Certificate IV in Correctional Practice in 2020–21.

## Certificate IV in Correctional Practice (Custodial)

Correctional officers who have completed the Senior Correctional Officer Promotion Program have the opportunity to complete the remaining units of the Certificate IV in Correctional Practice. In 2020–21 twenty three officers completed the Certificate IV in Correctional Practice.



Leanne Liddle presenting for a Women in Leadership event at Government House.



# Early careers programs

## Graduate development program

The Solicitor for the NT (SFNT) through the NTPS Graduate Program provide a program for Bachelor of Law students. Five graduates participated in 2020–21 and admitted to Practice. The program provides exposure and experience for graduate clerks through work rotations to various legal areas of the department, including Litigation, Commercial, Director of Public Prosecutions and Legal Policy, while undertaking a Graduate Diploma in Legal Practice during the 12-month placement.

The program is part of the department's succession planning initiatives for junior lawyers.

## Workplace Integrated Learning Scholarship (WILS)

WILS are offered through CDU (under a donor agreement) for second year or above students who are selected by an employer. The recipient receives a scholarship payment each semester, as well as 6–12 weeks paid work experience each year in the department (at the AO2 level in NTG). The scholarship provides a pathway into the graduate programs offered by the department or broader NTG on completion of their degree.

Jared O'Neill has been with the department on a WILS since 2018 and successfully completed his Bachelor of Laws in 2020–21.

## Traineeships

### Business Studies

The department employed one adult trainee studying a Certificate III in Business. The trainee, based in Katherine, is working at the Local Court.

### Correctional Officer Traineeships

Trainee Correctional Officers (TCOs) complete a 12-month traineeship, which includes an intensive 11-week program comprising of an eight week off-the-job training course, followed by three weeks of on-the-job training. During this program, recruits must establish and maintain an appropriate level of fitness, and demonstrate an understanding of correctional

centre practice and procedures, including undertaking the fully-funded Certificate III in Correctional Practice through Correctional Services, Registered Training Organisation (RTO (1074)). The remainder of the program includes the completion of the Certificate III in Correctional Practice and on-the-job training through the remainder of the 12-month traineeship.

In 2020–21, 37 officers successfully completed the Certificate III in Correctional Practice.

In addition, in 2020–21 25 trainee correctional officers commenced their 12 month traineeship, of which 24 are in Alice Springs Correctional Centre and one at Barkly Work Camp.

## Vacation employment

The Legal Services Division employed six Charles Darwin University students offering casual employment during peak periods and for project work that can be conducted during their semester breaks. This employment provides an opportunity for law students to gain some practical paid work experience while they are undertaking their studies.



Adele Peluso, SFNT Law graduate.

# Awards, achievements and milestones

## Chief Minister's Award

Correctional Services has always faced a unique set of challenges however, this past year has truly tested the division's resolve, as they navigated their way through the threats posed by the nationwide COVID-19 pandemic. Commissioner Scott McNairn's message to staff: 'I am proud of you all for facing these challenges head-on, a sentiment that was also acknowledged when we were awarded a 2020 Chief Minister's Award for Excellence in recognition to our response to the pandemic.'

The Crime Victims Services Unit team were also nominees for a Chief Minister's Award for delivering training on Trauma Informed Care, Vicarious Trauma and Increasing Resilience through Positive Psychology.

## National Corrections Day Graduation and Recognition of Milestones Ceremony

National Corrections Day is an opportunity for all jurisdictions around Australia to recognise their colleagues, share experiences and celebrate their achievements. It provides an opportunity to promote the positive programs undertaken by Correctional Services and to recognise and acknowledge the valuable contributions each employee makes on a daily basis.



Correctional Services celebrating their Chief Minister's Award for Excellence.



L-R: Yvette Nichols, Ashlee Edwards and Jacinta Fullick representing the Crime Victims Support Unit at the Chief Minister's Awards.



CS Commissioner, Scott McNairn with Tamara Bryers receiving the Commissioner's Inspirational Leadership Award.

This year's theme for Corrections Day 2021 in the Northern Territory was 'Stronger Together,' reflecting that our people are our most important asset.

The department celebrated National Corrections Day on 15 January 2021. The event was scaled back because of COVID-19 restrictions, with smaller gatherings to maintain distancing. Staff gathered for the presentation of National Service medals, training qualifications and commendations for outstanding service.

During 2020–21, the following achievements were recognised.

ACHIEVEMENTS	EMPLOYEES
Leading Team Awards	Staff Learning & Development
Commissioner Special Award for Exceptional Performance	Community Corrections Electronic Monitoring Team
Inspirational Leadership Award	Tamara Bryers
<b>Employee of the Year</b>	
Correctional Officer	James Armstrong
For services to the Community	Clinton Chettle and Rory Hancock
Outstanding New Recruit (Northern and Southern Region)	Michael Lovatt DCC and Simon-Peter Noble ASCC
Aboriginal Leadership Awards DCC	Jody Clarke, Jacob Bonson, Moogie Patu and Juanita Jones
Aboriginal Leadership Awards ASCC	Noel Hayes, Enid Gallagher and Isobel Nabajimba
Service Recognition All staff (custodial, non-custodial)	Refer Appendices

## SERVICE MEDALS – National Medals

The National Medal recognises long and diligent service members of recognised government and voluntary organisations that risk their lives or safety to protect or assist the community in enforcement of the law or in times of emergency or natural disaster.

The medal/clasp is awarded for 15, 25 and 35 years of service.

Thirty seven employees received a National Medal/Clasp during 2020–21.

You can read more about individual recipients recognised on the day in the Appendices.



National Corrections Day celebrations.



## The Donna Dreier Professional Development Award

The Donna Dreier Award recognises the achievements of individuals who have demonstrated exceptional potential and professional excellence in the early years of their legal career.

The 2020 award recipient was Nicola Leach. Nicola commenced with the Legal Services Division in January 2017 after winning a placement in the Solicitor for the Northern Territory Graduate Program. In December 2017, Nicola joined the Employment and Administration Law team where she provided advice and assistance on a broad range of employment matters, including disciplinary and inability matters and appeal matters before the Public Sector Appeals Board.



Nicola completed her Bachelor of Laws and Bachelor of Psychological Science in 2016 and was admitted to practice in the Supreme Court of the Northern Territory in 2017 and to the High Court of Australia in 2020.

## Memorable moments

### Retirements

#### Greg Shanahan

Greg Shanahan retired from the public sector on 30 November 2020. Greg commenced with the public service in 1989, and quickly moved from an Industrial Relations consultant to a Commercial Lawyer with the Solicitor for the Northern Territory. Ten years later, he was appointed Registrar General and Public Trustee. His career saw him move through the Courts, then in 2005, into the role of Deputy Chief Executive Officer of the then Department of Justice.

Greg was appointed as Chief Executive Officer of the then Department of Justice in June 2006 and said 'It was a great privilege to lead the Department in its various iterations over a period of 14 years. By today's standards, 14 years is a long time to be in one job. It's a job that has provided great satisfaction and at the same time comes with enormous responsibility because of the fundamental role that confidence in the justice system plays in the functioning of modern society.'

In recognising Greg's 30 year milestone in the Northern Territory Public Sector in November 2020 the Attorney-General and Minister for Justice said that his 'passion and commitment to improving the justice system in the Northern Territory is evidenced by his leadership through reforms such as a New Era in Corrections, establishment of the Northern Territory Civil and Administrative Tribunal, overseeing the drafting and negotiations for major projects such as the Darwin City Waterfront and Inpex, construction of the new Supreme Court in Alice Springs and refurbishment of the Local Court in Alice Springs, to name but a few.' The list of his achievements is much longer than this and she commended him on these achievements.

Minister Uibo also commended Greg on his commitment to community safety and fairness in the justice system, particularly as it related to improving justice outcomes for Aboriginal Territorians.



*Greg Shanahan retired after 14 years leading the department.*

#### Dean Wilson

At the other end of his professional journey, Probation and Parole Officer Dean Wilson commenced leave with plans to retire after 42 years as a public servant. He commenced in 1979 with the Water Division, in 1987 with the Magistrates Court, and in 1997 he commenced with Community Corrections.



*Dean Wilson's (centre) farewells after 42 years of service. L-R: Louise Ogden, Tracy Luke, Dean Wilson, A/Commissioner – David Thompson and Garry Bennett.*

## Remembrance Day morning tea

Community Corrections hosted a Bake Off at the Remembrance Day morning tea to raise money for Veterans Australia NT. The event raised \$231 in support of the local veterans.



Remembrance Day Morning Tea.

## Recognition – NTPS service milestones

Every year, eligible employees who reach service milestones are recognised for their service to the Northern Territory Public Sector. In 2020, 19 departmental employees were recognised for their service:

- 6 employees with 40-45 years of service
- 2 employees with 35 years of service
- 11 employees with 30 years of service
- 18 employees with 20 years of service
- 52 employees with 10 years of service.

## Correctional Services Long Service Medal

Correctional Services (CS) also honours staff who reach milestones in their employment with a Long Service Medal or Pin provided to recipients who have been employed with CS for 10, 20 and 30 years. These awards are in recognition of the loyalty and commitment shown through continuous employment with CS.

## Wendy Endenburg–40 years

Wendy commenced employment with the Department of Law in 1979 with the Magistrates Court and then transferred to the Land Titles Office and is still working there. Wendy has worked in different roles in the office and in 2006 commenced in her current position as Senior Deputy Registrar-General as well as being appointed Acting Registrar-General in May 2021. During Wendy's time in the office she has seen some changes in the Registration of Land in the NT and significant projects such as: the railway corridor, and the conversion of leasehold land to freehold land as a result of self-government.

Wendy enjoys land law which is why she has remained in her current position. Wendy also manages the Office of Births, Deaths and Marriages and enjoys remote community work.



Wendy Endenburg, doing what she loves and celebrating a successful 40 years in government.

You can read more about recognised employees in the Appendices.

# Corporate Citizenship and Social Responsibility

Whilst still adhering to COVID-19 restrictions in October 2020, employees with Legal Services Division (the A-G Justice for Animals team) held a fundraising event for the RSPCA Cupcake Day and raised \$2 305 towards the upkeep and maintenance of their animal shelters. Fundraising activities included a lucky number raffle, donations to pat a puppy and the selling of cupcakes.

The A-G Justice for Animals team was awarded the RSPCA's highest fundraiser for the 2020 event. The prize was for employees to name a litter of RSPCA puppies or kittens.

## Dry July

Community Corrections Offices across the Territory participated in Dry July fundraising for people affected by cancer. This included sponsoring Assistant Commissioner, Community Corrections, Tracy Luke to complete the dry month. The Alice Springs office held a morning tea, Tennant Creek held a by-donation "dress down day", Head Office held a sideshow alley themed fundraiser. Casuarina had a costume day that included a staff member in full fairy costume, and Palmerston Office collected donations and recycling bottles and cans. The campaign raised over \$1 400 for the cause.

## 55 Squat Challenge

Wadeye Community Corrections Probation and Parole Officer Kelly Fox organised a team to participate in the 55 squat challenge for breast cancer research. The team raised over \$1 300.

## Volunteering with BushFires NT

Two Tennant Creek staff members are volunteers with BushFires NT. One staff member holds the position of captain of the local brigade whilst the other member holds a brigade committee position.

## Jeans for Genes Day

The Crime Victims Services Unit (CVSU) held a fundraising lunch for Jeans for Genes Day in August 2020 raising \$100 for research into genetic diseases.

CVSU also held an R U OK breakfast in September 2020.



L-R: Peter King (GM RSPCA), Kathleen Chong-Fong (SFNT), Cindy McGrath (SFNT) and Peter McKerlie (RSPCA) helping to fundraise for the RSPCA Cupcake Day with Dimmi (the dog).



# Employment Instructions

Under the *Public Sector Employment and Management Act 1993*, Employment Instructions provide direction to departments on human resource management matters. The department's performance against each employment instruction is detailed below.

EMPLOYMENT INSTRUCTIONS	ACTION
No. 1 – Filling Vacancies	<ul style="list-style-type: none"> <li>• 228 advertised vacancies were finalised.</li> <li>• Four promotion appeals relating to recruitment processes lodged.</li> <li>• Five grievances regarding the selection process were lodged.</li> </ul>
No. 2 – Probation	<ul style="list-style-type: none"> <li>• The department has a probation procedure consistent with legislation on our intranet site. Managers monitor probationary reports and timeframes.</li> <li>• Two employees were terminated during the probation process.</li> <li>• No grievances regarding termination of probationary period were lodged.</li> </ul>
No. 3 – Natural Justice	<ul style="list-style-type: none"> <li>• The principles of natural justice are available to all employees. Natural justice is adhered to in all dealings with employees and reflected appropriately in internal policies and procedures.</li> </ul>
No. 4 – Employee Performance Management and Development Systems	<ul style="list-style-type: none"> <li>• The department's annual Individual Performance Review (IPR) process integrates the department's planning framework and objectives with employees' work priorities and the department's strategic plan.</li> </ul>
No. 5 – Medical Examinations	<ul style="list-style-type: none"> <li>• Eight employees were directed to attend independent medical examinations during 2020–21.</li> </ul>
No. 6 – Performance and Inability	<ul style="list-style-type: none"> <li>• There were 10 new cases relating to inability during the year.</li> <li>• No employees participated in a formal performance improvement plan.</li> </ul>
No. 7 – Discipline	<ul style="list-style-type: none"> <li>• Eighteen disciplinary matters were finalised during the year. Reasons included failure to uphold the performance and conduct principles, disregarding lawful directions, providing information that he or she knows or ought reasonably to know is false or misleading and failing to remedy previous unsatisfactory conduct, or fails to comply with a formal caution. Two employees were terminated.</li> </ul>

EMPLOYMENT INSTRUCTIONS	ACTION
No. 8 – Internal Complaints and Section 59 Grievance Reviews	<ul style="list-style-type: none"> <li>Eight formal complaints and 12 informal complaints were received throughout the year.</li> <li>Complaints were in relation to inappropriate workplace behaviour and recruitment activities.</li> </ul>
No. 9 – Employment Records	<ul style="list-style-type: none"> <li>The department ensures all personnel information is collected and handled in accordance with this Employment Instruction.</li> </ul>
No. 10 – EEO Programs	<ul style="list-style-type: none"> <li>The department actively participates in the Disability Employment Program and applies special measures plans for Aboriginal employees.</li> </ul>
No. 11 – Occupational Health and Safety	<ul style="list-style-type: none"> <li>The department complies with the employment instruction. Further information is detailed in the Governance Section.</li> </ul>
No. 12 – Code of Conduct	<ul style="list-style-type: none"> <li>New employees are made aware of the Code of Conduct through their appointment documents and the online induction process.</li> <li>Policies on conflict of interest, acceptance of gifts and benefits and outside employment are available on the intranet site.</li> </ul>
No. 13 – Appropriate Workplace Behaviour	<ul style="list-style-type: none"> <li>The department has an appropriate workplace behaviour policy available to employees on our intranet site.</li> </ul>
No. 14 – Redeployment and Redundancy Procedures	<ul style="list-style-type: none"> <li>The department adheres to the redeployment and redundancy provisions.</li> <li>No employee was made redundant.</li> </ul>
No. 15 – Special Measures Development of internal procedures with regards to the requirements of special measure programs.	<ul style="list-style-type: none"> <li>The department has a specific special measures plan, which provides for Aboriginal applicants to be given priority consideration before other applicants for AO1–AO3 advertised vacancies.</li> <li>Two positions are designated for Aboriginal Law Graduates in the Graduate Program.</li> </ul>

Data supplied by the Department of Corporate and Digital Development.





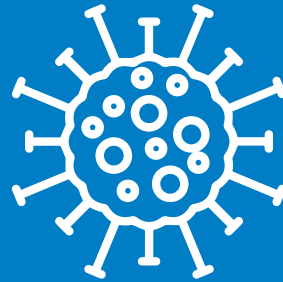
*L-R Bill Esteves, Jon Jones and Megan Elgar participating in a department information session.*

# FAST FACTS



**24**

internal audits conducted



**over 500**

employees completed our  
COVID-19 survey



**100%**

of locations have safety plans



**238**

FOI applications finalised



# Governance and legislative reporting

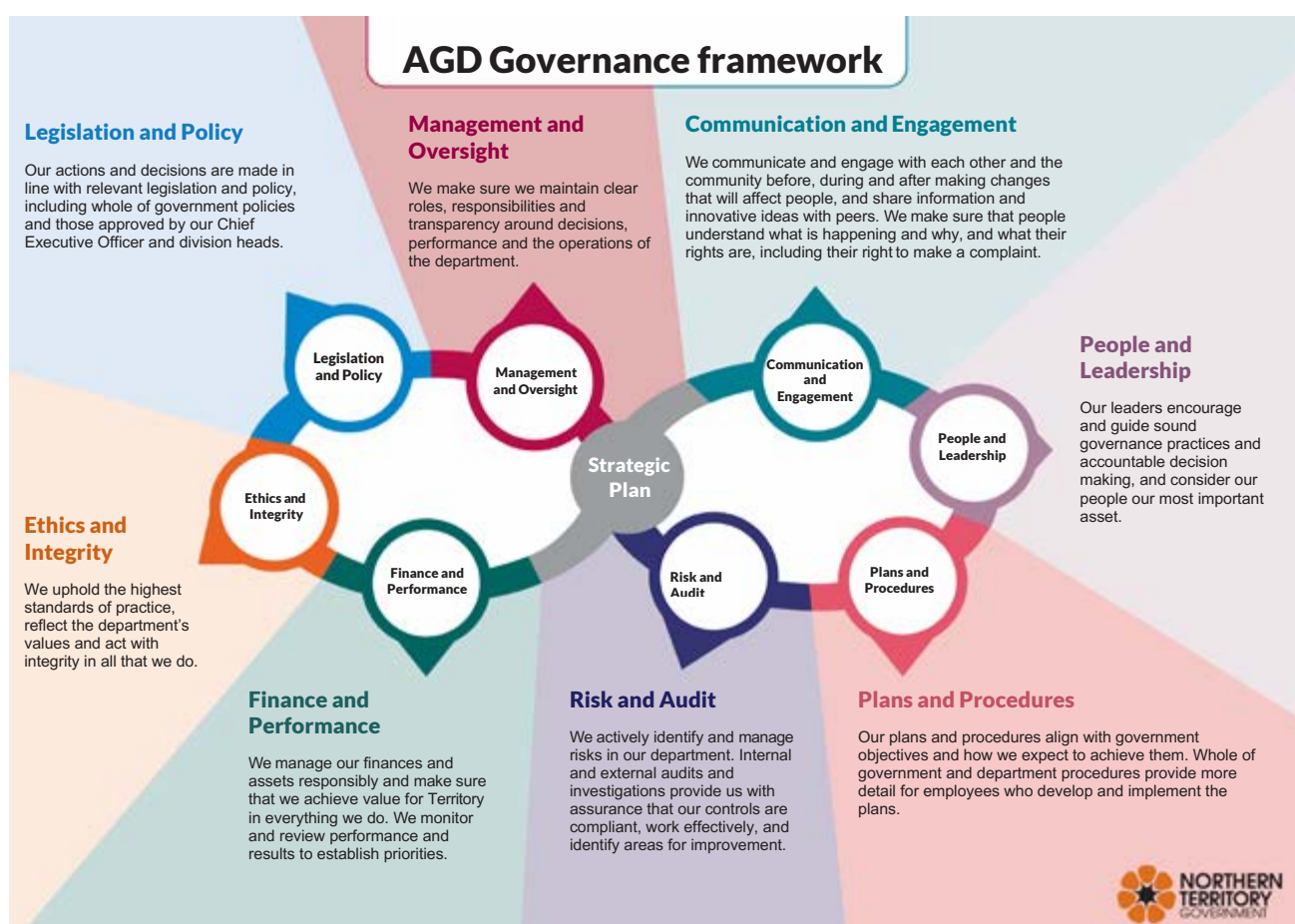
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# Governance framework

The department's governance framework provides stakeholders with visibility of our performance and assurance that we comply with legislative and policy requirements. Our stakeholders include the Executive Management Group, the Executive Leadership Group, Northern Territory Government (NTG), the NT Legislative Assembly and the Territory public. The framework also meets community expectations of openness, transparency and integrity of our services.

The framework aligns our structure and planning, risk management, decision-making, management and reporting activities with our corporate, legislative and regulatory requirements.

The framework has two components: an index of governance resources hyperlinked to relevant information, providing employees with stronger links to practical governance tools and resources, and a user-friendly graphic representation with a summary of the principal elements.



## Audit Services

Audit Services conduct assurance and consulting internal audits and reviews across the department, in line with an approved audit plan that uses a risk-based approach. Audit Services reports to the Chief Executive Officer (CEO) and the Audit and Risk Committee as part of the governance framework.

## Reviews and audits

Audit Services conducted 24 internal audits or reviews during 2020–21. A further four were underway at the end of the reporting period. The Auditor-General's Office conducted a further six audits, reviews and assessments of the department during the reporting period.

## Audits/Reviews reported to the CEO and Audit and Risk Committee in 2020–21 by Audit Services

### AUDIT/REVIEW

Barkly Work Camp – procurement
Community Justice Centre – general financial audit
Datjala Work Camp – general financial audit
Alice Springs Community Corrections – general financial audit
Director of Public Prosecutions – witness expenses audit
Alice Springs Local Court – general financial audit
Alice Springs Supreme Court – general financial audit
Cash floats – Alice Springs based divisions
Births, Deaths and Marriages Office – compliance audit
Parole Board – general financial audit
Travel – expense acquittals review
Alice Springs Local Court – access control and safety review
Alice Springs Supreme Court – access control and safety review
Cabinet information security review
Value for Territory procurement audit
Conflicts of interest – Executive Contract Officers review
Buy Local Advocate – contract management joint procurement audit
Public Trustee and Guardian – financial management trusts process audit
Public Trustee – wills process audit
Duplicate payments audit – agency wide analysis
Correctional Services – internal vending review
Alice Springs Correctional Centre – inventory control
Aboriginal Justice Unit – general financial audit

## Audits reported by the Auditor-General's Office

Divisional risk assessments and mitigation strategies substantially inform internal audit planning by Audit Services.

### Audit/review

- Department of the Attorney-General and Justice end of year review 2019–20
- Common Funds of the Public Trustee Financial Statements audit for the year ended 30 June 2020
- Office of the Public Trustee – interim Financial Statements audit for the year ended 30 June 2021
- Agency compliance audit
- Credit cards expense analysis
- Excess leave analysis

Audit Services and the Audit and Risk Committee monitor the recommendations and agreed actions arising out of audits until they are acquitted or the risk is accepted by the risk owner.



## Information Act 2002

The *Information Act 2002* (the Act) provides a general right of access to government information held by the department, 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.

Section 11 of the Act requires the department to publish, at least annually, information about:

- the department's structure and functions
- the types of government information held by the department and whether that information may be accessed
- the procedures for obtaining access to government information or correcting personal information held by the department.

The department's website lists all information held by the department available to assist persons interested in making an application under the Act.

The table below provides an overview of applications received by the department under the Act in 2020–21.

### Requests to access government information

APPLICATIONS	NUMBER OF APPLICATIONS
Applications carried forward from 2019–20	42
To access personal and non-personal information	0
To access personal information	36
To access non-personal information	6
To correct personal information	0
<b>New applications received in 2020–21</b>	<b>222</b>
To access personal and non-personal information	5
To access personal information	179
To access non-personal information	37
To correct personal information	1
<b>Total Applications</b>	<b>264</b>
Applications withdrawn	4
Applications transferred to another agency	7

Total applications finalised in 2020–21	238
Applications on hand at 30 June 2021	15

Correctional Services operates an administrative access scheme, which gives past and current prisoners access to most of their records held by the department. The scheme does not operate under the Act. The information coordinator within the Professional Standards Unit processes requests made under this scheme.

## Information management

The department receives information management services (records management) through shared service arrangements with the Department of Corporate and Digital Development (DCDD).

### Records and information management reform

The department uses the Northern Territory Government's electronic recordkeeping management system, Territory Records Manager (TRM) to strengthen compliance, information sharing and to meet changing business needs.

The department's Electronic Document and Records Management Strategy 2018–20 outlines our approach to our transition to an electronic workplace. We are achieving this by reducing physical file usage and ensuring that electronic files are the standard form of file creation.

### Transfer of historical records

One department project undertaken by the Department of Corporate and Digital Development (DCDD) during 2020–21 was the transfer of functional records between departments relevant to historical machinery of government changes.

### TRM training

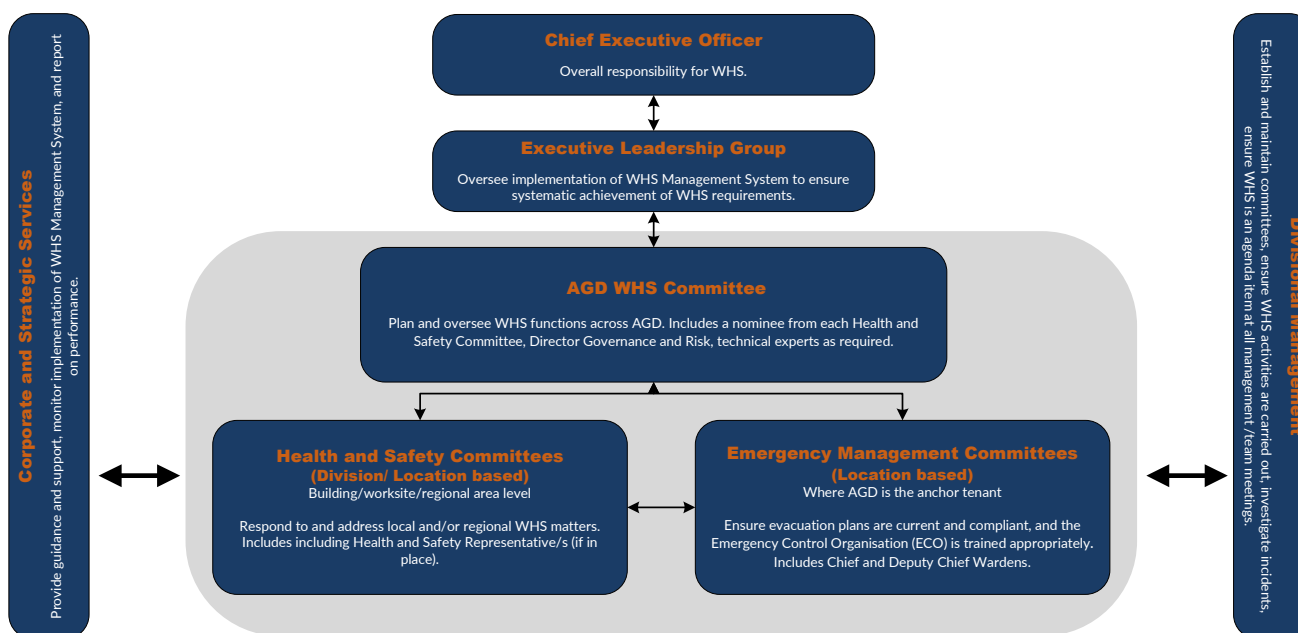
During 2020–21, 97 employees undertook training in the TRM system, with 91 per cent of participants doing so online.

## Work health and safety management

Work health and safety (WHS) is one of the department's key priorities. This includes providing a safe and healthy working environment for all workers, volunteers and visitors attending departmental premises in accordance with the *WHS (National Uniform Legislation) Act 2011*.

The department's WHS management system sets our responsibilities at all levels of the department and is being monitored and managed at all levels of the organisation.

### WHS Management System



### COVID-19 Survey

The department surveyed employees and directors during June and July 2020 to gauge our response to the COVID-19 pandemic, with particular emphasis on employee working arrangements and safety protocols.

Over 500 employees responded to the survey and we received more than 200 written comments.

The survey asked for feedback on some of the department's frontline responses to the pandemic such as:

- changing the way we operate
- making use of online platforms
- allowing work from home or other flexible arrangements where possible
- increasing communication with staff and directors
- implementing hygiene and physical distancing practices

- investing in personal protective equipment and sanitising products.

The report released to all employees in August 2020 highlighted our challenges and achievements during the period, and importantly set out the next steps.

Further details about the survey are in the Our People section.

### COVID-19 Safety Supervisors

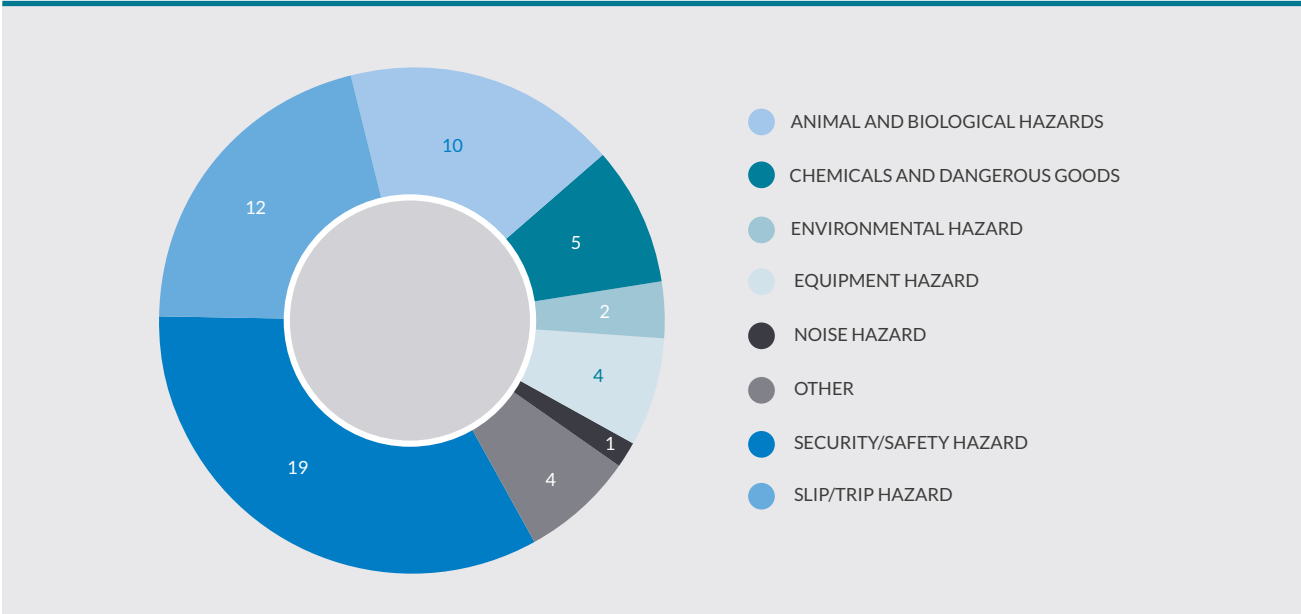
A Safety Supervisor information session was delivered on 29 April 2021 with new draft COVID Safety procedures circulated to all Safety Supervisors to assist with the development of new safety plans as well as help them understand their role and responsibilities. Consultation on the new procedures has occurred and the procedures are with the Chief Executive Officer for approval.

## WHS hazards

A hazard is anything with the potential to cause harm, injury, illness or loss.

Encouraging employees to report hazards before they become an incident provides the opportunity to address the potential issue quickly and appropriately before an accident occurs. The department actively promoted the reporting of WHS incidents and hazards during 2020–21. As a result, hazard reports increased by 64 per cent in comparison to 2019–20.

### Number of reported hazards per division 2020-21



## WHS incidents

An incident is something that led to a workplace injury or where an incident occurred and no one was injured but there was potential for harm (a near miss).

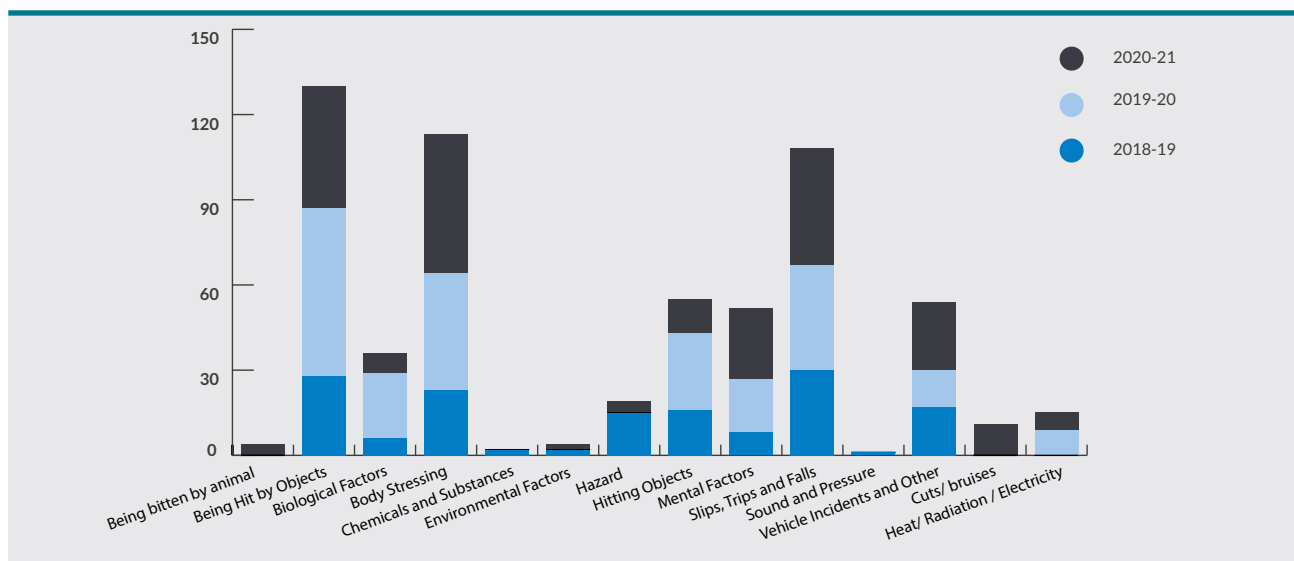
The total number of incident reports in 2020–21 was 228, the same number as reported in 2019–20.

Correctional Services is the largest division in the department and has the highest number of claims and incidents, accounting for 76.8 per cent of open workers compensation claims and 75.8 per cent of reported incidents.

During 2020–21, the most common type of incident was ‘Body Stressing’ at 20.9 per cent. This is defined as injuries that include muscle strains, back conditions, and tendonitis/tenosynovitis. Some work practices involving lifting, sustaining postures, and using repetitive movements may increase the risk.

The second most common incident type was ‘Being hit by object’ that accounted for 18.7 per cent of reported incidents. This includes injuries resulting from the action of an object hitting the person and includes accidental or deliberate push/assault by a person.

## Number of incidents by mechanism group



## Notifiable incidents

There was one notifiable incident, as defined by section 35 of the *Work Health and Safety (National Uniform Legislation) Act 2011*, reported to NT WorkSafe during the 2020–21 period.

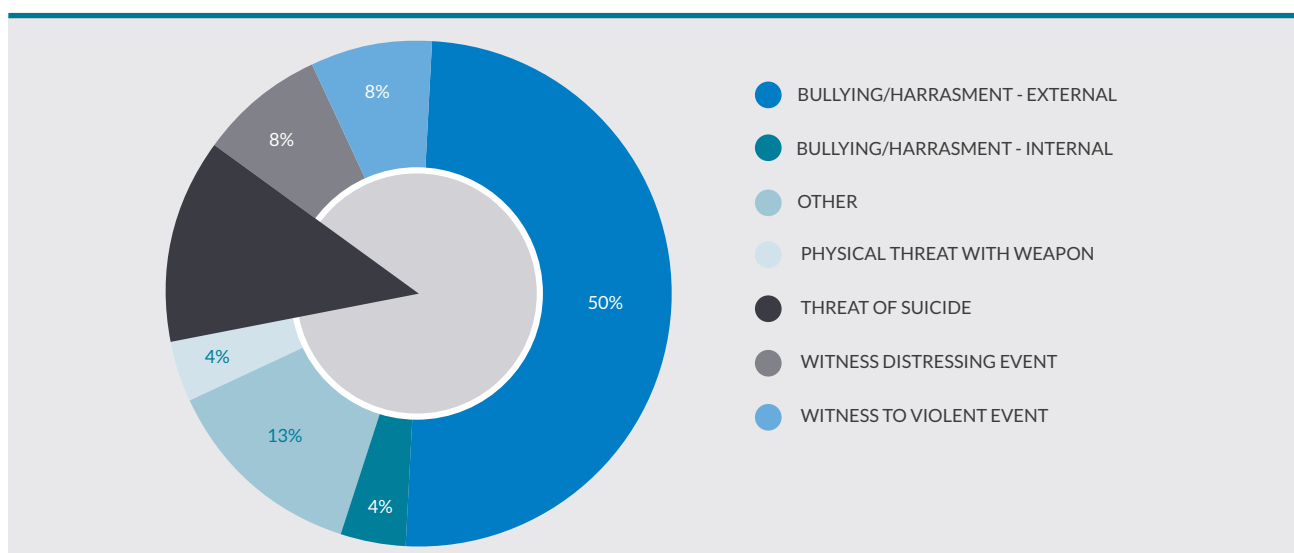
The incident happened at Katherine on 7 April 2021, when an employee crushed his finger between a metal pole and the cupboard he was relocating.

## Mental health incidents

There were 24 reported incidents with mental factors in 2020–21, compared to 19 incidents in 2019–20. The graphs below provide a breakdown by incident category.

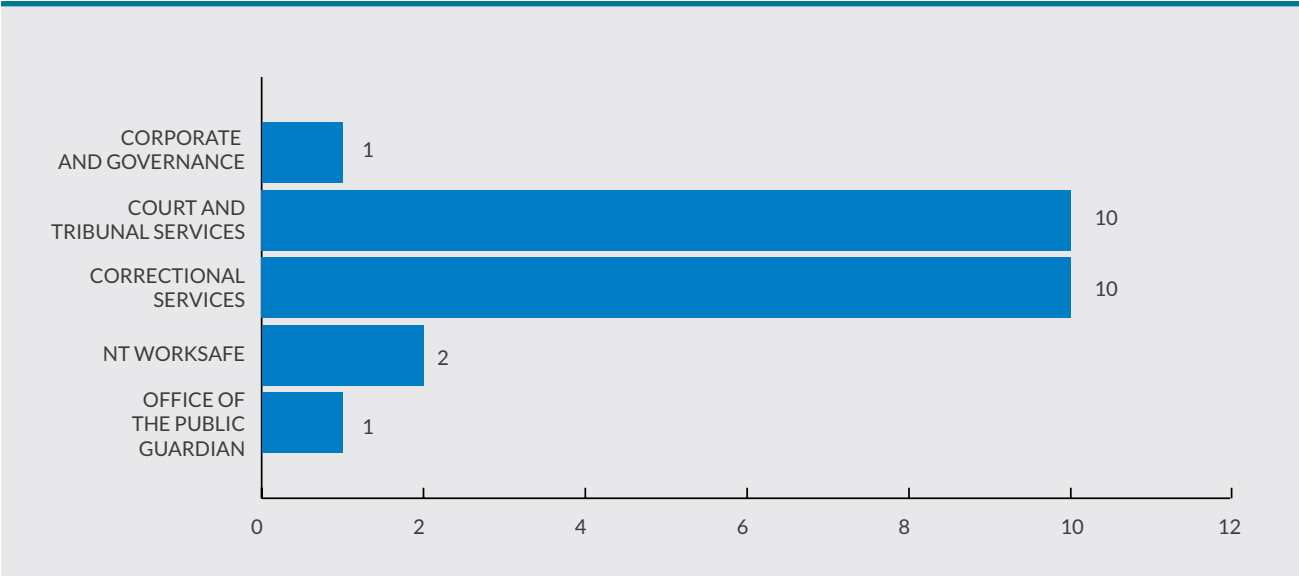
The analysis indicates that 50 per cent of mental factor incidents reported relate to bullying by external parties as compared to 4 per cent of employees being subject to a bullying event by a department employee. Thirty three per cent relate to witnessing a violent or distressing event or being subject to a violent threat and 13 per cent relate to specific threats of suicide.

Increased investment by the department to address vicarious trauma and other mental health factors was identified as a key strategy in our People Matter Action Plan to be launched in 2021–22.



Both Correctional Services and Courts and Tribunal make up for 83.3 per cent of the mental factor incidents. This is not unexpected due to the functions of the work units.

Mental health incidents by division

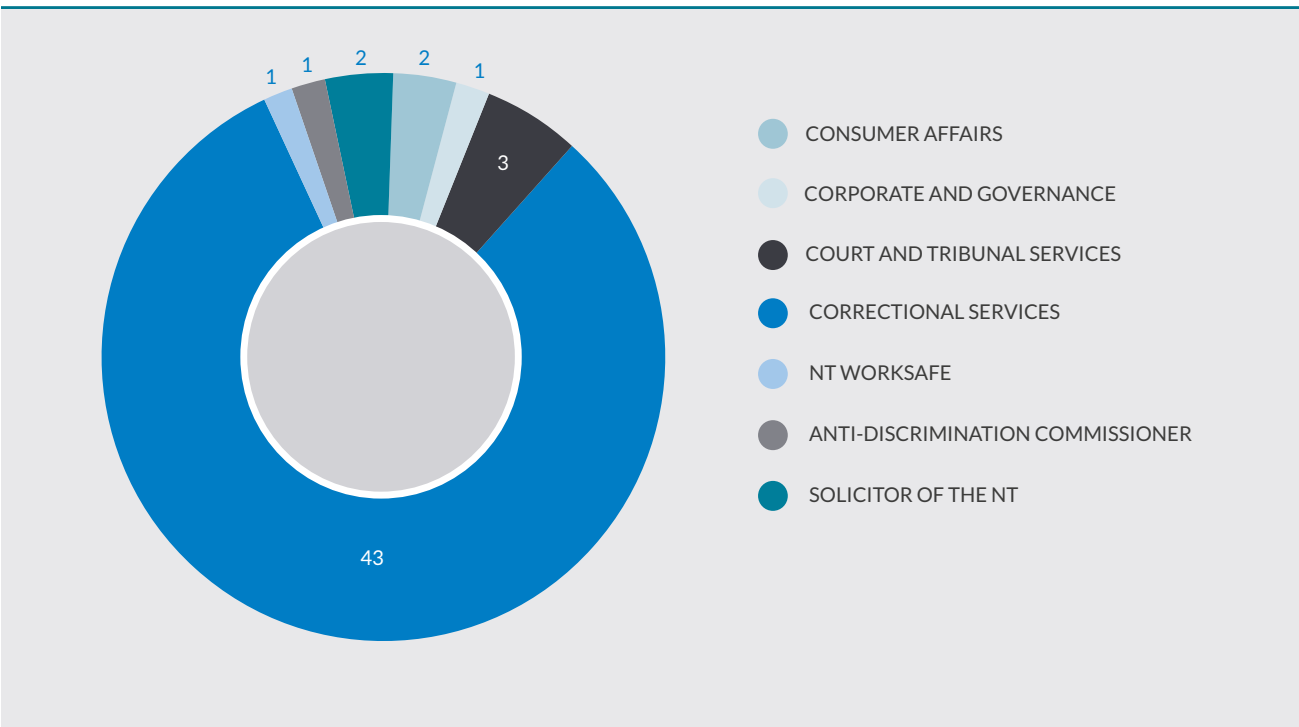


Workers' compensation

As at 1 July 2020, the department had 40 ongoing claims with 62 new workers' compensation claims lodged to 30 June 2021. During 2020–21, 49 claims either closed or transferred to another agency, leaving 53 claims still open as at 30 June 2021.

The total amount paid in workers' compensation claims during 2020–21 was 2.41 million, which includes all financial transactions processed in the period from new claims and claims from previous periods. Licensing NT transferred to the Department of Industry, Tourism and Trade on 8 September 2020. Workers' compensation claims and costs for 2020–21 to this date are included in the department's figures.

Open workers' compensation claims per division





During 2020–21 the department actively implemented strategies to improve the safety of all employees and used the data collected to put in place preventative measures. Some of the actions taken this year include:

- quarterly AGD WHS oversight committee meetings held with local health and safety committee representatives attending across the department
- increased monitoring of local committee activities and compliance
- regular reviews of the department WHS action plan
- communications to increase awareness of responsibility to report all hazards and incidents
- monthly intranet editorials with safety messages
- development of training materials for the online incident and hazard reporting system
- COVID-19 Safety Supervisors information sessions with plans put in place for all department locations
- investment in additional WHS specialists for the Correctional Services workforce in response to a number of safety matters
- monthly tours by the Correctional Services leadership team to help identify WHS concerns and actively address those concerns
- commencement of a Correctional Services project to map all critical tasks within CS, which will identify areas of priority to reduce foreseeable incidents
- Correctional Services used resources in the CS Staff Learning and Development work unit to include training in WHS and other related topics
- discussions between Correctional Services and staff on WHS risk management, to help identify, assess, mitigate and review WHS risks
- Correctional Services commenced a risk management review of the immediate action team.

## Environmental management

The Department of Infrastructure, Planning and Logistics, provides infrastructure services to the department and works to ensure upgrades and new infrastructure includes environmental considerations. Works include the installation of video conferencing and LED lighting in court facilities, upgrades and refits by building owners of leased premises also ensure consideration of environmental factors, for example energy efficient lighting and solar energy.

Within the department, divisions are encouraged to reduce paper usage through electronic storage and sharing, and other online platforms.

Video and teleconferencing and other online collaboration tools are encouraged where appropriate. This not only assists in maintaining COVID-19 safety, it reduces travel time and carbon emissions.

Many work units within the department have established local initiatives such as recycling and composting.

## Remote conferencing

Members of the Criminal Justice Research and Statistics Unit used video and/or teleconferences for approximately 30 inter-agency or cross-jurisdictional meetings and training workshops this year, reducing cost, travel time, and exposure to COVID-19.

## Recycling of cans

The Land Titles and Births, Deaths and Marriages Office and Corporate and Strategic Services teams continue to recycle cans and bottles to reduce waste.

# Legislative reporting

## Construction Contracts (Security Of Payments) Act 2004

### Applications and registrations

Year	ADJUDICATOR REGISTRATION NUMBER	
	ANNUAL REGISTRATION NUMBERS	TOTAL NUMBER REGISTERED
2016-17	11	66
2017-18	5	71
2018-19	1	72
2019-20	7	79
2020-21	6	85

### Applications and determinations

Year	NUMBER OF APPLICATIONS	NUMBER OF DETERMINATIONS	NUMBER OF WITHDRAWALS AND REJECTIONS OF APPLICATIONS (E.G. FOR BEING MADE OUT OF TIME)	NUMBER OF COURT ACTIONS RESULTING FROM DETERMINATIONS AND APPOINTMENTS OF ADJUDICATORS
2016-17	17	14	6 <sup>1</sup>	3
2017-18	28 <sup>2</sup>	17	9	3 <sup>3</sup>
2018-19	34	22	7	1
2019-20	10	9	5	4 <sup>4</sup>
2020-21	5	5	0	0

<sup>1</sup>Two applications made for the same payment dispute. The first application withdrawn, and the second dismissed on the grounds that there was no valid payment claim.

<sup>2</sup>This includes two applications that were not determined following a court order declaring that the adjudicator could not make simultaneous determinations without the consent of all the parties. The Applications were deemed to be dismissed and the applicant then reapplied to have the disputes adjudicated and separate adjudicators were appointed. That meant there were four applications but only 2 decisions made (one determination and one dismissal).

<sup>3</sup>One of these matters was a decision on ancillary orders following a decision made in the previous financial year (see *Inpex Operations Australia Pty Ltd & Anor v JKC Australia LNG Pty Ltd & Anor* [2017] NTSC 45, and *Inpex Operations Australia Pty Ltd & Anor v JKC Australia LNG Pty Ltd & Anor* (No.2) [2017] NTSC 61). Another was the successful appeal against a decision made in the previous year (see *JKC Australia LNG Pty Ltd & Anor v Inpex Operations Australia Pty Ltd & Anor* [2-18] NTCA 6).

<sup>4</sup>One matter was an appeal of an earlier decision (see *James Engineering Pty Ltd v ABB Australia Pty Ltd & Anor* [2019] NTCA 7), and one was a cost application following an unsuccessful application to prevent an adjudicator from making a determination (see *Jemena Northern Gas Pipeline Pty Ltd v Cvmec Constructions and Engineering Pty Ltd & Gordon Smith* [2019] NTSC 52 and *Jemena Northern Gas Pipeline Pty Ltd v Cvmec Constructions and Engineering Pty Ltd & Gordon Smith* [2019] NTSC 54).

## Adjudicator fees (rounded up to the nearest dollar)

Year	NO OF (KNOWN) APPLICATIONS	TOTAL FEES CHARGED <sup>1</sup>	AVERAGE FEE	AWARD TOTAL	TOTAL FEES AS A PERCENTAGE OF TOTAL AMOUNT AWARDED
2016-17	20	\$429 293	\$21 465	\$121 558 560	0.35%
2017-18	24	\$767 308	\$31 972	\$17 341 819	4.42%
2018-19	29	\$1 183 779	\$40 820	\$162 140 649	0.73%
2019-20	14	\$500 299	\$35 736	\$60 236 889	0.83%
2020-21	5	\$59 093	\$11 819	\$1 634 721	3.61%

<sup>1</sup>Includes the \$500 lodgement fees paid for CJC appointments (no adjudicator fees are payable for determinations where the CJC makes the appointment).



Donna Dreier Professional Development Award recipient, Nicola Leach, researching the law.



**\$395.08m**

total income of department in 2021



Output appropriation represents

**77.62%**

of total department income



**57.03%**

of expenses attributable to  
Correctional Services



**\$42.05m**

paid in grants during 2020-21



# Financials

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Index of Notes to the Financial Statements	134



# FINANCIALS

## Our financial performance

### Overview

Our financial statements are prepared on an accrual basis consistent with the Northern Territory’s fiscal management framework and the Australian Accounting Standards. They provide information about the financial operations and position of the department, as well as changes in equity and cash flow for the year. The financial statements inform our stakeholders and the public of our performance, expenditure of government funds and any significant issues.

The establishment of budgets and performance by output groups ensures that resource allocation decisions achieve the results intended by government. Note 3 to the financial statements provides details of our performance by output group.

### Comprehensive operating statement

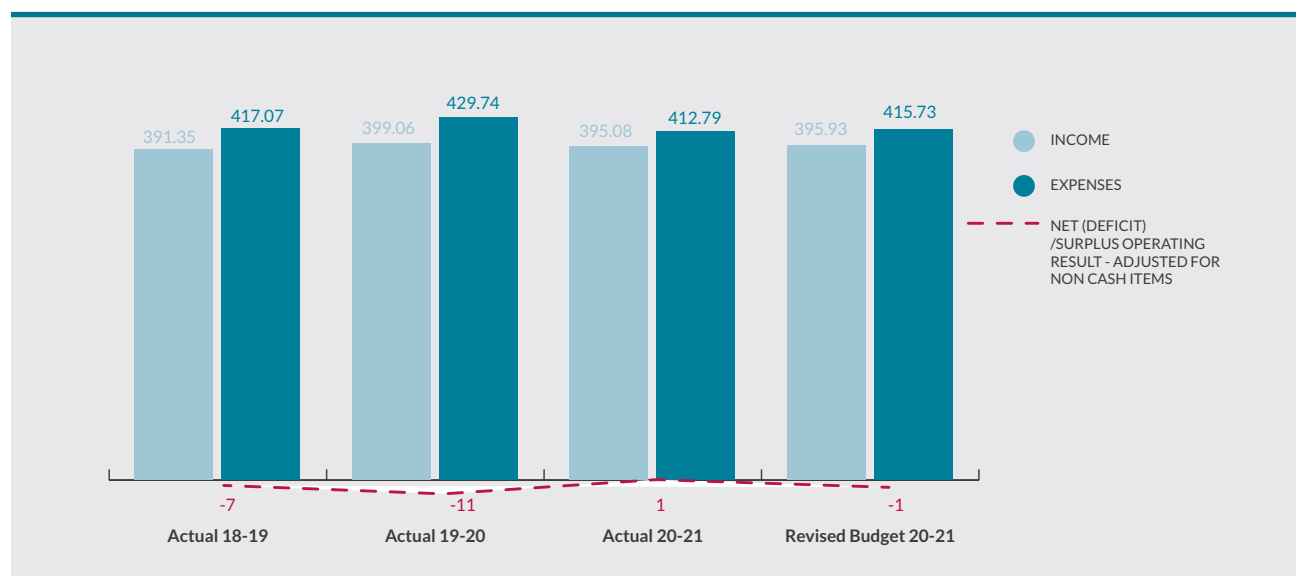
The department’s revised expenditure budget for 2020–21 was \$415.73 million with a budgeted operating deficit of \$19.80 million. The department concluded 2020–21 within its revised budget with total expenditure being \$412.79 million and with a net operating deficit of \$17.71 million. After removing non-cash items such as depreciation this equates to a surplus of \$0.95 million compared to the revised budgeted deficit before non-cash items of \$1.23 million.

The department attributes the variation to additional funding received for expensive cases that were deferred to 2021–22 and minimal expenditure incurred in 2020–21.

The three-year trend in the operating results and the 2020–21 Budget are:

	2018-19 ACTUALS	2019-20 ACTUALS	2020-21 ACTUALS	2020-21 REVISED BUDGET
	\$000	\$000	\$000	\$000
Operating income	391 349	399 060	395 083	395 926
Operating expenses	417 069	429 735	412 792	415 727
Net deficit operating result	(25 720)	(30 675)	(17 709)	(19 801)
Net (deficit)/surplus operating result – adjusted for non-cash items	(6 853)	(11 437)	954	(1 226)

## Operating results

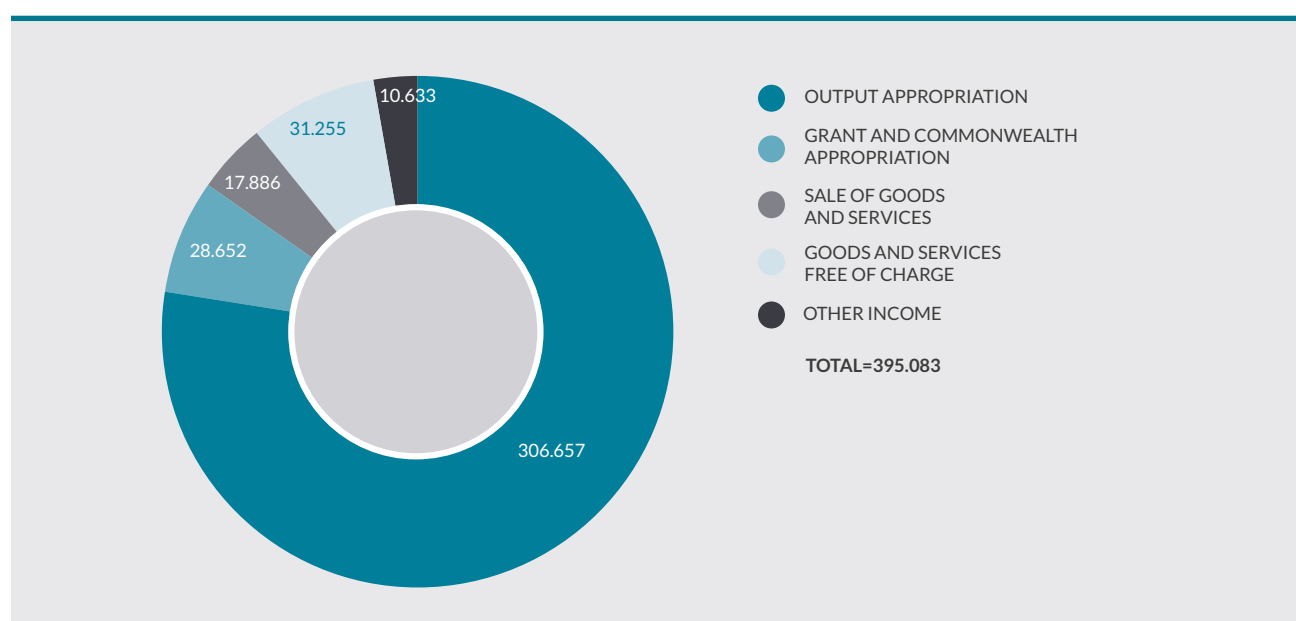


## Income

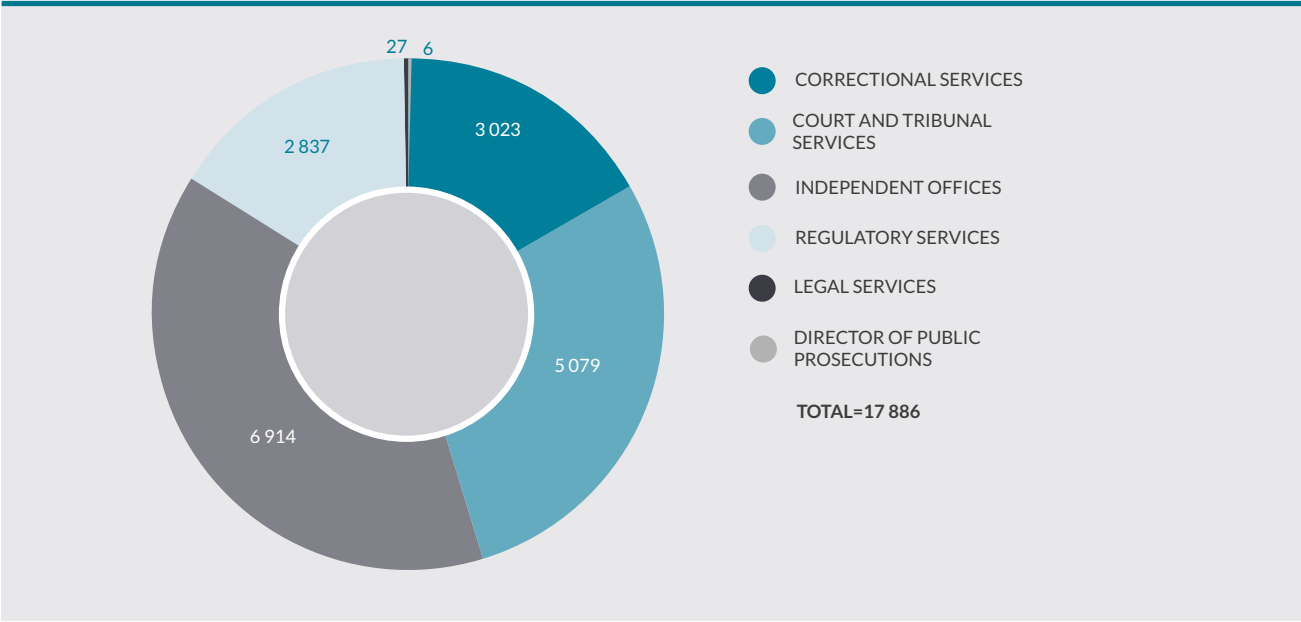
The department's total income for 2020–21 was \$395.08 million against a revised budget of \$395.93 million. Compared to 2019–20 the result is a decrease of \$3.98 million.

Over 77 per cent of the department's funding is through parliamentary output appropriation. Income is also derived from sales of goods and services, grants, and Commonwealth appropriation. Notional income is received for services provided free of charge by the Department of Corporate and Digital Development and the Department of Infrastructure, Planning and Logistics.

### 2020–21 income by category (\$M)



2020–21 sales of goods and services by key output contributors (\$M)

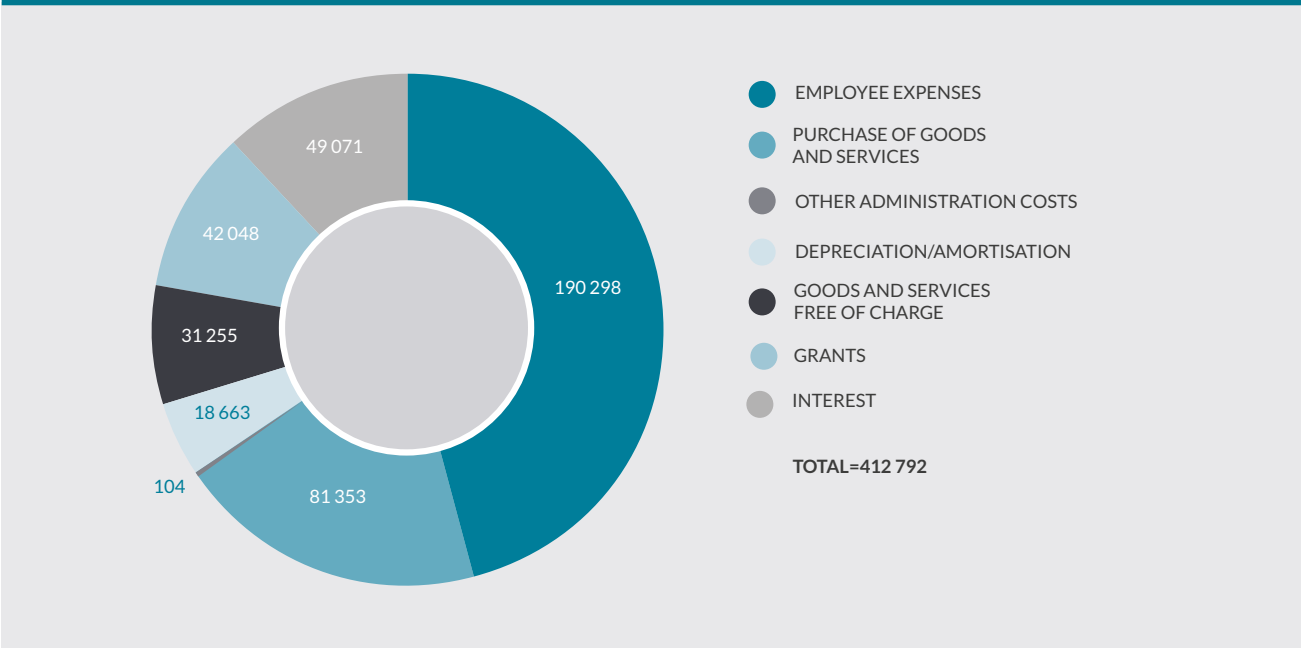


Expenditure

The department incurred \$412.79 million in expenses in 2020–21 against a revised budget of \$415.73 million and a decrease of \$16.94 million compared to 2019–20 actual expenditure.

Payments to employees and purchase of goods and services make up 65.8 per cent of the department’s outgoings. Payments for grants and subsidies, with the National Legal Assistance Partnership, is another major outgoing, with depreciation and notional charges levied by the Department of Corporate and Digital Development and the Department of Infrastructure, Planning and Logistics represent non-cash transactions.

2020–21 expenditure by category (\$M)



## Employee expenditure

Employee expenditure includes all employee related expenditure including items such as; salaries and wages, overtime and allowances, superannuation, payroll tax, FBT and other employee incidentals.

Employee expenses were lower by 2 per cent or \$3.81 million in 2020–21 compared to 2019–20 and is predominantly attributable to the machinery of government and the transfer of the Licensing division to the Department of Industry, Tourism and Trade.

When compared against the revised budget, employee expenses were \$0.12 million under budget. This result was achieved by a budget cabinet decision to provide an additional \$13 million to Correctional Services for employee related expenditure to help address the costs of overtime and rising prisoner numbers, as well as vacant positions across the department.

## Administrative expenditure

Total administrative expenses, including purchase of goods and services, decreased by \$2.32 million in 2020–21 compared to 2019–20 due to reductions in non-cash depreciation and notional charges for services free of charge by the Department

of Corporate and Digital Development and the Department of Infrastructure, Planning and Logistics.

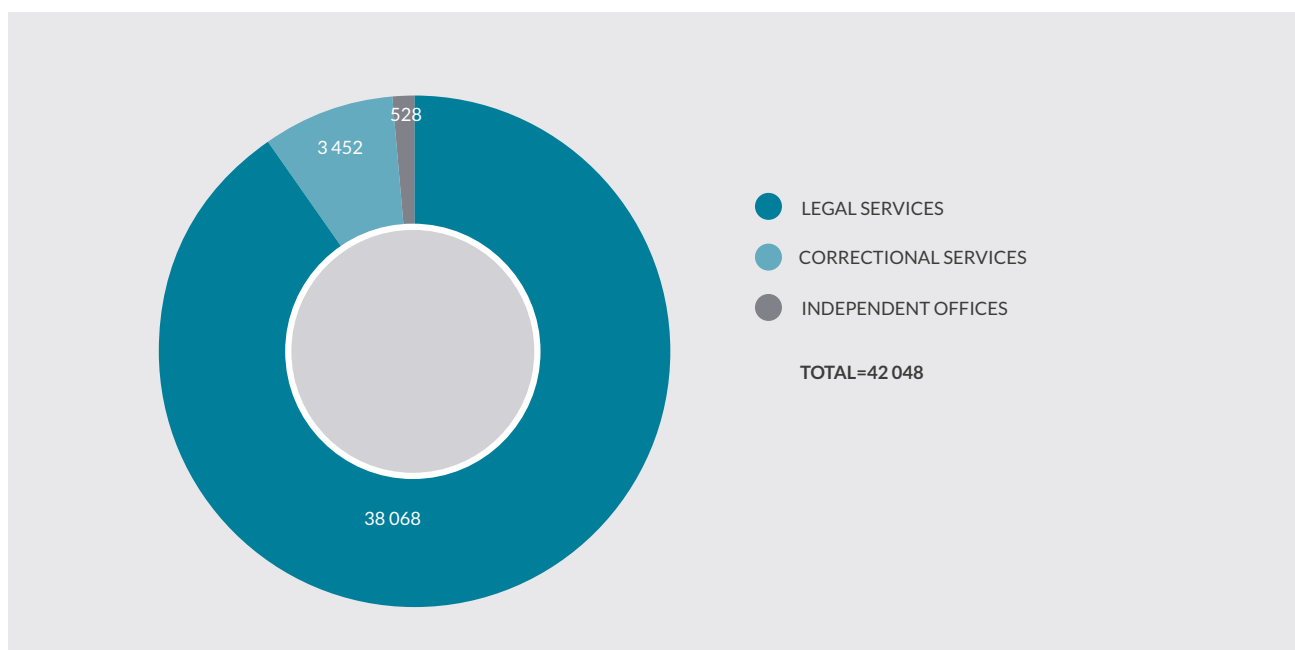
Administrative expenses totalled \$131.37 million and were \$3.83 million lower than the revised budget of \$135.20 million due to delays in high profile court case expenditure postponed to 2021–22.

## Grants expenditure

Grants and subsidies expenses decreased by \$10.31 million in 2020–21 when compared to 2019–20 payments due to the transfer of the Community Benefit Fund, Thoroughbred Racing NT, Greyhound Racing and Amateur Race Clubs funding to the Department of Industry, Tourism and Trade during the machinery of government. This is partially offset by the National Legal Assistance Partnership funding.

Current grants of \$42.05 million were higher than the revised budget by \$1.01 million due to additional payments for bush courts and offender development programs.

### 2020–21 grants expenditure by output group (\$M)



## Balance Sheet

	2018-19 \$000	2019-20 \$000	2020-21 \$000
Assets	788 382	755 381	743 181
Liabilities	559 435	555 377	551 950
<b>Equity</b>	<b>228 946</b>	<b>200 003</b>	<b>191 231</b>

The department's total assets decreased by \$12.20 million to \$743.18 million due to movements in property, plant, and equipment with depreciation of \$18.65 million offsetting additions of \$6.28 million. In 2020-21, intangible assets valued at \$1.45 million transferred to Department of Corporate and Digital Development for Odyssey and LORIS software as part of the machinery of government. This is offset by additional output appropriation not spent in 2020-21. The balance of assets is represented by:

- \$9.87 million of cash held in a financial institution
- \$1.83 million of receivables being amounts owed to the department for goods and services provided or delivered
- \$0.96 million of prepaid expenditure representing the expenditure paid before the good or services was received or provided
- \$1.65 million of inventories on hand
- \$728.69 million of property, plant, and equipment
- \$0.58 million of heritage and cultural assets.

The decrease in the department's total liabilities by \$3.43 million to \$551.95 million recognises finance lease payments paid during 2020-21, partially offset by increases in deposits held and payables. The balance of total liabilities is represented by:

- \$0.45 million of GST payable
- \$3.98 million of deposits held to recognise the liability for prisoner monies, court matters, and cash bails
- \$25.17 million of payables representing the amount owed to creditors for goods and services purchased and received
- \$492.78 million of finance lease commitments for the Public Private Partnership for the Darwin Correctional Precinct
- \$29.84 million of provisions for employee entitlements, such as recreation leave, leave loading and leave fares to reflect the cost in present day dollars of employee entitlements to be paid in the future
- \$0.172 of other liabilities.

Although the department maintains a positive equity position with sufficient assets to cover liabilities as of 30 June 2021, it is noted that an equity injection will be needed if deficit results continue.

## Statement of changes of equity

The department's total equity is the difference between total assets and total liabilities. In 2020-21, equity decreased by \$8.77 million to \$191.23 million.

	2018-19 \$000	2019-20 \$000	2020-21 \$000
Balance of equity on 1 July	237 978	228 946	200 003
Net equity injections	16 688	28 742	9 801
Movement in reserves	-	(27 011)	(2 743)
Accumulated funds	(25 720)	(30 674)	(15 829)
Capital	-	-	-
<b>Balance of equity on 30 June</b>	<b>228 946</b>	<b>200 003</b>	<b>191 231</b>



The decrease relates to:

- \$6.38 million transfer in of completed minor new works
- \$5.96 million of capital appropriation received
- \$15.83 million operational loss
- \$2.54 million assets transferred to Department of Industry, Tourism and Trade because of machinery of government
- \$2.74 million reduction in assets revaluation reserve.

## Cash flow statement

The department's cash balances increased by \$3.76 million in 2020–21 to \$9.91 million.

	2018–19 \$000	2019–20 \$000	2020–21 \$000
<b>Cash In</b>			
Operating receipts	388 890	380 464	379 235
Equity injections and deposits	8 215	11 721	6 498
Proceeds from assets	-	-	-
	<b>397 105</b>	<b>392 185</b>	<b>385 733</b>
<b>Cash Out</b>			
Operating payments	(392 623)	(390 228)	(375 303)
Purchase of assets	194	303	(111)
Equity withdrawals, deposits refunded and finance lease payments	(4 638)	(5 038)	(6 561)
	<b>(397 067)</b>	<b>(394 963)</b>	<b>(381 975)</b>
<b>Net increase/(decrease) in cash held</b>	<b>38</b>	<b>(2 778)</b>	<b>3 758</b>
Cash at beginning of the fiscal year	8 897	8 935	6 157
<b>Cash at end of fiscal year</b>	<b>8 935</b>	<b>6 157</b>	<b>9 915</b>

The cash flow statement may vary to the comprehensive operating statement as it only includes cash transactions. The comprehensive operating statement includes non-cash items such as depreciation, employee entitlements and notional charges for services received free of charge from the Department of Corporate and Digital Development and the Department of Infrastructure, Planning and Logistics.

## Certification of the financial statements

We certify that the attached financial statements for the Department of the Attorney General and Justice have been prepared based on proper accounts and records in accordance with the prescribed format, the *Financial Management Act 1995*, 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 2021 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.



**Gemma Lake**

Acting Chief Executive Officer

31 August 2021



**Taya Petsheny**

Acting Chief Financial Officer

31 August 2021

# Comprehensive operating statement

For the year ended 30 June 2021

	NOTE	2021 \$000	2020 \$000
<b>INCOME</b>			
Taxation revenue		-	9 684
Grants and subsidies revenue	4a		
Current		821	1 105
Appropriation			
Output	4b	306 657	318 019
Commonwealth		27 831	12 687
Sales of goods and services	4c	17 886	15 341
Goods and services received free of charge	5	31 255	35 019
Gain on disposal of assets	6	17	-
Other income	4d	10 616	7 205
<b>TOTAL INCOME</b>	<b>3</b>	<b>395 083</b>	<b>399 060</b>
<b>EXPENSES</b>			
Employee expenses		190 298	194 112
Administrative expenses			
Purchases of goods and services	7	81 353	77 529
Depreciation and amortisation	14, 15, 16	18 663	19 238
Other administrative expenses <sup>1</sup>		31 359	36 931
Grants and subsidies expenses			
Current		42 048	52 358
Interest expenses	8	49 071	49 567
<b>TOTAL EXPENSES</b>		<b>412 792</b>	<b>429 735</b>
<b>NET SURPLUS/(DEFICIT)</b>	<b>3</b>	<b>(17 709)</b>	<b>(30 675)</b>
<b>OTHER COMPREHENSIVE INCOME</b>			
Items that will not be reclassified to net surplus/deficit			
Changes in asset revaluation surplus		(863)	(27 011)
<b>TOTAL OTHER COMPREHENSIVE INCOME</b>		<b>(863)</b>	<b>(27 011)</b>
<b>COMPREHENSIVE RESULT</b>		<b>(18 572)</b>	<b>(57 686)</b>

<sup>1</sup> Includes DCDD service charges and DIPL repairs and maintenance service charges.

The comprehensive operating statement is to be read in conjunction with the notes to the financial statements.

# Balance sheet

For the year ended 30 June 2021

	NOTE	2021 \$000	2020 \$000
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and deposits	10	9 915	6 157
Receivables	12	2 344	3 811
Inventories	13	1 652	1 521
<b>Total current assets</b>		<b>13 911</b>	<b>11 489</b>
<b>Non-current assets</b>			
Property, plant, and equipment	14, 23	728 690	741 859
Intangibles	16a	-	1 445
Heritage and cultural assets	16b	580	588
<b>Total non-current assets</b>		<b>729 270</b>	<b>743 892</b>
<b>TOTAL ASSETS</b>		<b>743 181</b>	<b>755 381</b>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Deposits held		3 983	3 446
Payables	17	25 174	24 372
Borrowings and advances	18	6 078	5 534
Provisions	19	29 797	29 196
Other liabilities		172	-
<b>Total current liabilities</b>		<b>65 204</b>	<b>62 548</b>
<b>Non-current liabilities</b>			
Borrowings and advances	18	486 698	492 775
Provisions	19	48	54
<b>Total non-current liabilities</b>		<b>486 746</b>	<b>492 829</b>
<b>TOTAL LIABILITIES</b>		<b>551 950</b>	<b>555 377</b>
<b>NET ASSETS</b>		<b>191 231</b>	<b>200 003</b>
<b>EQUITY</b>			
Capital		330 575	320 774
Asset Revaluation Reserve	22	170 928	173 672
Accumulated funds		(310 272)	(294 443)
<b>TOTAL EQUITY</b>		<b>191 231</b>	<b>200 003</b>

The balance sheet is to be read in conjunction with the notes to the financial statements.

# Statement of changes in equity

For the year ended 30 June 2021

	NOTE	EQUITY AT 1 JULY	COMPREHENSIVE RESULT	TRANSACTIONS WITH OWNERS IN THEIR CAPACITY AS OWNERS	EQUITY AT 30 JUNE
		\$000	\$000	\$000	\$000
<b>2020-21</b>					
<b>Accumulated funds</b>		(294 443)	(15 829)	-	(310 272)
		(294 443)	(15 829)		(310 272)
<b>Reserves</b>	<b>22</b>				
Asset revaluation reserve		173 672	(2 743)	-	170 928
		173 672	(2 743)	-	170 928
<b>Capital – transactions with owners</b>		320 774			320 774
Equity injections					
Capital appropriation				5 961	5 961
Equity transfers in				6 381	6 381
Equity withdrawals					
Capital withdrawal				(1 027)	(1 027)
Equity transfers out				(1 514)	(1 514)
		320 774	-	9 801	330 575
<b>Total equity at end of financial year</b>		<b>200 003</b>	<b>(18 572)</b>	<b>9 801</b>	<b>191 231</b>
<b>2019-20</b>					
<b>Accumulated funds</b>		(263 768)	(30 674)	-	(294 443)
		(263 768)	(30 674)	-	(294 443)
<b>Reserves</b>	<b>22</b>				
Asset revaluation reserve		200 682	(27 011)	-	173 672
		200 682	(27 011)	-	173 672
<b>Capital – transactions with owners</b>		292 032			292 032
Equity injections					
Capital appropriation				5 477	5 477
Equity transfers in				18 449	18 449
Other equity injections				4 816	4 816
		292 032	-	28 742	320 774
<b>Total equity at end of financial year</b>		<b>228 946</b>	<b>(57 685)</b>	<b>28 742</b>	<b>200 003</b>

The statement of changes in equity is to be read in conjunction with the notes to the financial statements.



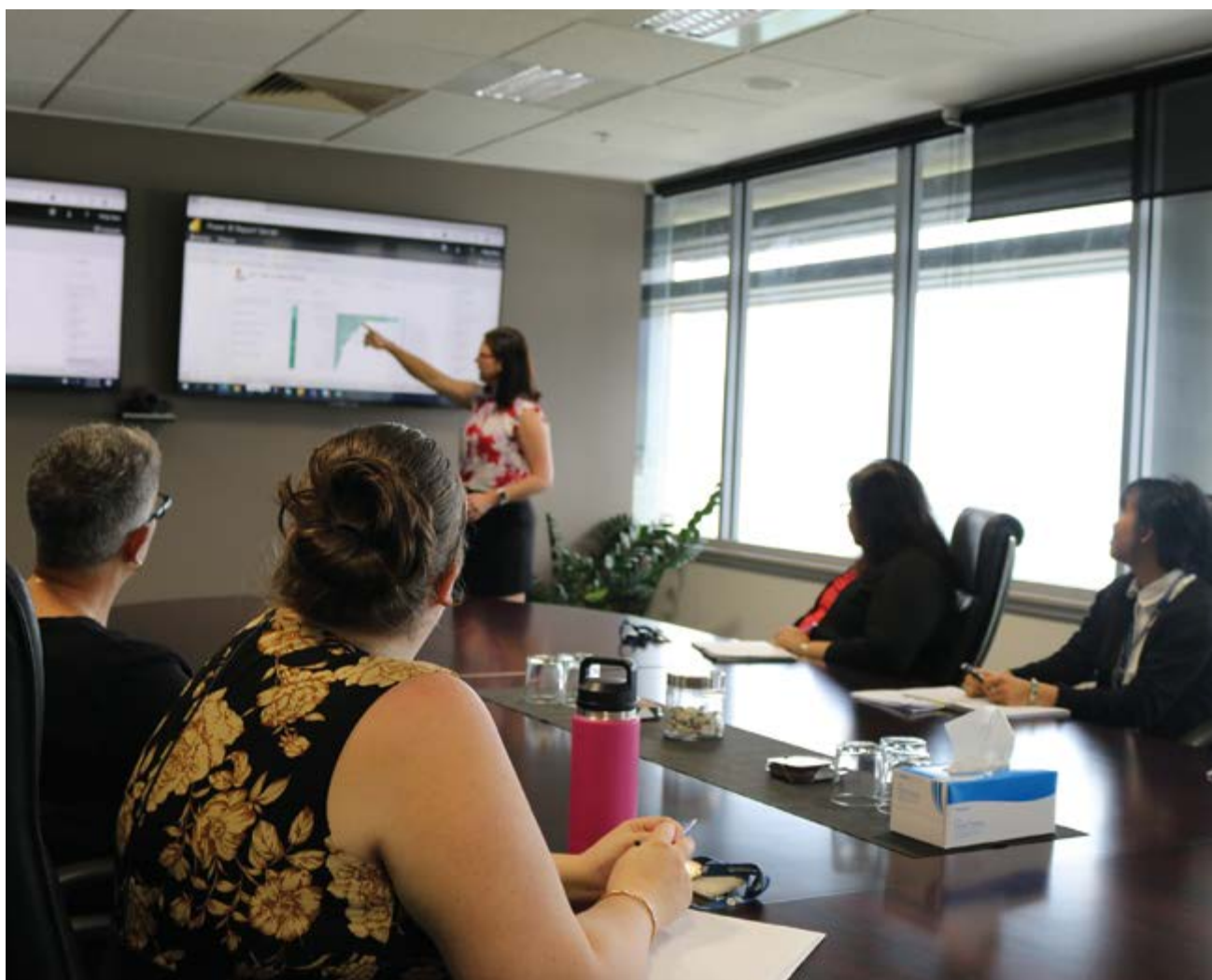
# Cash flow statement

For the year ended 30 June 2021

	NOTE	2021	2020
		\$000	\$000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Operating receipts</b>			
Taxes received		-	9 684
Grants and subsidies received			
Current		821	1 105
Appropriation			
Output		306 657	318 019
Commonwealth		27 831	12 687
Receipts from sales of goods and services		43 926	39 968
<b>Total operating receipts</b>		<b>379 235</b>	<b>380 463</b>
<b>Operating payments</b>			
Payments to employees		(189 460)	(193 698)
Payments for goods and services		(94 137)	(94 949)
Grants and subsidies paid			
Current		(42 507)	(51 899)
Interest paid		(49 199)	(49 683)
<b>Total operating payments</b>		<b>(375 303)</b>	<b>(390 229)</b>
<b>Net cash from/ (used in) operating activities</b>	<b>11</b>	<b>3 932</b>	<b>(9 764)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>Investing payments</b>			
Purchases of assets		(111)	303
<b>Total investing payments</b>		<b>(111)</b>	<b>303</b>
<b>Net cash from/ (used in) investing activities</b>		<b>(111)</b>	<b>303</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>Financing receipts</b>			
Deposits received		537	1 428
Equity injections			
Capital appropriation		5 961	5 477
Other equity injections			4 816

Total financing receipts		6 498	11 721
	NOTE	2021	2020
		\$000	\$000
<b>Financing payments</b>			
Lease liabilities payments		(5 534)	(5 038)
Equity withdrawals		(1 027)	-
<b>Total financing payments</b>		<b>(6 561)</b>	<b>(5 038)</b>
<b>Net cash from/ (used in) financing activities</b>	<b>11</b>	<b>(63)</b>	<b>6 683</b>
Net increase/(decrease) in cash held		3 758	(2 778)
Cash at beginning of financial year		6 157	8 935
<b>CASH AT END OF FINANCIAL YEAR</b>	<b>10</b>	<b>9 915</b>	<b>6 157</b>

The cash flow statement is to be read in conjunction with the notes to the financial statements.



Monthly training – finance team.

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# 1. Objectives and funding

The Department of the Attorney-General and Justice (the department) provides strategic law and legal policy services to government and delivers courts, custodial and community-based programs, prosecutions, regulatory, advocacy, guardianship, complaint resolution and registration services.

The department's core business is to:

- provide quality legal advice, representation, and policy development to government
- provide 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
- provide support for the government's legislative program
- provide support to victims of crime
- provide support to courts, tribunals, and independent offices to deliver dispute resolution services and protect the community's legal rights
- coordinate research and statistical data to support justice related government policies
- deliver Territory-wide regulation of workforce health and safety, dangerous goods, electrical safety and managing the Territory's workers compensation and rehabilitation framework.

The department is dependent on the receipt of parliamentary appropriations for a sizable portion of its funding. The financial statements encompass all funds through which the department controls resources to carry on its functions and deliver outputs. For reporting purposes, outputs delivered by the department are summarised into several output groups. Note 3 provides summarised financial information in the form of a Comprehensive Operating Statement by the output group.

During 2020–21 the department consisted of the following output groups:

- **Legal Services:** provides civil litigation, commercial and native title legal services to government, manages the outsourcing of selected legal services and administers the scheme that provides financial support to victims of crime. In addition, the output group also provides strategic legal and social policy advice to government and monitors and coordinates the implementation of related government policies and research.
- **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.
- **Court and Tribunal Services:** provides administrative support services to enable courts and tribunals to administer justice for the community including registry and processing of case documents, support for trials and hearings, fines recovery and mediation services.
- **Director of Public Prosecutions:** provides an independent public prosecution service for the Territory, and witness and victim support services throughout the criminal justice process through the Witness Assistance Service.
- **Independent Offices**—comprising:
  - **Consumer Affairs:** provides a regulatory framework where the community is informed on consumer rights and responsibilities, and responsible business conduct is promoted.
  - **Anti-Discrimination Commission:** provides anti-discrimination education, training and public awareness to the private sector, government, and the general community. Accept, investigate, and conciliate complaints, and conduct public hearings in respect of anti-discrimination matters. Provide complaint and advocacy services for people receiving treatment under the *Mental Health and Related Services Act 1998*, through the Community Visitor Program (CVP) and the *Disability Services Act 1993*.
  - **Registrar-General:** registers dealings with land and other property, powers of attorney, births, deaths, marriages and changes of name and sex.
  - **Public Trustee:** provides will-making and registry, trustee, and estate administration services, manages restrained and forfeited property under the *Criminal Property Forfeiture Act 2002*.

- **Health and Community Services Complaints Commission:** resolves complaints between users and providers of health and community services in the Territory, recommends improvements in the standard and quality of service delivery, and encourages an awareness of the rights and responsibilities of users and providers of health services and community services.
- **Children's Commissioner:** responsible for dealing with complaints related to the required services to vulnerable children in accordance with provisions contained in the *Children's Commissioner Act 2013*, to monitor the administration of the *Care and Protection of Children Act 2007*, as far as it relates to vulnerable children, and to promote an understanding about the rights, interests, and wellbeing of vulnerable children.
- **Office of the Public Guardian:** responsible for providing contemporary, best practice guardianship services. The office promotes the rights of Territorians with impaired capacity through strong and effective individual and systems advocacy and provides information to the community and stakeholders about guardianship and related issues.
- **NT WorkSafe:** provides advice, education and information to business, workers and the public relating to legislative compliance and regulations.
- **Corporate and Shared Services:** provides a range of corporate and governance functions to support the department's operations, including financial, communications, audit, and governance and risk services.

## a) Machinery of government changes

### Transfers out

Details of transfer: Licensing NT transferred to the Department of Industry, Tourism and Trade

Basis of transfer: Administrative Arrangements Order 8 September 2021

Date of transfer: Effective from 1 July 2021

The assets and liabilities transferred because of this change were as follows:

Assets	\$000
Cash	2 866
Receivables	36
Property, plant, and equipment	70
	2 972
<b>Liabilities</b>	
Payables	578
Provisions	1 115
Other liabilities	182
	1 875
<b>Net assets</b>	<b>1 097</b>

## 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 1995* and related Treasurer's Directions. The *Financial Management Act 1995* requires the department to prepare financial statements for the year ended 30 June based on the form determined by the Treasurer. The form of department financial statements should include:

1. a certification of the financial statements
2. a comprehensive operating statement
3. a balance sheet
4. a statement of changes in equity
5. a cash flow statement and
6. 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-department 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 department 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.

### Standards and interpretations effective from 2020–21

Several amending standards and AASB interpretations have been issued that apply to the current reporting periods but are considered to have no impact on public sector reporting.

### Standards and interpretations issued but not yet effective

No Australian accounting standards have been early adopted for 2020–21.

Several other amending standards and AASB interpretations have been issued that apply to future reporting periods but are considered to have limited impact on public sector reporting.

## c) Reporting entity

The financial statements cover the department as an individual reporting entity. The department is a Northern Territory department established under the *Interpretation Act 1978* and *Administrative Arrangements Order*.

The principal place of business of the department is Old Admiralty Tower, 68 The Esplanade Darwin NT, 0800.

## d) Department and Territory items

The financial statements of the department include income, expenses, assets, liabilities, and equity over which the department has control (department items). Certain items, while managed by the department, are controlled, and recorded by the Territory rather than the department (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 goods and services (GST) revenue), fines, and statutory fees and charges.

The Central Holding Authority also holds certain Territory assets not assigned to agencies as well as certain Territory liabilities that are not practical or effective to assign to individual agencies such as unfunded superannuation and long service leave.

The Central Holding Authority recognises and records all Territory items, and as such, these items are not included in the department's financial statements; however, as the department is accountable for certain Territory items managed on behalf of government, these items have been separately disclosed in Note 29 – Schedule of administered Territory items.

## e) Comparatives

Where necessary, comparative information for the 2019–20 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 2020–21 because of management decisions. Changes in policies relating to COVID-19 are disclosed in k) below.

## 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.

## i) Goods and services tax

Income, expenses, and assets are recognised net of the amount of 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) Contributions by and distributions to government

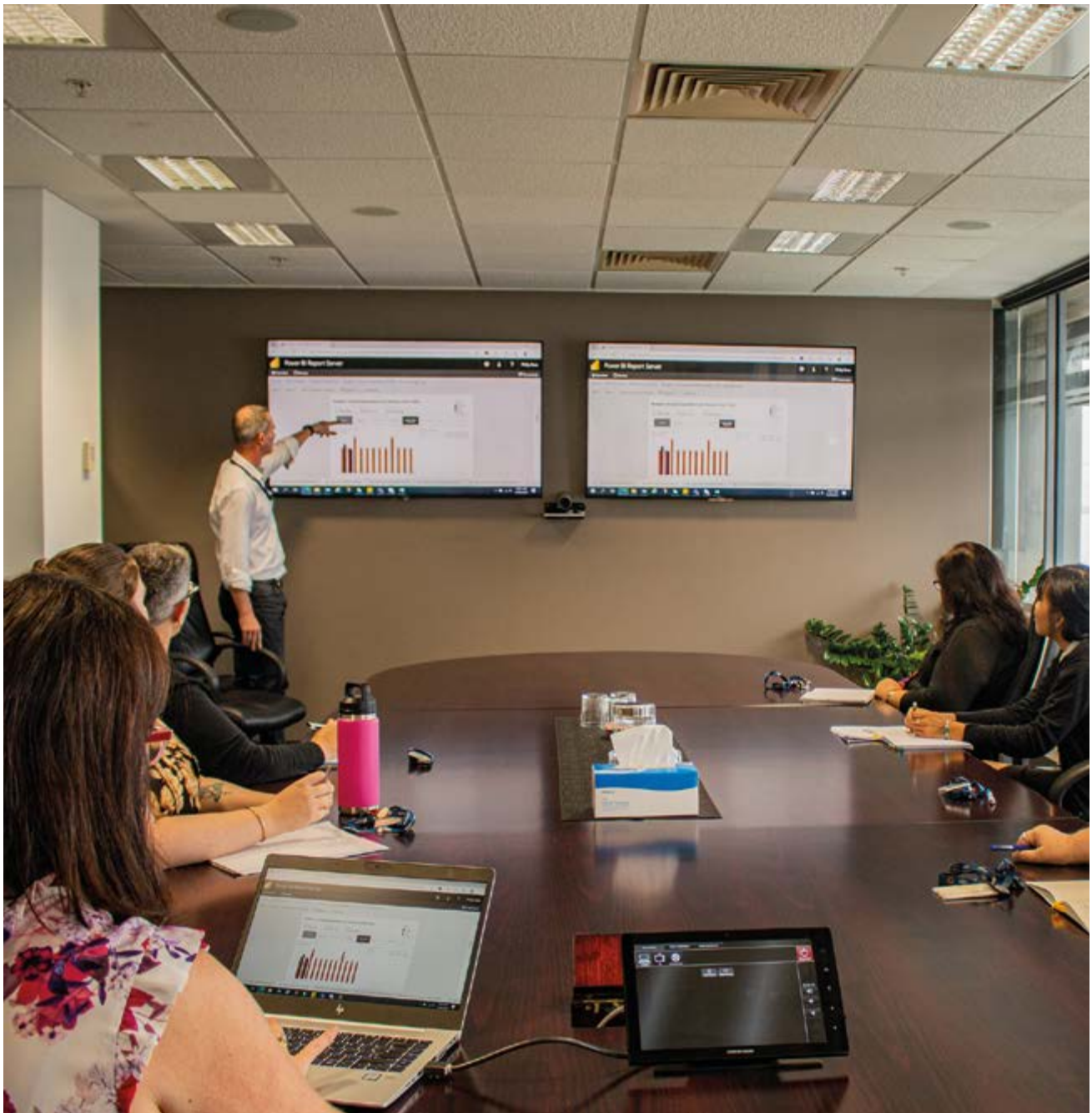
The department may receive contributions from government where the government is acting as owner of the department. Conversely, the department may make distributions to government. In accordance with the *Financial Management Act 1995* and Treasurer's Directions, certain types of contributions and distributions, 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 department as adjustments to equity.

The statement of changes in equity provides additional information in relation to contributions by, and distributions to, government.

## k) Impact of COVID-19

The following continued to impact the financial statements because of COVID-19:

- Circuit court to remote locations was recommenced; however, video conferencing continued to be used, as appropriate.
- Correctional Services continued enhanced cleaning practices in all facilities along with increased purchases of cleaning and personal protective supplies
- Increased recreation leave liabilities due to the impact of travel restrictions on employees and their reluctance to travel. The risks to travel interstate and face lengthy lockdowns outweighed their desire to visit family and friends or explore Australia.



*The finance team.*

### 3. Comprehensive operating statement by output group

		LEGAL SERVICES		CORRECTIONAL SERVICES		COURT AND TRIBUNAL SUPPORT SERVICES	
	Note	2021	2020	2021	2020	2021	2020
		\$000	\$000	\$000	\$000	\$000	\$000
INCOME							
Taxation revenue							
Grants and subsidies revenue							
Current		446	452				
Appropriation							
Output		28 251	32 841	213 366	196 523	33 474	30 803
Commonwealth		27 536	10 255	295	298	5 079	4 779
Sales of goods and services		27	23	3 023	1744		
Goods and services received free of charge	4						
Gain on disposal of assets	5			17			
Other income		4 653	4 172	4 958	1 414	401	419
TOTAL INCOME		60 914	47 743	221 659	199 979	38 954	36 001
EXPENSES							
Employee expenses		16 426	17 353	112 540	107 421	26 774	25 955
Administrative expenses							
Purchases of goods and services	6	6 475	5 879	56 590	50 815	12 180	11 787
Depreciation and amortisation	12,13	-	1	13 741	13 766	4 616	4 708
Other administrative expenses <sup>1</sup>		(55)	-	6	1 561		302
Grants and subsidies expenses							
Current		38 068	20 152	3 452	3 909		
Interest expenses	15			49 074	49 567		
TOTAL EXPENSES		60 914	43 385	235 400	227 039	43 570	42 752
NET SURPLUS/(DEFICIT)		-	4 358	(13 741)	(27 060)	(4 616)	(6 751)
OTHER COMPREHENSIVE INCOME - Items that will not be reclassified to net surplus/deficit							
Changes in asset revaluation surplus	21	-	-	-	-	-	-
TOTAL OTHER COMPREHENSIVE INCOME	-	-	-	-	-	-	-
COMPREHENSIVE RESULT		-	4 358	(13 741)	(27 060)	(4 616)	(6 751)

<sup>1</sup> Includes DCDD Service charges and DIPL repairs and maintenance charges.

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 consideration being exchanged are not recognised as income.

DIRECTOR OF PUBLIC PROSECUTIONS		INDEPENDENT OFFICES		NT WORKSAFE		REGULATORY SERVICES		CORPORATE		TOTAL	
2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000

							9 684				9 684
		375	617						36	821	1 105
13 925	12 116	6 728	8 947	4 021			32 480	6 892	4 309	306 657	318 019
							2 134			27 831	12 687
6		6 914	5 971	2 837			2 823		1	17 886	15 341
								31 255	35 019	31 255	35 019
										17	-
		390	390	52			656	161	154	10 616	7 205
13 931	12 116	14 407	15 925	6 910			47 777	38 308	39 519	395 083	399 060

10 943	9 667	12 461	13 190	6 047			15 885	5 107	4 641	190 298	194 112
2 986	2 724	1 405	1 687	862			3 966	855	671	81 353	77 529
34	25	50	111	46			392	176	234	18 663	19 237
2	12	13	38	1			53	31 392	34 966	31 359	36 932
		528	517				27 780			42 048	52 358
										49 071	49 567
13 965	12 428	14 457	15 5453	6 956			48 076	37 530	40 512	412 792	429 735
(34)	(312)	(50)	382	(46)			(299)	778	(993)	(17 709)	(30 675)

-	-	-	-	-			-	(863)	(27 011)	(863)	(27 011)-
-	-	-			-		-	(863)	(27 011)	(863)	(27 011)-
(34)	(312)	(50)	382	(46)			(299)	(85)	(28 004)	(18 572)	(57 686)



## 4. Revenue

### a) Grants and subsidies revenue

	2021			2020		
	\$000	\$000	\$000	\$000	\$000	\$000
	REVENUE FROM CONTRACTS WITH CUSTOMERS	OTHER	TOTAL	REVENUE FROM CONTRACTS WITH CUSTOMERS	OTHER	TOTAL
Current grants	-	821	821	-	1 105	1 105
<b>Total grants and subsidies revenue</b>	<b>-</b>	<b>821</b>	<b>821</b>	<b>-</b>	<b>1 105</b>	<b>1 105</b>

Grants revenue is recognised at fair value exclusive of the amount of GST.

Where a grant agreement is enforceable and has sufficiently specific performance obligations for the department to transfer goods or services to the grantor or a third-party beneficiary, the transaction is accounted for under AASB 15. In this case, revenue is initially deferred as a contract liability when received in advance and recognised as or when the performance obligations are satisfied. The department has adopted a low value contract threshold of \$50 000 excluding GST and recognises revenue from contracts with a low value, upfront on receipt of income.

A financing component for consideration is only recognised if it is significant to the contract and the period between the transfer of goods and services and receipt of consideration is more than one year. For the 2020–21 and 2019–20 reporting periods, there were no adjustments for the effects of a significant financing component.

Where grant agreements do not meet criteria above, it is accounted for under AASB 1058, and income is recognised on receipt of funding except for capital grants revenue received for the purchase or construction of non-financial assets to be controlled by the department. Capital grants with enforceable contracts and sufficiently specific obligations are recognised as an unearned revenue liability when received and subsequently recognised progressively as revenue as or when the department satisfies its obligations under the agreement. Where a non-financial asset is purchased, revenue is recognised at the point in time the asset is acquired and control transfers to the department.

For constructed assets, revenue is recognised over time, using the percentage of completion method, measured as the costs incurred as a proportion of estimated total project costs.

Grant revenue, passed on from a Territory Government-controlled entity except for the Central Holding Authority, is recognised upfront on receipt, irrespective of which revenue accounting standard it may fall under in accordance with the Treasurer's Direction on income.

## b) Appropriation

	2021			2020		
	\$000	\$000	\$000	\$000	\$000	\$000
	REVENUE FROM CONTRACTS WITH CUSTOMERS	OTHER	TOTAL	REVENUE FROM CONTRACTS WITH CUSTOMERS	OTHER	TOTAL
Output	-	306 657	306 657	-	318 019	318 019
Commonwealth	-	27 831	27 831	-	12 687	12 687
<b>Total</b>	<b>-</b>	<b>334 488</b>	<b>334 488</b>	<b>-</b>	<b>330 706</b>	<b>330 706</b>
<b>appropriation</b>						

Output appropriation is the operating payment to each department for the outputs they provide as specified in the *Appropriation Act*. It does not include any allowance for major non-cash costs such as depreciation. Output appropriations do not have sufficiently specific performance obligations and are recognised on receipt of funds.

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 like arrangements for GST payments. These payments are received by the Department of Treasury and Finance on behalf of the Central Holding Authority and then passed on to the relevant departments as Commonwealth appropriation.

Where appropriation received has an enforceable contract with sufficiently specific performance obligations as defined in AASB 15, revenue is recognised as and when goods and or services are transferred to the customer or third-party beneficiary. Otherwise, revenue is recognised when the department gains control of the funds.

## c) Sales of goods and services

	2021			2020		
	\$000	\$000	\$000	\$000	\$000	\$000
	REVENUE FROM CONTRACTS WITH CUSTOMERS	OTHER	TOTAL	REVENUE FROM CONTRACTS WITH CUSTOMERS	OTHER	TOTAL
Sales of goods and services	11 891	5 995	17 886	12 583	2 758	15 341
<b>Total sales of goods and services</b>	<b>11 891</b>	<b>5 995</b>	<b>17 886</b>	<b>12 583</b>	<b>2 758</b>	<b>15 341</b>

Revenue from regulatory fees is recognised when the department satisfies its performance obligations. These include fees for the issue of licences. The department's sole performance obligations for the issue of a non-intellectual property licence is the issue of the licence, as such revenue is recognised upfront on issue of the licence.

## Sale of goods

Revenue from sales of goods is recognised when the department satisfies a performance obligation by transferring the promised goods including canteen supplies to prisoners and the sale of goods produced within prison industries programs. The department typically satisfies its performance obligations when the control of goods is transferred to customers. The payments are typically due when goods are delivered.

Revenue from these sales is based on the price specified in the contract, and revenue is only recognised to the extent that it is highly probable a significant reversal will not occur. There is no element of financing present as sales are made with a short credit term.

## Rendering of services

Revenue from rendering of services is recognised when the department satisfies the performance obligation by transferring the promised services such as the provision of services by Community Work Parties. The department typically satisfies its performance obligations when services are transferred.

Revenue from contracts with customers have been disaggregated below into categories to enable users of these financial statements to understand the nature, amount, timing and uncertainty of income and cash flows. These categories include a description of the type of product or service line, type of customer and timing of transfer of goods and services.

	2021	2020
	\$000	\$000
<b>Type of good and service:</b>		
Regulatory services	9 295	11 210
Service delivery	2 596	-
Sales of inventory		1 373
<b>Total revenue from contracts with customers by good or service</b>	<b>11 891</b>	<b>12 583</b>
<b>Type of customer:</b>		
Australian Government entities	54	
State and territory governments	765	
Non-government entities	11 072	12 583
<b>Total revenue from contracts with customers by type of customer</b>	<b>11 891</b>	<b>12 583</b>
<b>Timing of transfer of goods and services:</b>		
Overtime		
Point in time	11 891	12 583
<b>Total revenue from contracts with customers by timing of transfer</b>	<b>11 891</b>	<b>12 583</b>

## d) Other income

	2021			2020		
	\$000	\$000	\$000	\$000	\$000	\$000
	REVENUE FROM CONTRACTS WITH CUSTOMERS	OTHER	TOTAL	REVENUE FROM CONTRACTS WITH CUSTOMERS	OTHER	TOTAL
Other income	925	9 691	10 616	1 325	5 880	7 205
<b>Total other income</b>	<b>925</b>	<b>9 690</b>	<b>10 615</b>	<b>1 325</b>	<b>5 880</b>	<b>7 205</b>

Revenue from contracts with customers have been disaggregated below into categories to enable users of these financial statements to understand the nature, amount, timing and uncertainty of income and cash flows. These categories include a description of the type of product or service line, type of customer and timing of transfer of goods and services.

	2021	2020
	\$000	\$000
<b>Type of good and service:</b>		
Regulatory services		
Service delivery	925	1 325
Sales of inventory		
<b>Total revenue from contracts with customers by good or service</b>	<b>925</b>	<b>1 325</b>
<b>Type of customer:</b>		
Australian Government entities	391	379
State and territory governments		648
Non-government entities	534	298
<b>Total revenue from contracts with customers by type of customer</b>	<b>925</b>	<b>1 325</b>
<b>Timing of transfer of goods and services:</b>		
Overtime		
Point in time	925	1 325
<b>Total revenue from contracts with customers by timing of transfer</b>	<b>925</b>	<b>1 325</b>

## 5. Goods and services received free of charge

	2021	2020
	\$000	\$000
Corporate and information services	27 790	32 162
Repairs and maintenance	3 465	2 857
	<b>31 255</b>	<b>35 019</b>

Resources received free of charge are recognised as revenue when, and only when, a fair value can be reliably determined, and the services would have been purchased if they had not been donated. Use of those resources is recognised as an expense. Resources received free of charge are recorded as either revenue or gains depending on their nature.

Repairs and maintenance expenses and associated employee costs are centralised and provided by the Department of Infrastructure, Planning and Logistics and forms part of goods and services free of charge of the department.

In addition, corporate services staff and functions are centralised and provided by the Department of Corporate and Digital Development and forms part of goods and services free of charge of the department.

## 6. Gain on disposal of assets

	2021	2020
	\$000	\$000
Proceeds from sale of minor assets	17	-
<b>Total gain on disposal of assets</b>	<b>17</b>	<b>-</b>

## 7. Purchases of goods and services

2021	2020
\$000	\$000

The net surplus/(deficit) has been arrived at after charging the following expenses:

<b>Goods and services expenses:</b>		
Advertising <sup>(2)</sup>	21	7
Agent Service Arrangements	15 933	14 432
Communications	2 154	2 720
Consultants <sup>(1)</sup>	255	1 218
Document Production	293	353
Food	6 879	6 694
Information Technology Expenses	10 040	9 509
Insurance Premiums	4 947	2 960



	2021	2020
	\$000	\$000

The net surplus/(deficit) has been arrived at after charging the following expenses:

<b>Goods and services expenses:</b>		
Marketing and Promotion <sup>(3)</sup>	96	244
Motor Vehicle Expenses	2 944	3 055
Official Duty Fares	1 459	1 281
Property Maintenance	4 831	4 510
Recruitment <sup>(5)</sup>	219	370
Training and Study	772	745
Travelling Allowance	880	793
Utilities	5 833	6 547
Other Goods and Services	16 774	15 926
	<b>81,353</b>	<b>77 529</b>

<sup>1</sup> Includes marketing, promotion, and IT consultants.

<sup>2</sup> Does not include recruitment related advertising or advertising for marketing and promotion.

<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.

Purchases of goods and services represent the day-to-day running costs incurred in normal operations, including supplies and service costs recognised in the reporting period in which they are incurred.

## Repairs and maintenance expense

Repairs and maintenance expenses are centralised and provided by the Department of Infrastructure, Planning and Logistics. The department now recognises a notional repairs and maintenance expense under services received free of charge in Note 5.

## 8. Interest expense

	2021	2020
	\$000	\$000
Interest from lease liabilities	49 071	49 567
<b>Total</b>	<b>49 071</b>	<b>49 567</b>

Interest expense relates to lease liabilities for the Darwin Correctional Precinct in accordance with AASB 16.

## 9. Write-offs, postponements, waiver, gifts, and ex gratia payments

	2021	No. of trans.	2020	No. of trans.
	\$000		\$000	
<b>Write-offs, postponements, and waivers under the <i>Financial Management Act 1995</i></b>				
Represented by:				
<b><i>Amounts written off, postponed, and waived by delegates</i></b>				
Irrecoverable amounts payable to the Territory or an agency written off	17	26	1	2
Losses or deficiencies of money written off		1		1
Public property written off	48	7	-	-
<b>Total written off, postponed, and waived by delegates</b>	<b>65</b>	<b>34</b>	<b>1</b>	<b>3</b>
<b><i>Amounts written off, postponed, and waived by the Treasurer</i></b>				
Write-offs, postponements, and waivers due to COVID-19				
Irrecoverable amounts payable to the Territory or an agency written off				
Waiver or postponement of right to receive or recover money or property	3	9	49	32
<b>Total written off, postponed, and waived by the Treasurer</b>	<b>3</b>	<b>9</b>	<b>49</b>	<b>32</b>
<b>Write-offs, postponements, and waivers authorised under other legislation</b>				
<b>Gifts under the <i>Financial Management Act 1995</i></b>				
<b><i>Gifts by delegate</i></b>				
Office furniture				1
Computer and other electronic equipment				2
Other	1	4		
<b>Total gifts by delegate</b>	<b>1</b>	<b>4</b>		<b>3</b>
<b><i>Gifts by Treasurer</i></b>				
<b>Gifts authorised under other legislation</b>				
Ex gratia payments under the <i>Financial Management Act 1995</i>	-	-	16	2

## 10. Cash and deposits

	2021	2020
	\$000	\$000
Cash on hand	46	52
Cash at bank	9 869	6 105
	<b>9 915</b>	<b>6 157</b>

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 payable to the beneficial owner – refer also to Note 28.

## 11. Cash flow reconciliation

### a) Reconciliation of cash

The total of department 'Cash and deposits' of \$9.915 million recorded in the balance sheet is consistent with that recorded as 'Cash' in the cash flow statement.

### Reconciliation of net surplus/deficit to net cash from operating activities

	2021	2020
	\$000	\$000
<b>Net surplus/(deficit)</b>	(17 709)	(30 675)
<b>Non-cash items:</b>		
Depreciation and amortisation	18 663	19 238
Asset write-offs/write-downs	73	1 874
<b>Changes in assets and liabilities:</b>		
(Decrease)/increase in receivables	1 467	486
(Decrease)/increase in inventories	(131)	(208)
(Decrease)/increase in payables	802	(2 483)
(Decrease)/increase in provision for employee benefits	96	1 816
(Decrease)/increase in other provisions	499	188
(Decrease)/increase in other deferred income	172	-
<b>Net cash from/ (used in) operating activities</b>	<b>3 932</b>	<b>(9 764)</b>

## b) Reconciliation of liabilities arising from financing activities

### 2020–21

		CASH FLOWS					OTHER		
	1 July	APPROPRIATION	EQUITY INJECTIONS / (WITHDRAWALS)	FINANCE LEASE	DEPOSITS HELD RECEIPTS / (PAYMENTS)	TOTAL CASH FLOWS	OTHER	TOTAL OTHER	30 JUNE
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Deposits held	3 446				537	537			3 983
Provisions	29 250						595	595	29 845
Borrowings	498 309			(5 534)		(5,534)			492 779
Equity injections/ withdrawals		5 961	1 027			4,934	4 867	4 867	9 801
Total	531 005	5 961	1 027	(5 534)	537	(63)	5 462	5 462	536 405

### 2019–20

	1 July	CASH FLOWS					OTHER		
		APPROPRIATION	EQUITY INJECTIONS / (WITHDRAWALS)	FINANCE LEASE	DEPOSITS HELD RECEIPTS / (PAYMENTS)	TOTAL CASH FLOWS	OTHER	TOTAL OTHER	30 JUNE
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Deposits held	2 018				1 426	1 426			3 446
Provisions	27 246						2 004	2 004	29 250
Borrowings	503 316			(5 007)		(5 007)			498 309
Equity injections/ withdrawals		5 477	4 816			10 293	18 449	18 449	28 742
Total	532 580	5 477	4 816	(5 007)	1 426	6 712	20 453	20 453	559 747

## c) Non-cash financing and investing activities

### Lease transactions

During the financial year, there were no financing or investing transactions that did not require the use of cash.

## 12. Receivables

	2021	2020
	\$000	\$000
<b>Current</b>		
Accounts receivable	2 092	1 836
Less: loss allowance	(258)	(357)
	<b>1 834</b>	<b>1 479</b>
GST receivables	(449)	1 706
Prepayments	959	504
Other receivables	-	121
<b>Total receivables</b>	<b>2 344</b>	<b>3 881</b>

Receivables are initially recognised when the department becomes a party to the contractual provisions of the instrument and are measured at fair value less any directly attributable transaction costs. Receivables include contract receivables, accounts receivable, accrued contract revenue and other receivables.

Receivables are subsequently measured at amortised cost using the effective interest method, less any impairments.

In most cases, accounts receivable, contract receivables, and other receivables are settled within 30 days.

The loss allowance reflects lifetime expected credit losses and represents the amount of receivables the department estimates are likely to be uncollectible and are considered doubtful.

### Credit risk exposure of receivables

Receivables are monitored on an ongoing basis to ensure exposure to bad debts is not significant. The entity applies the simplified approach to measuring expected credit losses. This approach recognises a loss allowance based on lifetime expected credit losses for all accounts receivables, contracts receivables and accrued contract revenue. To measure expected credit losses, receivables have been grouped based on shared risk characteristics and days past due.

The expected loss rates are based on historical observed loss rates, adjusted to reflect current and forward-looking information.

In accordance with the provisions of the *Financial Management Act 1995*, receivables are written-off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery includes a failure to make contractual payments for a period greater than 90 days past due.

Due to COVID-19, the department's credit risk exposure has increased and is reflected in the expected credit losses reported. To ease financial hardship faced by individuals and businesses because of the COVID-19, the Territory Government modified its debt recovery process and postponed the payment date for several regulatory fees and charges. This has had minimal impact on the expected credit loss recorded within the reporting period.

The loss allowance for receivables and reconciliation as at the reporting date is disclosed below.

### Loss allowance for receivables

	2021				2020			
	GROSS RECEIVABLES	LOSS RATE	EXPECTED CREDIT LOSSES	NET RECEIVABLES	GROSS RECEIVABLES	LOSS RATE	EXPECTED CREDIT LOSSES	NET RECEIVABLES
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Internal receivables</b>								
Not overdue	3			3	381		-	381
Overdue for less than 30 days	4			4				
Overdue for 30 to 60 days								
Overdue for more than 60 days								
<b>Total internal receivables</b>	<b>7</b>			<b>7</b>	<b>381</b>		<b>-</b>	<b>381</b>



## Loss allowance for receivables (continued)

	2021				2020			
	GROSS RECEIVABLES	LOSS RATE	EXPECTED CREDIT LOSSES	NET RECEIVABLES	GROSS RECEIVABLES	LOSS RATE	EXPECTED CREDIT LOSSES	NET RECEIVABLES
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>External receivables</b>								
Not overdue	2 339	1%	23	2 316	3 394	1%	11	3 383
Overdue for less than 30 days	2	50%	1	1	42	5%	2	40
Overdue for 30 to 60 days	21	5%	1	20	-			-
Overdue for more than 60 days	233	100%	233	-	351	98%	344	7
<b>Total external receivables</b>	<b>2 595</b>		<b>258</b>	<b>2 337</b>	<b>4 168</b>		<b>357</b>	<b>3 811</b>

Total amounts disclosed exclude statutory amounts and prepayments; and include contract receivables and accrued contract revenue.

## Reconciliation of loss allowance for receivables

	2021	2020
	\$000	\$000
<b>External receivables</b>		
Opening balance	357	369
Written off during the year	(129)	(49)
Recovered during the year	-	-
Increase/decrease in allowance recognised in profit or loss	30	37
<b>Total external receivables</b>	<b>258</b>	<b>357</b>

## 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.

# 13. Inventories

	2021	2020
	\$000	\$000
<b>Inventories held for distribution</b>		
At cost	1 652	1 521
<b>Total inventories</b>	<b>1 652</b>	<b>1 521</b>

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

Inventories 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 is 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.

## 14. Property, plant, and equipment

### a) Total property, plant, and equipment

	2021	2020
	\$000	\$000
<b>Land</b>		
At fair value	37 050	37 050
Less: accumulated amortisation	(14)	(14)
	37 036	37 036
<b>Buildings</b>		
At fair value	915 914	911 725
Less: accumulated depreciation	(229 690)	(212 685)
	686 224	699 040
<b>Construction (work in progress)</b>		
At capitalised cost	1 080	-
<b>Plant and equipment</b>		
At fair value	31 799	31 938
Less: accumulated depreciation	(27 527)	(26 339)
	4 272	5 599
<b>Computer hardware</b>		
At fair value	489	489
Less: accumulated depreciation	(434)	(379)
	55	110
<b>Transport equipment</b>		
At fair value	315	328
Less: accumulated depreciation	(292)	(254)
	23	74
<b>Total Property, Plant and Equipment</b>	<b>728 690</b>	<b>741 859</b>

## 2021 Property, plant, and equipment reconciliations

Property, plant, and equipment includes right-of-use assets under AASB 16 Leases and Service Concession Assets under AASB 1059. Further information on right-of-use assets is disclosed in Note 15. A reconciliation of the carrying amount of property, plant and equipment at the beginning and end year is set out below:

	Land	Leased land	Buildings	Leased buildings	Construction (work in progress)	Plant and equipment	Computer Hardware	Transport Equipment	Total
	\$000	\$000			\$000	\$000	\$000	\$000	\$000
Carrying amount as at 1 July 2020	37 036	-	699 040	-	-	5 599	110	74	741 859
Additions						111			111
Disposals						(45)		(4)	(49)
Depreciation expense – asset owned			(6 413)			(1 712)	(55)	(47)	(8 227)
Amortisation right-of-use assets	(1)		(10 427)						(10 428)
Additions/ disposals from asset transfers			4 887		1 080	319			6 286
Revaluation increments/ decrements	1		(863)						(862)
Carrying amount as at 30 June 2021	37 036		686 224		1 080	4 272	55	23	728 690

## 2020 Property, plant, and equipment reconciliations

Property, plant, and equipment includes right-of-use assets under AASB 16 Leases and Service Concession Assets under AASB 1059. Further information on right-of-use assets is disclosed in Note 15. A reconciliation of the carrying amount of property, plant and equipment at the beginning and end year is set out below:

	Land	Leased land	Buildings	Leased buildings	Construction (work in progress)	Plant and equipment	Computer Hardware	Transport Equipment	Total
	\$000	\$000			\$000	\$000	\$000	\$000	\$000
Carrying amount as at 1 July 2019	55 200	6	230 082	473 174	5 231	7 432	165	99	771 389
Reclassification <sup>1</sup>	6	(6)	473 174	(473 174)					-
Adjusted carrying amount as at 1 July 2019	55 206	-	703 256	-	5 231	7 432	165	99	771 389
Additions	-	-	-	-	(221)	(82)	-	-	(303)
Depreciation expense – asset owned	(1)	-	(6 268)	-	-	(2 047)	(55)	(25)	(18 822)
Amortisation right-of-use assets			(10 426)						
Additions/ disposals from asset transfers	-	-	23 062	-	(5 010)	296	-	-	18 348
Revaluation increments/ decrements	(18 169)	-	(10 584)	-	-	-	-	-	(28 753)
Carrying amount as at 30 June 2020	37 036	-	699 040	-	-	5 599	110	74	741 859

<sup>1</sup> Existing finance lease asset under AASB 117 are reclassified and presented under the corresponding underlying asset from 1 July 2019

## Acquisitions

Property, plant, and equipment are initially recognised at cost and subsequently revalued at fair value less accumulated depreciation and impairment. Cost is the amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire the asset at the time of its acquisition or construction or, where applicable, the amount attributed to that asset when initially recognised in accordance with the requirements of other accounting standards.

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 several components that have different useful lives, are accounted for as separate assets. The components may be replaced during the useful life of the complex asset.

## Subsequent additional costs

Costs incurred on property, plant, and equipment subsequent to initial acquisition are capitalised when it is probable that future economic benefits more than the originally assessed performance of the asset will flow to the department in future years. Where these costs represent separate components of a complex asset, they are accounted for as separate assets and separately depreciated over their expected useful lives.

## Construction (work in progress)

As part of the financial management framework DIPL is responsible for managing general government capital works projects on a whole of government basis. Therefore, appropriation for all department capital works is provided directly to DIPL 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 department.

## Revaluations and impairment

### Revaluation of assets

After initial recognition, assets belonging to the following classes of non-current assets are revalued with sufficient regularity to ensure the carrying amount of these assets does not differ materially from their fair value at reporting date:

- land
- buildings
- heritage and cultural assets.

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

For right-of-use assets, the net present value of the remaining lease payments is often an appropriate proxy for the fair value of relevant right-of-use assets at the time of initial recognition. Subsequently, right-of-use assets are stated at cost less amortisation, which is deemed to equate to fair value.

Land and buildings held by the department were independently revalued as at 30 June 2020; the valuer was Colliers International.

Final accounting adjustments related to this revaluation were processed during 2020–21, resulting in a further decrement to the value of buildings of \$863 000. This is reflected in the movement to the Asset Revaluation Reserve as detailed in Note 22.

### 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 department 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 department determines the asset's recoverable amount. The asset's recoverable amount is determined as the higher of the asset's current 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 an available balance exists in the asset revaluation surplus.

In certain situations, an impairment loss may subsequently be reversed. Where an impairment loss is subsequently reversed, the carrying amount of the asset is increased to the revised estimate of its recoverable amount. A reversal of an impairment loss is recognised in the comprehensive operating statement as income, unless the asset is carried at a revalued amount, in which case the impairment reversal results in an increase in the asset revaluation surplus. Note 22 provides additional information in relation to the asset revaluation surplus.

Department property, plant and equipment assets were assessed for impairment as at 30 June 2021. No impairment adjustments were required because of this review.

## 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 an equivalent 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:

	2021	2020
Public Buildings	50–100 years	50–100 years
Portable Buildings	10–20 years	10–20 years
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
Library Equipment	2–5 years	2–5 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	5–15 years	5–15 years

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

## 15. Department as a lessee

The department leases the Darwin Correctional Precinct under a long term Public Private Partnership agreement; this arrangement was reported as a finance lease in previous periods. The department also has a long-term remote land lease in Wadeye; this arrangement was also reported as a finance lease in previous periods.

During 2020–21, the financial effect of revising lease terms to reflect the effect of exercising extension options was an increase in recognised lease liabilities and right-of-use assets of \$1 000.

The department has elected to recognise payments for short-term leases and low value leases as expenses on a straight-line basis, instead of recognising a right-of-use asset and lease liability. Short-term leases are leases with a lease term of 12 months or less with no purchase option. Low value assets are assets with a fair value of \$10 000 or less when new and not subject to a sublease arrangement.



## Right-of-use asset

	Land \$000	Buildings \$000	Total \$000
Balance as at 1 July 2020	36	462 748	462 784
Amortisation expense	(1)	(10 426)	(10 427)
Revaluation increments/(decrements) including remeasurement	1		
<b>Carrying amount as at 30 June 2021</b>	<b>36</b>	<b>452 322</b>	<b>452 358</b>

	Land \$000	Buildings \$000	Total \$000
Balance as at 1 July 2019	6	473 174	473 180
Amortisation expense	(1)	(10 426)	(10 427)
Revaluation increments/(decrements) including remeasurement	31	-	31
<b>Carrying amount as at 30 June 2020</b>	<b>36</b>	<b>462 748</b>	<b>462 784</b>

The following amounts were recognised in the statement of comprehensive income for the year in respect of leases where the department is the lessee:

	2021 \$000	2020 \$000
Amortisation expense of right-of-use assets	10 427	10 427
Interest expense on lease liabilities	49 071	49 567
Expense relating to short-term leases	434	9
Expense relating to low-value assets	919	-
Intergovernmental leases <sup>1</sup>	2 597	3 143
<b>Total amount recognised in the comprehensive operating statement</b>	<b>63 448</b>	<b>63 146</b>

<sup>1</sup> 2020 comparative has been restated to include expenditure on motor vehicle leases with NT Fleet

## Recognition and measurement

The department assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The department recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets, except for short-term leases and leases of low-value assets.

The department recognises right-of-use assets at the commencement date of the lease (the date the underlying asset is available for use). Right-of-use assets are initially measured at the amount of initial measurement of the lease liability, adjusted by any lease payments made at or before the commencement date and lease incentives, any initial direct costs incurred, and estimated costs of dismantling and removing the asset or restoring the site.

Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

	2021	2020
Land	32 years	32 years
Building	31 years	31 years

If ownership of the leased asset transfers to the department at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

The right-of-use assets are subsequently measured at fair value which approximates costs except for those arising from leases that have significantly below-market terms and conditions principally to enable the department to further its objectives and are also subject to impairment.

The right-of-use assets are subject to remeasurement principles consistent with the lease liability including indexation and market rent review that approximates fair value and only revalued where a trigger or event may indicate their carrying amount does not equal fair value.

#### **Inter-governmental leases**

The department applies the inter-governmental leases recognition exemption as per the Treasurer's Direction – Leases and recognise these as an expense on a straight-line basis over the lease term. These relate to the lease of motor vehicles from NT Fleet. Leases of commercial properties for office accommodation are centralised with the Department of Corporate and Digital Development (DCDD). Consequently, all lease liabilities and right-of-use assets relating to these arrangements are recognised by DCDD and not disclosed within these financial statements.

## 16. a) Intangibles

	2021 \$000	2020 \$000
Carrying amount		
Intangibles with a finite useful life		
Other intangibles		
At valuation	-	2 293
Less: accumulated amortisation	-	(849)
Written down value – 30 June	-	1 445

	2021 \$000	2020 \$000
<b>Reconciliation of movements</b>		
Intangibles with a finite useful life		
Other intangibles		
Carrying amount at 1 July	1 445	1 852
Net adjustment on initial application of AASB 1059 (note 2b)		
Additions		
Depreciation and amortisation		(408)
Additions/disposals from administrative restructuring	(1 445)	
Carrying amount as at 30 June	-	1 445

## 16. b) Heritage and cultural assets

	2021 \$000	2020 \$000
<b>Carrying amount</b>		
At valuation	828	828
Less: Accumulated depreciation	(248)	(240)
<b>Written down value – 30 June</b>	<b>580</b>	<b>588</b>
<b>Reconciliation of movements</b>		
Carrying amount at 1 July	588	596
Depreciation	(8)	(8)
Revaluation increments/ (decrements)		
<b>Carrying amount as at 30 June</b>	<b>580</b>	<b>588</b>

### Heritage and cultural assets valuation

Heritage and cultural assets are valued at their original cost. An independent valuation commenced and will be completed in 2021–22.

### Impairment of heritage and cultural assets

Department heritage and cultural assets were assessed for impairment as at 30 June 2021. No impairment adjustments were required because of this review.

## 17. Payables

	2021 \$000	2020 \$000
Accounts payable	991	6 663
Accrued expenses	11 965	4 802
Interest payable	12 218	12 907
<b>Total payables</b>	<b>25 174</b>	<b>24 372</b>

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 department. Accounts payable are normally settled within 20 days from receipt of valid invoices under \$1 million or 30 days for invoices over \$1 million.

## 18. Borrowings and advances

	2021 \$000	2020 \$000
<b>Current</b>		
Lease liabilities	6 078	5 534
	6 078	5 534
<b>Non current</b>		
Lease liabilities	486 698	492 775
	486 698	492 775
<b>Total borrowings and advances</b>	<b>492 776</b>	<b>498 309</b>

Borrowings and advances are recorded initially at fair value, net of transaction costs. After initial recognition, these are measured at amortised cost using the effective interest method. Gains and losses are recognised in net result when the liabilities are derecognised as well as through the amortisation process.

### Lease liabilities

At the commencement date of the lease where the department is the lessee, the department recognises lease liabilities measured at the present value of lease payments to be made over the lease term.

Lease payments include:

- fixed payments (including in substance fixed payments) less any lease incentives receivable
- variable lease payments that depend on an index or a rate
- amounts expected to be paid under residual value guarantees
- exercise price of a purchase options reasonably certain to be exercised by the department
- payments of penalties for terminating the lease, if the lease term reflects the department exercising the option to terminate.

Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is generally the case for the department's leases, the Northern Territory Treasury Corporation's institutional bond rate is used as the incremental borrowing rate.

After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (such as changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

The following table presents liabilities under leases.

	2021 \$000	2020 \$000
Balance at 1 July	498 309	503 316
Additions/remeasurements	1	31
Interest	49 071	49 567
Payments	(54 605)	(54 605)
<b>Balance at 30 June</b>	<b>492 776</b>	<b>498 309</b>

The department had total cash outflows for leases of \$54.605 million in 2021 (\$54.605 million in 2020).

Future minimum lease payments under non-cancellable leases not recorded as liability are as follows:

	2021		2020	
	Internal	External	Internal	External
Within one year	-	1 839	-	-
Later than one year and not later than five years	-	6 435	-	-
Later than five years	-	-	-	-
	-	<b>8 274</b>	-	-

## 19. Provisions

	2021 \$000	2020 \$000
<b>Current</b>		
Employee benefits		
Recreation leave	24 158	23 917
Leave loading	1 466	1 572
Other employee benefits	102	141
	<b>25 726</b>	<b>25 630</b>
<b>Other current provisions</b>		
Fringe benefits tax	205	43
Payroll tax	1 559	1 541
Superannuation	2 307	1 982
	<b>4 071</b>	<b>3 566</b>
<b>Total current provisions</b>	<b>29 797</b>	<b>29 196</b>
<b>Non-current</b>		
Other employee benefits	48	54
<b>Total non-current provisions</b>	<b>48</b>	<b>54</b>
<b>Total provisions</b>	<b>29 845</b>	<b>29 250</b>

The department employed 1391.02 FTE as of 30 June 2021 (1464.27 FTE as of 30 June 2020).

## Employee benefits

Provision is made for employee benefits accumulated because 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 12 months of reporting date are classified as current liabilities and are measured at amounts expected to be paid. Employee benefit liabilities that fall due after twelve months of the reporting date are classified as non-current liabilities.

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

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

- wages and salaries, non-monetary benefits, recreation leave and other leave entitlements
- 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 and therefore no long service leave liability is recognised in department financial statements.

## 20. Other liabilities

	2021	2020
	\$000	\$000
<b>Current</b>		
Unearned contract revenue	172	
Deposits held – trust and clearing monies	3 983	3 446
<b>Total other liabilities</b>	<b>4 155</b>	<b>3 446</b>

## 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 department 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 therefore not recognised in the department's financial statements.

## Unearned contract revenue

Unearned contract revenue relates to consideration received in advance in respect of community training and education programs to be undertaken in 2021–22. Unearned contract revenue balances as at

30 June 2021 is \$172 000 (balance at 1 July 2020 was zero).

Of the amount included in the unearned contract revenue balance as at 1 July 2020, no revenue has been recognised in 2020–21.

The department anticipates to recognise as revenue, any liabilities for unsatisfied obligations as at the end of the reporting period in accordance with the time bands below:

	2021	2020
	\$000	\$000
Not later than one year	172	-
Later than one year and not later than five years		
Later than five years		
<b>Total</b>	<b>172</b>	<b>-</b>

## 21. Commitments

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

Disclosures in relation to capital and other commitments are detailed below:

	2021	2020
	External	External
	\$000	\$000
<b>(i) Other expenditure commitments</b>		
Other non-cancellable expenditure commitments not recognised as liabilities are payable as follows:		
Within one year		2 169
Later than one year and not later than five years		
Later than five years		
		<b>2 169</b>



## 22. 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

	LAND		BUILDINGS		TOTAL	
	2021	2020	2021	2020	2021	2020
	\$000	\$000	\$000	\$000	\$000	\$000
Balance as at 1 July	29 080	47 180	144 591	153 502	173 671	200 682
Changes in accounting policies						
Correction of prior period errors			(1 880)			
Increment/decrement						
Impairment (losses)/reversals		(18 100)	(863)	(8 911)	(2 743)	(27 011)
Transfers to accumulated funds						
<b>Balance as at 30 June</b>	<b>29 080</b>	<b>29 080</b>	<b>141 848</b>	<b>144 591</b>	<b>170 928</b>	<b>173 672</b>

## 23. 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 considers 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 considers 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 relevant to the characteristics of the assets/liabilities being valued. Observable inputs used by the department include, but are not limited to, published sales data for land and general office buildings.

Unobservable inputs are data, assumptions, and judgments not available publicly but relevant to the characteristics of the assets/liabilities being valued. Such inputs include internal department 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
- Level 3 – inputs are unobservable.
- The fair value of financial instruments is determined on the following basis:
  - the fair value of cash, deposits, advances, receivables, and payables approximates their carrying amount, which is also their amortised cost
  - the fair value of derivative financial instruments is derived using current market yields and exchange rates appropriate to the instrument
  - the fair value of other monetary financial assets and liabilities is based on discounting to present value the expected future cash flows by applying current market interest rates for assets and liabilities with similar risk profiles.

## a) Fair value hierarchy

The department does not recognise any financial assets or liabilities at fair value as these are recognised at amortised cost. The carrying amounts of these financial assets and liabilities approximates their fair value.

The table below presents non-financial assets recognised at fair value in the balance sheet categorised by levels of inputs used to compute fair value.

	LEVEL 1		LEVEL 2		LEVEL 3		TOTAL FAIR VALUE	
	2020-21	2019-20	2020-21	2019-20	2020-21	2019-20	2020-21	2019-20
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Assets</b>								
Land					37 036	37 036	37 036	37 036
Buildings					686 224	699 040	686 224	699 040
Plant & equipment					4 272	5 599	4 272	5 599
Intangibles					-	1 445	-	1 445
Computer hardware					55	110	55	110
Transport Equipment					23	74	23	74
Heritage & cultural assets					580	588	580	588
<b>Total assets</b>					<b>728 190</b>	<b>743 892</b>	<b>728 190</b>	<b>743 892</b>

There were no transfers between Level 1 and Levels 2 or 3 during 2020-21.

## b) Valuation techniques and inputs

Valuation techniques used to measure fair value in 2020–21 are:

	2021 \$000	2020 \$000
<b>Asset classes</b>		
Land		Cost approach
Buildings		Cost approach
Plant and equipment		Cost approach
Intangibles		Cost approach
Computer hardware		Cost approach
Transport equipment		Cost approach
Heritage and cultural assets		Cost approach

There were no changes in valuation techniques from 2019–20 to 2020–21.

## c) Additional information for level 3 fair value measurements

### (i) Reconciliation of recurring level 3 fair value measurements of non-financial assets

	Land \$000	Buildings \$000	Plant & Equipment \$000	Intangibles \$000	Computer Hardware \$000	Transport Equipment \$000	Other Non- Financial Assets \$000	Total \$000
<b>2020–21</b>								
Fair value as at 1 July 2020	37 036	699 040	5 599	1 445	110	74	588	743 892
Additions		4 887	430					5 317
Disposals			(45)	(1 445)		(4)		(1 494)
Depreciation	(1)	(16 840)	(1 712)		(55)	(47)	(8)	(18 663)
Gains/losses recognised in other comprehensive income	1	(863)						(862)
<b>Fair value as at 30 June 2021</b>	<b>37 036</b>	<b>686 224</b>	<b>4 272</b>	<b>-</b>	<b>55</b>	<b>23</b>	<b>580</b>	<b>728 190</b>
<b>2019–20</b>								
Fair value as at 1 July 2018	55 200	230 082	7 432	1 853	165	99	897	295 426
Reclassification finance leases AASB16	6	473 174	-	-	-	-	-	473 180
Adjusted fair value as at 1 July 2019	55 206	703 256	7 432	1 853	165	99	897	768 606
Additions		23 062	214					23 276
Disposals								
Depreciation	(1)	(16 694)	(2 047)	(408)	(55)	(25)	(8)	(19 238)
Gains/losses recognised in other comprehensive income	(18 169)	(10 584)						(28 753)
<b>Fair value as at 30 June 2020</b>	<b>37 036</b>	<b>699 040</b>	<b>5 599</b>	<b>1 445</b>	<b>110</b>	<b>74</b>	<b>588</b>	<b>743 891</b>

## 24. 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 department becomes a party to the contractual provisions of the financial instrument. The department's financial instruments include cash and deposits; receivables; payables and borrowings.

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.

The department has limited exposure to financial risks as discussed below.

### a) Categories of financial instruments

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

	FAIR VALUE THROUGH PROFIT OR LOSS		Amortised cost	Fair value through other comprehensive income	Total
	Mandatorily at fair value	Designated at fair value			
	\$000	\$000	\$000	\$000	\$000
<b>2020-21</b>					
Cash and deposits			9 915		9 915
Receivables <sup>1</sup>			1 834		1 834
<b>Total financial assets</b>			<b>11 749</b>		<b>11 749</b>
Deposits held <sup>1</sup>			3 983		3 983
Payables <sup>1</sup>			25 174		25 174
Lease liabilities			492 776		492 776
<b>Total financial liabilities</b>			<b>521 933</b>		<b>521 933</b>
<b>2019-20</b>					
Cash and deposits			6 157		6 157
Receivables <sup>1</sup>			1 479		1 479
<b>Total financial assets</b>			<b>7 636</b>		<b>7 636</b>
Deposits held <sup>1</sup>			3 446		3 446
Payables <sup>1</sup>			24 372		24 372
Lease liabilities			498 309		498 309
<b>Total financial liabilities</b>			<b>526 127</b>		<b>526 127</b>

<sup>1</sup> Total amounts disclosed here exclude statutory amounts, prepaid expenses, and accrued contract revenue.

## Categories of financial instruments

The department's financial instruments are classified in accordance with AASB 9.

Financial assets are classified under the following categories:

- amortised cost
- fair value through other comprehensive income (FVOCI)
- fair value through profit and loss (FVTPL).

Financial liabilities are classified under the following categories:

- amortised cost
- fair value through profit and loss (FVTPL).

These classifications are based on the department's business model for managing the financial assets and the contractual terms of the cash flows. Where assets are measured at fair value, gains and losses will either be recorded in profit or loss, or other comprehensive income.

Financial instruments are reclassified only when the department's business model for managing those assets changes.

Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payment of principal and interest.

### Financial assets at amortised cost

Financial assets are classified at amortised cost when they are held by the department to collect the contractual cash flows and the contractual cash flows are solely payments of principal and interest.

These assets are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method, less impairment. The department's financial assets categorised at amortised cost are cash and deposits and receivables.

### Financial assets at fair value through other comprehensive income

Financial assets are classified at FVOCI when they are held by the department to both collect contractual cash flows and sell the financial assets, and the contractual cash flows are solely payments of principal and interest.

These assets are initially and subsequently recognised at fair value. Changes in the fair value are recognised in other comprehensive income, except for the recognition of impairment gains or losses and interest income which are recognised in the operating result in the comprehensive operating statement. When financial assets are derecognised, the cumulative gain or loss previously recognised in other comprehensive income is reclassified from equity to the comprehensive operating statement.

For equity instruments elected to be categorised at FVOCI, changes in fair value recognised in other comprehensive income are not reclassified to profit or loss on derecognition of the asset. Dividends from such instruments continue to be recognised in the comprehensive operating statement as other income when the department's right to receive payments is established.

The department does not have any financial assets under this category.

### Financial assets at fair value through profit or loss

Financial assets are classified at FVTPL where they do not meet the criteria for amortised cost or FVOCI. These assets are initially and subsequently recognised at fair value with gains or losses recognised in the net result for the year.

The department does not have any financial assets under this category.

### Financial liabilities at amortised cost

Financial liabilities at amortised cost are initially measured at fair value, net of directly attributable transaction costs. These are subsequently measured at amortised cost using the effective interest rate method. The department's financial liabilities categorised at amortised cost include all accounts payable, deposits held and lease liabilities.

### Financial liabilities at fair value through profit or loss

Financial liabilities are classified at FVTPL when the liabilities are either held for trading or designated as FVTPL. Financial liabilities classified at FVTPL are initially and subsequently measured at fair value with gains or losses recognised in the net result for the year.



For financial liabilities designated at FVTPL, changes in the fair value of the liability attributable to changes in the department's credit risk are recognised in other comprehensive income, while remaining changes in the fair value are recognised in the net result.

The department does not have any financial liabilities under this category.

## Derivatives

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

Derivatives are initially recognised at fair value on the date a derivative contract is entered into 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 does not hold any derivatives.

## Netting of swap transactions

The department, 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.

The department does not hold any swap transactions.

## b) Credit risk

Credit risk is the risk that one party to a financial instrument will cause financial loss for the other party by failing to discharge an obligation

The department has limited credit risk exposure (risk of default). In respect of any dealings with organisations external to government, the department 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.

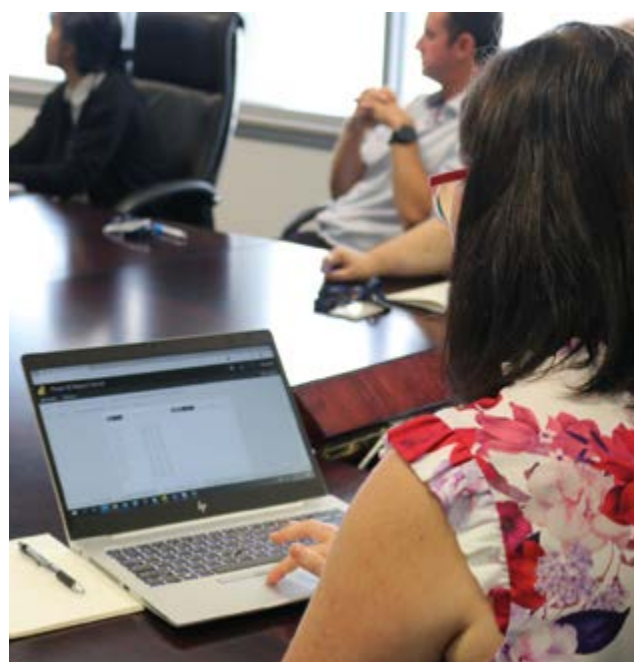
The carrying amount of financial assets recorded in the financial statements, net of any allowances for losses, represents the department's maximum exposure to credit risk without taking account of the value of any collateral or other security obtained.

Credit risk relating to receivables is disclosed in Note 12.

## c) Liquidity risk

Liquidity risk is the risk the department will not be able to meet its financial obligations as they fall due. The department's approach to managing liquidity is to ensure it will always have sufficient funds to meet its liabilities when they fall due. This is achieved by ensuring minimum levels of cash are held in the department bank account to meet various current employee and supplier liabilities. The department's exposure to liquidity risk is minimal. Cash injections are available from the Central Holding Authority in the event of one-off extraordinary expenditure items arise that deplete cash to levels that compromise the department's ability to meet its financial obligations.

The following tables detail the department's remaining contractual maturity for its financial liabilities, calculated based on undiscounted cash flows at reporting date. The undiscounted cash flows in these tables differ from the amounts included in the balance sheet, which are based on discounted cash flows.



Taya Petsheny, Acting Chief Financial Officer.

## 2021 Maturity analysis for financial liabilities

	CARRYING AMOUNT \$000	LESS THAN A YEAR \$000	1 TO 5 YEARS \$000	MORE THAN 5 YEARS \$000	TOTAL \$000
<b>Liabilities</b>					
Deposits held	3 983	3 983			3 983
Payables	25 174	25 174			25 174
Lease liabilities	492 776	6 079	30 912	455 785	492 776
<b>Total financial liabilities</b>	<b>521 933</b>	<b>35 236</b>	<b>30 912</b>	<b>455 785</b>	<b>521 933</b>

## 2020 Maturity analysis for financial liabilities

	CARRYING AMOUNT \$000	LESS THAN A YEAR \$000	1 TO 5 YEARS \$000	MORE THAN 5 YEARS \$000	TOTAL \$000
<b>Liabilities</b>					
Deposits held	3 446	3 446			3 446
Payables	24 372	24 372			24 372
Lease liabilities	498 309	5 535	36 995	455 779	498 309
<b>Total financial liabilities</b>	<b>526 127</b>	<b>33 353</b>	<b>36 995</b>	<b>455 779</b>	<b>526 127</b>

### d) Market risk

Market risk is the risk 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 is not exposed to interest rate risk as department 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 therefore do not expose the department to interest rate risk.

#### (ii) Price risk

The department is not exposed to price risk as the department does not hold units in unit trusts.

#### (iii) Currency risk

The department is not exposed to currency risk as the department does not hold borrowings denominated in foreign currencies or transactional currency exposures arising from purchases in a foreign currency.

## 25. Related parties

### i) Related parties

The department is a government administrative entity and is wholly owned and controlled by the Northern Territory Government. Related parties of the department include:

- the portfolio minister and key management personnel (KMP) because they have authority and responsibility for planning, directing, and controlling the activities of the department directly

- close family members of the portfolio minister or KMP including spouses, children, and dependants
- all public sector entities that are controlled and consolidated into the whole of government financial statements
- any entities controlled or jointly controlled by KMP's or the portfolio minister or controlled or jointly controlled by their close family members.

## ii) Key management personnel (KMP)

Key management personnel of the department are those persons having authority and responsibility for planning, directing, and controlling the activities of the Department. These include the Attorney-General and Minister for Justice, the Chief Executive Officer, and the members of the executive team in Section one.

## iii) Remuneration of key management personnel

The details below exclude the salaries and other benefits of the Attorney-General and Minister for Justice as the Minister's remunerations and allowances are payable by the Department of the Legislative Assembly and consequently disclosed within the Treasurer's annual financial statements.

The aggregate compensation of key management personnel of the department is set out below:

	2021 \$000	2020 \$000
Short-term benefits	1 471	1 348
Long-term benefits	94	70
Termination benefits	7	-
<b>Total</b>	<b>1 572</b>	<b>1 418</b>

## iv) Related party transactions:

### Transactions with Northern Territory Government-controlled entities

The department's primary ongoing source of funding is received from the Central Holding Authority in the form of output and capital appropriation and on-passed Commonwealth national partnership and specific-purpose payments.

The following table provides quantitative information about related party transactions entered during the year with all other Northern Territory Government-controlled entities.

## 2021

Related party	Revenue from related parties \$000	Payments to related parties \$000	Amounts owed by related parties \$000	Amounts owed to related parties \$000
All NT Government departments	32 792	62 449	32	134

## 2020

Related party	Revenue from related parties \$000	Payments to related parties \$000	Amounts owed by related parties \$000	Amounts owed to related parties \$000
All NT Government departments	36 466	68 080	11	345

The department's transactions with other government entities included the following significant transactions. The department's transactions with other government entities not specified below are not individually significant.

Related party	Nature	REVENUE FROM RELATED PARTIES		PAYMENTS TO RELATED PARTIES	
		2020-21	2019-20	2020-21	2019-20
		\$000	\$000	\$000	\$000
Department of Corporate and Digital Development (formerly Department of Corporate and Information Services)	Free of charge revenue and services in relation to corporate functions; provision of IT related services	27 790	32 162	31 320	35 692
Department of Infrastructure, Planning and Logistics	Free of charge revenue and services in relation to repairs and maintenance	3 465	2 847	3 465	2 857
Northern Territory Legal Aid Commission	Grants paid including the pass on of Commonwealth Funding received under a national partnership agreement			15 755	15 104
NT Fleet	Provision, repair, and maintenance of leased motor vehicles			2 531	2 754
Data Centre Services	Provision of IT related services			7	652
Bachelor Institute of Indigenous Tertiary Education	Provision of education and training within NT Corrections			1 806	1 719
Jacana Energy	Supply of electricity			4 041	4 525
		<b>31 255</b>	<b>35 019</b>	<b>58 925</b>	<b>63 303</b>

### Other related party transactions are as follows:

Given the breadth and depth of Territory Government activities, related parties will transact with the Territory public sector in a manner consistent with other members of the public including paying stamp duty and other government fees and charges and therefore these transactions have not been disclosed. No other related party transactions more than \$10 000 have occurred during the reporting period.

## 26. Contingent liabilities and contingent assets

### a) Contingent liabilities

The department has entered into several contracts or agreements with private and public organisations. These contracts and agreements include terms and conditions requiring the department to provide either a guarantee or indemnity to the beneficiaries.

The department maintains a register of contingent liabilities. Indemnities and guarantees require assessment and approval by either the Accountable Officer or the Treasurer, with ministerial endorsement. Contingent liabilities are not accounted for on the department's financial statement as they cannot be quantified, and the likelihood of occurrence is uncertain but considered low.

## b) Contingent assets

Under the *Victims of Crime Assistance Act 2006*, the Territory is entitled to recover from an offender money equal to the amount of assistance, costs and disbursements paid to the victim under the Act; however, due to offenders being imprisoned for lengthy terms, being declared bankrupt or unable to be located, it is probable that significant proportions of the amounts owed are uncollectible.

Therefore, any contingent assets cannot be reliably quantified.

## 27. 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.

## 28. Accountable officer's trust account

In accordance with section 7 of the *Financial Management Act 1995* and section 161 of the *Correctional Services Act 2014*, trust accounts are established for the receipt of money to be held in trust. A summary of activity is shown below:

Nature of trust money	OPENING BALANCE	RECEIPTS	PAYMENTS	CLOSING BALANCE
	1 JULY 2020			30 JUNE 2021
	\$000	\$000	\$000	\$000
Cash Bail	222	368	(134)	456
Unclaimed Monies	27	267	(241)	52
Civil Court Matters	1	76	(77)	-
Criminal Court Matters	59	868	(711)	217
Payments into Court	2	218	(135)	84
Prisoner Monies	1 185	10 720	(10 502)	1 403
Security Deposits	42	920	(918)	44
Professional Standards	15	-	-	15
Solicitor Trust Monies	1 599	68	(26)	1 640
Electronic Gaming Machine Application Levy <sup>1</sup>	100	-	(100)	-
Monies collected on behalf of other organisations	69	221	(274)	16
Surveyor's Board <sup>1</sup>	74	-	(74)	-
	<b>3 395</b>	<b>13 726</b>	<b>(13 192)</b>	<b>3 929</b>

<sup>1</sup>Trust monies relating to Licensing NT transferred to the Department of Industry, Tourism and Trade as part of Machinery of Government changes.

## 29. Schedule of administered Territory items

The following Territory items are managed by the department on behalf of the government and are recorded in the Central Holding Authority (refer Note 2 (d)).

	2021 \$000	2020 \$000
<b>TERRITORY INCOME AND EXPENSES</b>		
<b>Income</b>		
Fees from regulatory services	796	4 015
Other income	18 613	17 179
<b>Total income</b>	<b>19 409</b>	<b>21 194</b>
<b>Expenses</b>		
Other administrative expenses	19 409	21 194
<b>Total expenses</b>	<b>19 409</b>	<b>21 194</b>
<b>Territory income less expenses</b>	<b>-</b>	<b>-</b>

## 30. Budgetary information

Comprehensive operating statement	2020-21 ACTUAL \$000	2020-21 ORIGINAL BUDGET \$000	VARIANCE \$000	NOTE
<b>INCOME</b>				
Taxation revenue				
Grants and subsidies revenue				
Current	821	974	(153)	1
Appropriation				
Output	306 657	286 249	20 408	2
Commonwealth	27 831	27 837	(8)	
Sales of goods and services	17 886	19 473	(1 587)	3
Goods and services received free of charge	31 255	33 934	(2 679)	
Gain on disposal of assets	17	-	17	
Other income	10 616	4 550	6 066	4
<b>TOTAL INCOME</b>	<b>395 083</b>	<b>373 017</b>	<b>22 066</b>	



Comprehensive operating statement	2020-21 ACTUAL	2020-21 ORIGINAL BUDGET	VARIANCE	NOTE
	\$000	\$000	\$000	
<b>EXPENSES</b>				
Employee expenses	190 298	173 661	16 637	5
Administrative expenses				
Purchases of goods and services	81 353	75 575	5 778	6
Repairs and maintenance	-	-	-	
Depreciation and amortisation	18 663	18 697	(34)	
Other administrative expenses	31 359	33 934	(2 575)	
Grants and subsidies expenses				
Current	42 045	41 932	116	
Community service obligations				
Interest expenses	49 071	49 069	2	
<b>TOTAL EXPENSES</b>	<b>412 792</b>	<b>392 868</b>	<b>19 924</b>	
<b>NET SURPLUS/(DEFICIT)</b>	<b>(17 709)</b>	<b>(19 851)</b>	<b>2 142</b>	

#### Notes:

The following note descriptions relate to variances greater than 10 per cent or \$5 million, or where multiple significant variances have occurred.

<sup>1</sup> Returned Commonwealth funding related to the Tuvalu Twinning program.

<sup>2</sup> Reflects additional appropriation and Treasurer's Advance to address funding pressures in Correctional Services, Crime Victims Assistance payments and expensive and high-profile court cases.

<sup>3</sup> Continued lower levels of prisoner purchases and prison industry sales that is partially offset by an increase in revenue collected by the Fines Recovery Unit.

<sup>4</sup> Additional revenue received in the following areas:

- Correctional Services – prisoner related telephone sales and insurance proceeds received towards the costs related to the prisoner disturbance in May 2020 at the Darwin Correctional Centre.
- Solicitor for the NT – the youth claims team reimbursement from Territory Families Housing and Communities.

<sup>5</sup> Employee expenses exceeded budget for the period primarily reflecting overspends in Correctional Services overtime with escorts, personal leave and vacancies being the main drivers. The additional expenditure was offset by additional appropriation received in the final budget round.

<sup>6</sup> Additional expenditure in Correctional Services for reinstatement works because of the prisoner disturbance in May 2020 and prisoner related expenditure, contract food and consumables with prisoner numbers the key driver offset by additional output appropriation received in the final budget round.

## Balance Sheet

	2020-21 ACTUAL	2020-21 ORIGINAL BUDGET	VARIANCE	NOTE
	\$000	\$000	\$000	
<b>ASSETS</b>				
<b>Current assets</b>				
Cash and deposits	9 915	2 768	7 147	1
Receivables	2 344	3 775	(1 431)	2
Inventories	1 652	1 521	131	
Other assets	-	173	(173)	
<b>Total current assets</b>	<b>13 911</b>	<b>8 237</b>	<b>5 674</b>	
<b>Non-current assets</b>				
Property, plant, and equipment	728 690	724 357	4 333	
Intangibles	-	-	-	
Heritage and cultural assets	580	-	580	
<b>Total non-current assets</b>	<b>729 270</b>	<b>724 357</b>	<b>4 913</b>	
<b>TOTAL ASSETS</b>	<b>743 181</b>	<b>732 594</b>	<b>10 587</b>	
<b>LIABILITIES</b>				
<b>Current liabilities</b>				
Deposits held	3 893	3 263	720	
Payables	25 174	24 549	625	
Borrowings and advances	6 078	6 078	-	
Provisions	29 797	28 132	1 665	3
Other liabilities	172	-	172	
<b>Total current liabilities</b>	<b>65 204</b>	<b>62 022</b>	<b>3 182</b>	
<b>Non-current liabilities</b>				
Borrowings and advances	486 698	486 698	-	
Provisions	48	-	48	
<b>Total non-current liabilities</b>	<b>486 746</b>	<b>486 698</b>	<b>48</b>	
<b>TOTAL LIABILITIES</b>	<b>551 950</b>	<b>183 874</b>	<b>3 230</b>	
<b>NET ASSETS</b>	<b>191 231</b>	<b>183 874</b>	<b>7 357</b>	

### Notes:

The following note descriptions relate to variances greater than 10 per cent or \$5 million, or where multiple significant variances have occurred.

<sup>1</sup> Reflects the impact of additional appropriation and Treasurer's Advance received in the final budget round unable to be spent in time due to high profile court case delays.

<sup>2</sup> Relates to a higher than anticipated GST receivable.

<sup>3</sup> The variation reflects the impact of COVID-19 on employees and their reluctance to travel. The risks to travel interstate and face lengthy lockdowns outweighed their desire to visit family and friends or explore Australia.

## Cash flow statement

	2020-21 ACTUAL	2020-21 ORIGINAL BUDGET	VARIANCE
	\$000	\$000	\$000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Operating receipts</b>			
Taxes received			
Grants and subsidies received			
Current	821	974	(153)
Appropriation			
Output	306 657	286 249	20 408
Commonwealth	27 831	27 837	(6)
Receipts from sales of goods and services	43 926	24 059	19 867
<b>Total operating receipts</b>	<b>379 235</b>	<b>339 119</b>	<b>40 116</b>
<b>Operating payments</b>			
Payments to employees	(189 460)	(174 882)	(14 578)
Payments for goods and services	(94 137)	(74 706)	(19 431)
Grants and subsidies paid			
Current	(42 507)	(42 392)	(115)
Interest paid	(49 199)	(49 198)	(1)
<b>Total operating payments</b>	<b>(375 303)</b>	<b>(341 178)</b>	<b>(34 125)</b>
<b>Net cash from/ (used in) operating activities</b>	<b>3 982</b>	<b>(2 059)</b>	<b>5 991</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>Investing payments</b>			
Purchases of assets	(111)	(556)	445
<b>Total investing payments</b>			
<b>Net cash from/ (used in) investing activities</b>	<b>(111)</b>	<b>(556)</b>	<b>445</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>Financing receipts</b>			
Deposits received	537	(182)	719
Equity injections			
Capital appropriation	5 961	5 961	-
Other equity injections	-	1 660	(1 660)
<b>Total financing receipts</b>	<b>6 498</b>	<b>7 439</b>	<b>(941)</b>

## Cash flow statement

	2020-21 ACTUAL	2020-21 ORIGINAL BUDGET	VARIANCE
	\$000	\$000	\$000
Financing payments			
Finance lease payments	(5 534)	(5 533)	
Equity withdrawals	(1 027)	(2 680)	
<b>Total financing payments</b>	<b>(6 561)</b>	<b>(8 213)</b>	
<b>Net cash from/ (used in) financing activities</b>	<b>(63)</b>	<b>(774)</b>	
Net increase/(decrease) in cash held	3 758	(3 389)	
Cash at beginning of financial year	6 157	6 157	
<b>CASH AT END OF FINANCIAL YEAR</b>	<b>9 915</b>	<b>2 768</b>	

## Notes:

<sup>1</sup> Impact of the return of Commonwealth funding related to the Tuvalu Twinning program.

<sup>2</sup> Reflects additional appropriation and Treasurer's Advance to address funding pressures in Correctional Services, Crime Victims Assistance payments and expensive and high-profile court cases.

<sup>3</sup> Reflects variance explained by GST receivables balances for which no budget is provided, higher than anticipated prisoner telephone sales, and receipt of insurance reimbursement towards costs related to the prisoner disturbance in May 2020 at the Darwin Correctional Centre. There is a partial offset resulting from continued reductions in prison industry sales.

<sup>4</sup> Employee expenses exceeded budget for the period primarily reflecting overspends in Correctional Services overtime with escorts, personal leave and vacancies being the main drivers. The additional expenditure was offset by additional appropriation received in the final budget round.

<sup>5</sup> Variance in part is explained by GST payables balances for which no budget is provided. There was also increased expenditure in costs for reinstatement works because of the prisoner disturbance in May 2020 and prisoner related expenditure, contract food and consumables with prisoner number fluctuations during the year.

## 31. Budgetary information: Administered Territory items

In addition to the specific departmental operations that are included in the financial statements, the department administers or manages other activities and resources on behalf of the Territory such as fines, penalties, and fees from regulatory services. The department does not gain control over assets arising from these collections, consequently no income is recognised in the department's financial statements. The transactions relating to these activities are reported as administered items in this note.

Administered Territory items	2020-21 ACTUAL	2020-21 ORIGINAL BUDGET	VARIANCE
	\$000	\$000	\$000
<b>TERRITORY INCOME AND EXPENSES</b>			
<b>Income</b>			
Fees from regulatory services	796	763	33
Other income	18 613	16 968	1 645
<b>Total income</b>	<b>19 409</b>	<b>17 731</b>	<b>1 678</b>
<b>Expenses</b>			
Other administrative expenses	19 409	17 731	1 678
<b>Total expenses</b>	<b>19 409</b>	<b>17 731</b>	<b>1 678</b>
<b>Territory income less expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>







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# Committees

## Executive Management Group (EMG)

Date established: 2017
Number of committee meetings held 2020–21: 46
Committee
Chair: Gemma Lake, Acting Chief Executive Officer (CEO)
Members: Craig Smyth, Acting Deputy CEO  Alecia Brimson, Chief Operating Officer
Regular Guests:  Derryn Southwell, Director Governance and Risk  DCDD Human Resources representative
Previous members: Greg Shanahan, former CEO  Jacqueline Dowling, former Acting Executive Director, Corporate and Strategic Services/Chief Financial Off
Role
Drives the Minister’s priorities for the Northern Territory, the department’s strategic direction, performance and compliance.
The EMG:
<ul style="list-style-type: none"><li>• leads the strategic direction of the department</li><li>• drives the department’s achievement of the Minister’s priorities</li><li>• provides advice to the CEO in determining the priority of projects and programs for the department</li><li>• reviews and recommends the priority of divisional Budget Cabinet Submissions</li><li>• reviews and recommends the priority of IT projects and systems recommended by the Informational management Committee (IMC) to the Executive Leadership Group</li><li>• forecasts the structure and drives the reshaping of the department beyond 2000</li><li>• ensures an optimal environment is able to be developed to support the achievement of department priorities.</li></ul>

## Executive Leadership Group (ELG)

**Date established: 2013**

**Number of committee meetings held 2020–21: 11**

### Committee

#### Chair:

Gemma Lake, Acting Chief Executive Officer (CEO)

#### Members:

Craig Smyth, Acting Deputy CEO / Executive Director Legal Services

Alecia Brimson, Chief Operating Officer

Chris Cox, Executive Director, Courts and Tribunal Services

Bill Esteves, Executive Director, NT WorkSafe

David Thompson, A/Commissioner, Correctional Services

Scott McNairn, Commissioner, Correctional Services

Jack Karczewski QC, Director of Public Prosecutions

#### Regular Guests:

DCDD, Business Connector

#### Previous members:

Greg Shanahan, former CEO

Jacqueline Dowling, former Acting Executive Director, Corporate and Strategic Services / Chief Financial Officer

### Role

Leads the strategic direction of the department by assisting the CEO to oversee the strategic management, performance and policy direction of the department.

### The ELG:

- leads the development and implementation of the department's strategic plan
- initiates collaborative strategic reform
- provides leadership in the coordination of intra and inter-agency activities that deliver the department's strategic objectives
- provides leadership in the development of department frameworks and programs that underpin the department's strategic objectives.

# Audit and Risk Committee (ARC)

Date established: 1 September 2004

Number of committee meetings held 2020–21: 5

Committee

**Chair:**  
Steve Bartlett, Principal – Bartlett Consulting

**Members:**  
Chris Wicks, Director, Regulatory Reform, NT WorkSafe  
  
Yvonne Sundmark, Director, Risk Management and Audit, NT Department of Health  
  
Leonique Swart, Principal Policy Lawyer, Legal Policy  
  
Rosslyn Chenoweth, Director Crime Victims Services Unit

**Secretary:**  
Philip Anderson, Director Audit Services

**Permanent observers:**  
Julie Crisp, Auditor-General or her nominee, Office of the Auditor-General  
  
Derryn Southwell, Director, Governance and Risk  
  
Scott McNairn, Commissioner or his nominee/Acting Commissioner, Correctional Services

Role

The ARC provides an oversight role to assist the CEO and the ELG fulfil their corporate governance responsibilities, particularly in relation to accountability arrangements, internal control, risk management and internal and external audit functions.

The ELG:

- monitors the adequacy of the internal control environment and related policies, practices and procedures
- oversees the internal audit function, liaises with external auditors, and monitors the implementation of internal and external audit recommendations
- undertakes any other functions and activities as determined from time to time by the CEO, within the context of the committee’s primary objective
- monitors corporate risk assessment and the adequacy of the internal controls established to manage identified risks
- reviews financial statements and other public accountability documents such as annual reports and provides advice to the accountable officer.
- The ARC has authority for each of these functions across all areas of the department, including statutory offices where not excluded by legislation.

# Business Continuity Group (BCG)

**Date established:** 2020

**Number of committee meetings held 2020–21:** 3

## Committee

### Chair:

Gemma Lake, Acting CEO

### Deputy Chair:

Craig Smyth, Acting Deputy CEO/Executive Director Legal Services

### Members:

Alecia Brimson, Chief Operating Officer

Chris Cox, Executive Director, Courts and Tribunal Services

David Thompson, A/Commissioner, Correctional Services

Scott McNairn, Commissioner, Correctional Services

### Secretary:

Derryn Southwell, Director, Governance and Risk

### Previous members:

Greg Shanahan, former CEO

## Role

The AGD BCG supports the CEO and leads the department's business continuity actions by directing the department's continuity and recovery actions in the event of a disruption to the department. The group's focus is on events affecting the department's functions, and in particular critical services, for periods in excess of 24 hours. Its aim is to protect the safety and wellbeing of employees, prevent the loss of life, minimise property damage and lessen any negative consequences on the department.

## The BCG:

- ensures the department, and divisions emergency and continuity sub-plans are reviewed annually and business continuity arrangements (prevention, preparedness, response and recovery actions) are in place and fit for purpose
- monitors, assesses and directs the department's preparations and responses to anticipated or unanticipated disruptions
- ensures responses are coordinated and timely and proportional to the threat or event
- liaises with NTG central agencies as appropriate and across department coordination to support service resumption and recovery
- identifies the business continuity management skills and competencies required, and develops an appropriate training program to meet the needs of the AGD BCG and AEMT members
- liaises with responsible directors and the divisions business continuity teams for advice on services impacted, resumption of critical business services and providing guidance, as required
- implements the communications strategy to keep the Executive Leadership Group, employees and stakeholders up to date in relation to the disruption incident and status of recovery
- carries out post-incident review and long term recovery for return to business as usual.

# Agency Emergency Management Team (AEMT)

Date established: 2018

Number of committee meetings held 2020–21: 2

Committee

Chair:

Gemma Lake, Acting CEO

Deputy Chair:

Craig Smyth, Acting Deputy CEO/Executive Director Legal Services

Members:

Alecia Brimson, Chief Operating Officer

Chris Cox, Executive Director, Courts and Tribunal Services

David Thompson, A/Commissioner, Correctional Services

Scott McNairn, Commissioner, Correctional Services

AEMT Advisors:

Geraldine Capp, Director Corporate Communications (member, Public Information Group)

Department of Infrastructure, Planning and Logistics (DIPL)

Chief Information Officer, Department of Corporate and Digital Development (DCDD)

Previous members:

Greg Shanahan, former CEO

Jacqueline Dowling, former Acting Executive Director, Corporate and Strategic Services/Chief Financial Officer

Role

The Agency Emergency Management Team’s (AEMT) purpose is to monitor, assess and coordinate the department’s emergency management preparations, and initial responses to an emergency event.

The AEMT:

- monitors events
- assesses, determines and directs the department’s immediate emergency responses to the event
- tasks local WHS chairs to support divisions and the division’s business continuity plan leader with preparation or response activities through the department’s WHS Oversight Committee
- ensures the Executive Leadership Group, employees and stakeholders are kept up to date in relation to the event
- monitors the implementation measures to ensure the immediate emergency response/s is managed
- reports to the AGD Business Continuity Group, as appropriate.



# Statutory office holders and statutory offices

As at 30 June 2021 a number of statutory offices came under the umbrella of the department for the purposes of the *Public Sector Employment and Management Act 1993* and the *Financial Management Act 1995*. Various functions relating to alcohol, gambling and private security were transferred to the Department of Industry, Tourism and Trade following the NT general election in August 2020.

The independent statutory offices are included in the department's output structure for funding and reporting on performance against the approved agency budget. However, the department has no authority to direct statutory offices in the execution of their independent functions.

It should be noted that the functions and independence of statutory offices are maintained by their respective Acts and a number of department employees also hold authority to execute statutory functions under various Acts.

## Statutory office holders

Appointment	Act
Advisors to the Committee	<i>Care and Protection of Children Act 2007</i>
Analyst	<i>Misuse of Drugs Act 1990</i>
Anti-Discrimination Commissioner	<i>Anti-Discrimination Act 1992</i>
Assessors	<i>Victims of Crime Assistance Act 2006</i>
Associate Judges	<i>Supreme Court Act 1979</i>
Authorised Officer	<i>Electricity Reform Act 200</i>
Associate Judges	<i>Supreme Court Act 1979</i>
Chairperson, Deputy Chairperson, Members, Deputy Members	<i>Professional Standards Act 2004</i>
Chairperson, Deputy Chairperson, Members	<i>Classification of Publications, Films and Computer Games Act 1985</i>
Chief Inspector	<i>Radioactive Ores and Concentrates (Packaging and Transport) Act 1980</i>
Chief Judge	<i>Local Court Act 2015</i>
Children's Commissioner	<i>Children's Commissioner Act 2013</i>
Commissioner for Health and Community Services Complaints	<i>Health and Community Services Complaints Act 1998</i>
Commissioner of Business Tenancies	<i>Business Tenancies (Fair Dealings) Act 2003</i>
Commissioner of Consumer Affairs	<i>Consumer Affairs and Fair Trading Act 1990</i>
Commissioner of Correctional Services	<i>Correctional Services Act 2014</i>
Commissioner for Oaths	<i>Oaths, Affidavits and Declarations Act 2010</i>
Commissioner of Tenancies	<i>Residential Tenancies Act 1999</i>
Construction Contracts Registrar	<i>Construction Contracts (Security of Payments) Act 2004</i>
Controller of Prices	<i>Price Exploitation Prevention Act 1949</i>
Coroner	<i>Coroners Act 1993</i>

Appointment	Act
Deputy Chief Judge	<i>Local Court Act 2015</i>
Deputy Commissioner	<i>Consumer Affairs and Fair Trading Act 1990</i>
Deputy Coroner	<i>Coroners Act 1993</i>
Deputy Registrars	<i>Births, Deaths and Marriages Registration Act 1996</i>
Deputy Registrars-General	<i>Registration Act 1927</i>
Deputy Director of Fines Recovery Unit	<i>Fines and Penalties (Recovery) Act 2001</i>
Deputy Public Trustee of the NT	<i>Public Trustee Act 1979</i>
Director of Fines Recovery Unit	<i>Fines and Penalties (Recovery) Act 2001</i>
Director of Public Prosecutions	<i>Director of Public Prosecutions Act 1990</i>
Electricity Officer	<i>Electricity Reform Act 2000</i>
Electricity Safety Regulator	<i>Electricity Reform Act 2000</i>
Judicial Registrar	<i>Local Court Act 2015</i>
Judges	<i>Local Court Act 2015</i>
Judges	<i>Supreme Court Act 1979</i>
Justice of the Peace	<i>Justices of the Peace Act 1991</i>
Mediator	<i>Return to Work Act 1986</i>
Official visitors	<i>Correctional Services Act 2014</i>
Other officers of the Court	<i>Work Health Administration Act 2011</i>
Public Trustee for the NT	<i>Public Trustee Act 1979</i>
Registrar	<i>Supreme Court Act 1979</i>
Registrar	<i>Youth Justice Act 2005</i>
Registrar of Births, Deaths and Marriages	<i>Births, Deaths and Marriages Registration Act 1996</i>
Registrar-General for the NT	<i>Registration Act 1927</i>
Registrar of Northern Territory Civil and Administrative Tribunal	<i>Northern Territory Civil and Administrative Tribunal 2014</i>
Registrar of Transferred Parole Orders	<i>Parole Orders (Transfer) Act 1981</i>
Schemes Supervisor	<i>Unit Title Schemes Act 2009</i>
Secretary of the Parole Board	<i>Parole Act 1971</i>
Sheriff, Deputy Sheriffs, Bailiffs, and other officers of the Sheriff	<i>Sheriff Act 1962</i>
Solicitor-General of the NT	<i>Law Officers Act 1978</i>
Work Health Authority	<i>Work Health Administration Act 2011</i>

# Statutory boards and bodies

## *Care and Protection of Children Act 2007*

### **Child Deaths Review and Prevention Committee**

The key functions of the Committee are set out in section 210 of the *Care and Protection of Children Act 2007*, which is to assist in prevention and reduction of child deaths in the Northern Territory by maintaining a child deaths register, conducting or sponsoring research about child deaths, and developing policy to deal with child deaths, diseases and accidents.

## *Community Justice Centre Act 2005*

### **NT Community Justice Centre**

The Centre is established pursuant to section 7 of the *Community Justice Centre Act 2005*. The purpose of the Centre is to provide mediation services to the community and adjudicate construction contract payment disputes.

## *Consumer Affairs and Fair Trading Act 1990*

### **Tow Truck Operators Code of Practice Administering Authority**

This Authority is established pursuant to clause 5 of the Schedule to the *Consumer Affairs and Fair Trading (Tow Truck Operators Code of Practice) Regulations 1996*. The Authority is responsible for monitoring compliance with the Code, declaring areas where rosters of tow truck operators may operate and establishing rosters for those areas, and determining disputes about fees for services.

## *Fines and Penalties (Recovery) Act 2001*

### **Fines Recovery Unit**

This Unit is established as a registry of the Local Court pursuant to section 27 of the *Fines and Penalties (Recovery) Act 2001*. The Unit is to collect fines and penalties, make time-to-pay, instalment or enforcement orders, take enforcement action against unpaid fines and write off penalties as appropriate.

## *Health and Community Services Complaints Act 1998*

### **Health and Community Services Complaints Review Committee**

This Committee is established pursuant to section 78 of the *Health and Community Services Complaints Act 1998*. The functions of the Committee are: (a) to review the conduct of a complaint to determine whether the procedures and processes for responding to the complaint were followed and, as it thinks fit, to make recommendations to the Commissioner in respect of the conduct of the complaint; (b) to monitor the operation of this Act and make recommendations to the Commissioner in respect of any aspect of the procedures and processes for responding to complaints; and (c) to advise the Commissioner and the Minister, as appropriate, on the operation of this Act and the Regulations.

## *Legal Aid Act 1990*

### **Northern Territory Legal Aid Commission**

The Legal Aid Commission is an independent statutory body corporate. The purpose of this Commission is to manage the provision of Legal Aid services to the Northern Territory community.

**Legal Profession Act 2006****Council of the Law Society Northern Territory**

This Council is established pursuant to section 638 of the *Legal Profession Act 2006*. The Council's purpose is to manage the functions of the Law Society Northern Territory.

**Law Society Northern Territory**

This Society is a body corporate established pursuant to section 635 of the *Legal Profession Act 2006*. The Society's purpose is to control the affairs of the legal profession in the Northern Territory.

**Legal Practitioners Admission Board of the Northern Territory**

This Board is established pursuant to section 650 of the *Legal Profession Act 2006*. The purpose of the Board is to report on applications for admission to practice as a legal practitioner.

**Legal Practitioners Disciplinary Tribunal**

This Tribunal is established pursuant to section 669 of the *Legal Profession Act 2006*. The Tribunal hears complaints against legal practitioners in the NT.

**Legal Practitioners Funds Management Committee**

Statutory body corporate established under section 659 *Legal Profession Act 2006*. The Committee is under a statutory obligation to: manage the Legal Practitioners Fidelity Fund established under section 385 *Legal Profession Act 2006*; and advise the Attorney-General on payments from the Fidelity Fund to maintain various legal profession bodies, community legal centres, and public purposes.

**Northern Territory Civil and Administrative Tribunal Act 2014****Northern Territory Civil and Administrative Tribunal**

The Tribunal is established pursuant to section 7 of the *Northern Territory Civil and Administrative Tribunal Act 2014*. The purpose of the Tribunal is to review reviewable decisions referred under relevant acts.

**Northern Territory Law Reform Committee****Northern Territory Law Reform Committee**

This Committee is established by constitution (a non-statutory committee). Its purpose is to recommend law reform measures to the Attorney-General.

**Parole Act 1971****Parole Board of the NT**

The purposed of this Board is to make decisions relating to the release of prisoners to parole, including prisoners serving a life sentence for the crime of murder.

**Professional Standards Act 2004****Professional Standards Council**

This Council is established pursuant to section 41 of the *Professional Standards Act 2004*. The purpose of the Council is to provide advice on the legislation to the Minister and occupational associations, encourage and assist in the improvement of occupational standards and development of self-regulation, and monitor the compliance of occupational associations with the standards and their risk management strategies.

**Public Trustee Act 1979****Public Trustee Investment Board**

This Board is established and constituted pursuant to section 12 of the *Public Trustee Act 1979*. The purpose of the Board is to control and authorise investment of money in the Common Fund of the Public Trustee.

## **Registration Act 1927**

### **Lands Titles Registration and General Registry Office**

This Office is established pursuant to section 4 of the *Registration Act 1927*. It is the Office of the Registrar-General.

## **Return to Work Act 1986**

### **Nominal Insurer**

The purpose of this Insurer is to protect injured workers whose employer does not have workers compensation insurance, and to protect employers and injured workers where insurers default in the payment of compensation under workers compensation insurance.

### **Scheme Monitoring Committee**

The purpose of this Committee is to monitor the viability and performance of the Northern Territory Workers Compensation Scheme, monitor premium rates offered for workers compensation in the Northern Territory and consider the report on the effectiveness of the premiums offered by insurers in encouraging safe working practices and in penalising employers who do not ensure the maintenance of safe working practices.

### **Workers Rehabilitation and Compensation Advisory Council**

The purpose of this Council is to keep the operation of the *Return to Work Act 1986* under review; make recommendations to the Minister on possible improvements to the administration of this Act, or the statutory scheme for the rehabilitation and compensation on injured workers in the Northern Territory; carry out investigations, at the request of the Minister, into questions about the rehabilitation and compensation of injured workers and to report to the Minister on the results of the investigations; and, perform any other advisory functions relating to workers rehabilitation and compensation as Minister directs.

## **Victims of Crime Rights and Services Act 2006**

### **Crime Victims Services Unit**

This Unit is established pursuant to section 5 of the *Victims of Crime Rights and Services Act 2006*. The purpose of the Unit is to administer the financial assistance and counselling schemes, establish and operate the Victims Register, and provide information and services to the community.

### **Crime Victims Advisory Committee**

This Committee is established pursuant to section 10 of the *Victims of Crime Rights and Services Act 2006*. Its purpose is to advise the Minister on matters affecting the interests or rights of victims of crime.

## **Work Health and Safety (National Uniform Legislation) Act 2011**

### **Work Health and Safety Advisory Council**

The purpose of this Council is to keep under review the operation of the *Work Health and Safety (National Uniform Legislation) Act 2011*; to make recommendations to the Minister on possible changes to: the administration of this Act; or standards of work health and safety in the Northern Territory; at the request of the Minister, to investigate and report to the Minister on matters relating to work health and safety; to perform any other advisory functions relating to work health and safety as the Minister directs.

# Legislation administered

The Administrative Arrangements Order dated 27 May 2021 gave the Attorney-General and Minister for Justice responsibility for administering 157 Northern Territory Acts via the department.

## Acts/Regulations

### Attorney-General and Justice

*Absconding Debtors Act 1978*

*Absconding Debtors Regulations 1980*

*Accommodation Providers Act 1981*

*Administration and Probate Act 1969*

*Administration and Probate Regulations 1983*

*Advance Personal Planning Act 2013*

*Advance Personal Planning Regulations 2014*

*Age of Majority Act 1974*

*Anglican Church of Australia Act 1975*

*Anti-Discrimination Act 1992*

*Anti-Discrimination Regulations 1994*

*Australian Crime Commission (Northern Territory) Act 2005*

*Australian Crime Commission (Northern Territory) Regulations 2005*

*Bail Act 1982*

*Bail Regulations 1983*

*Births, Deaths and Marriages Registration Act 1996*

*Births, Deaths and Marriages Registration Regulations 1996*

*Business Tenancies (Fair Dealings) Act 2003*

*Business Tenancies (Fair Dealings) Regulations 2004*

*Caravan Parks Act 2012*

*Caravan Parks Regulations 2012*

*Care and Protection of Children Act 2007 (Part 3.3)*

*\*Care and Protection of Children (Mediation Conferences) Regulations 2010*

*\*Care and Protection of Children (Placement Arrangement) Regulations 2010*

*\*Care and Protection of Children (Screening) Regulations 2010*

*Catholic Church in the Northern Territory Act 1979*

*Children's Commissioner Act 2013*

*Choice of Law (Limitation Periods) Act 1994*

*Classification of Publications, Films and Computer Games Act 1985*

*Classification of Publications, Films and Computer Games Regulations 1985*

*Commercial Arbitration (National Uniform Legislation) Act 2011*

*Community Justice Centre Act 2005*

*Community Justice Centre Regulations 2019*

*Companies (Trustees and Personal Representatives) Act 1981*

*Companies (Unclaimed Assets and Moneys) Act 1963*

*Compensation (Fatal Injuries) Act 1974*



Construction Contracts (Security of Payments) Act 2004
Construction Contracts (Security of Payments) Regulations 2005
*Consumer Affairs and Fair Trading Act 1990 (except Parts 10 and 14)
*Consumer Affairs and Fair Trading (Fuel Retailers) Regulations 2017
*Consumer Affairs and Fair Trading (Infringement Notice Offences) Regulations 2012
*Consumer Affairs and Fair Trading (Motor Vehicle Dealers) Regulations 1992
*Consumer Affairs and Fair Trading (Pawnbrokers and Second-hand Dealers) Regulations 1998
*Consumer Affairs and Fair Trading (Tow Truck Operators Code of Practice) Regulations 1996
*Consumer Affairs and Fair Trading (Trading Stamps) Regulations 2002
Consumer Credit (National Uniform Legislation) Implementation Act 2010
Contracts Act 1978
Coroners Act 1993
Coroners Regulations 1994
Corporations (Financial Services Reform Amendments) Act 2002
Corporations (Northern Territory Request) Act 2001
Corporations Reform (Northern Territory) Act 2001
Corporations Law Rules 2000
Correctional Services Act 2014
Correctional Services Regulations 2014
Courts and Administrative Tribunals (Immunities) Act 2008
Court Security Act 1998
Court Security Regulations 1998
Crimes at Sea Act 2000
Criminal Code Act 1983
Criminal Investigation (Extra-territorial Offences) Act 1985
Criminal Investigation (Extra-territorial Offences) Regulations 1987
*Criminal Property Forfeiture Act 2002 (except Part 10A)
*Criminal Property Forfeiture Regulations 2003
Criminal Records (Spent Convictions) Act 1992
Criminal Records (Spent Convictions) Regulations 1993
Cross-border Justice Act 2009
Cross-border Justice Regulations 2009
Crown Proceedings Act 1993
Crown Proceedings Regulations 1993
Cullen Bay Marina Act 1992
Cullen Bay Marina Regulations 1993
Dangerous Goods Act 1998
Dangerous Good Regulations 1985
De Facto Relationships Act 1991
De Facto Relationships (Northern Territory Request) Act 2003
Defamation Act 2006
Director of Public Prosecutions Act 1990
*Domestic and Family Violence Act 2007 (except part 5A)
*Domestic and Family Violence Regulations 2008
Domicile Act 1979

<i>*Electricity Reform Act 2000 (provisions about safety regulation)</i>
<i>*Electricity Reform (Administration) Regulations 2000</i>
<i>*Electricity Reform (Safety and Technical) Regulations 2000</i>
<i>*Electricity Reform (System Control and Market Operator Functions Code) Regulations 2015</i>
<i>Electronic Conveyancing (National Uniform Legislation) Act 2013</i>
<i>Electronic Transactions (Northern Territory) Act 2000</i>
<i>Electronic Transactions (Northern Territory) Regulations 2001</i>
<i>Encroachment of Buildings Act 1982</i>
<i>Evidence Act 1939</i>
<i>Evidence Regulations 2012</i>
<i>Evidence (National Uniform Legislation) Act 2011</i>
<i>Evidence (National Uniform Legislation) Regulations 2012</i>
<i>Expungement of Historical Homosexual Offence Records Act 2018</i>
<i>Family Provision Act 1970</i>
<i>Fences Act 1972</i>
<i>Financial Sector Reform (Northern Territory) Act 1999</i>
<i>Financial Transaction Reports Act 1992</i>
<i>Fines and Penalties (Recovery) Act 2001</i>
<i>Fines and Penalties (Recovery) Regulations 2001</i>
<i>Guardianship of Adults Act 2016</i>
<i>Guardianship of Adults Regulations 2016</i>
<i>Health and Community Services Complaints Act 1998</i>
<i>Health and Community Services Complaints Regulations 1998</i>
<i>Health Practitioners Act 2004 (Part 3)</i>
<i>*Information Act 2002 (Parts 1 to 5, sections 98(1) to (3), (5) and (6) and 99, Parts 7A, 8 and 10 to 13)</i>
<i>*Information Regulations 2003</i>
<i>International Transfer of Prisoners (Northern Territory) Act 2000</i>
<i>Judicial Commission Act 2020</i>
<i>Juries Act 1962</i>
<i>Juries Regulations 1983</i>
<i>Jurisdiction of Courts (Cross-Vesting) Act 1987</i>
<i>Justices of the Peace Act 1991</i>
<i>Lake Bennett (Land Title) Act 2005</i>
<i>Land Title Act 2000</i>
<i>Land Title Regulations 2000</i>
<i>Law of Property Act 2000</i>
<i>Law Officers Act 1978</i>
<i>Law Reform (Miscellaneous Provisions) Act 1956</i>
<i>Legal Profession Act 2006</i>
<i>Legal Practitioners Disciplinary Tribunal Rules 2011</i>
<i>Legal Profession Admission Rules 2007</i>
<i>Legal Profession Regulations 2007</i>
<i>Rules of Professional Conduct and Practice 2005</i>
<i>Limitation Act 1981</i>
<i>Local Court Act 2015</i>
<i>Local Court (Adoption Of Children) Rules 1994</i>

Local Court (Civil Jurisdiction) Rules 1998
Local Court (Criminal Jurisdiction) Rules 1929
Local Court (Criminal Procedure) Regulations 2016
Local Court (General) Rules 2016
Local Court Regulations 2016
Local Court (Civil Procedure) Act 1989
Local Court (Criminal Procedure) Act 1928
Married Persons (Equality of Status) Act 1989
*Mental Health and Related Services Act 1998 (Part 15)
*Mental Health and Related Services Regulations 2009
Misuse of Drugs Act 1990
Misuse of Drugs Regulations 1990
Monetary Units Act 2018
Monitoring of Places of Detention (Optional Protocol to the Convention Against Torture) Act 2018
Mutual Recognition (Northern Territory) Act 1992
Northern Territory Civil and Administrative Tribunal Act 2014
Northern Territory Civil and Administrative Tribunal Regulations 2014
Northern Territory Civil and Administrative Tribunal Rules 2016
Northern Territory Civil and Administrative Tribunal (Conferral of Jurisdiction for Native Title Matters) Act 2014
Oaths, Affidavits and Declarations Act 2010
Observance of Law Act 1921
Off-shore Waters (Application of Territory Laws) Act 1985
Parole Act 1971
Parole Orders (Transfer) Act 1981
Partnership Act 1997
Penalty Units Act 2009
Penalty Units Regulations 2010
Personal Injuries (Liabilities and Damages) Act 2003
Personal Injuries (Liabilities and Damages) Regulations 2003
Personal Property Securities (National Uniform Legislation) Implementation Act 2010
Personal Violence Restraining Orders Act 2016
Powers of Attorney Act 1980
Powers of Attorney Regulations 1982
Presbyterian Church (Northern Territory) Property Trust Act 1986
Price Exploitation Prevention Act 1949
Printers and Newspapers Act 1984
Prisoners (Interstate Transfer) Act 1983
Prisoners (Interstate Transfer) Regulations 1984
Professional Standards Act 2004
Professional Standards Regulations 2007
Proportionate Liability Act 2005
Public Notaries Act 1992
Public Seal Act 1954
Public Trustee Act 1979
Public Trustee Regulations 1979

<i>Radioactive Ores and Concentrates (Packaging and Transport) Act 1980</i>
<i>Radioactive Ores and Concentrates (Packaging and Transport) Regulations 1980</i>
<i>Real Property (Unit Titles) Act 1975</i>
<i>Real Property (Unit Titles) Regulations 1987</i>
<i>Registration Act 1927</i>
<i>Registration Regulations 2009</i>
<i>Residential Tenancies Act 1999</i>
<i>Residential Tenancies Regulations 2000</i>
<i>Retirement Villages Act 1995</i>
<i>Retirement Villages Regulations 1995</i>
<i>Return to Work Act 1986</i>
<i>Return to Work Regulations 1986</i>
<i>Rights of the Terminally Ill Act 1995</i>
<i>Rights of the Terminally Ill Regulations 1996</i>
<i>Sale of Goods Act 1972</i>
<i>Sale of Goods (Vienna Convention) Act 1987</i>
<i>Salvation Army (Northern Territory) Property Trust Act 1976</i>
<i>Sea-Carriage Documents Act 1998</i>
<i>Sentencing Act 1995</i>
<i>Sentencing Regulations 1996</i>
<i>Sentencing (Crime of Murder) and Parole Reform Act 2003</i>
<i>Serious Crime Control Act 2009</i>
<i>Serious Crime Control Regulations 2011</i>
<i>Serious Sex Offenders Act 2013</i>
<i>Sexual Offences (Evidence and Procedure) Act 1983</i>
<i>Sheriff Act 1962</i>
<i>Sheriff Regulations 1967</i>
<i>Small Claims Act 2016</i>
<i>Sources of the Law Act 1985</i>
<i>Standard Time Act 2005</i>
<i>Status of Children Act 1978</i>
<i>Status of Children Regulations 1996</i>
<i>Summary Offences Act 1923</i>
<i>Summary Offences Regulations 1994</i>
<i>Supreme Court Act 1979</i>
<i>Supreme Court (Absconding Debtors) Rules 1980</i>
<i>Supreme Court (Senior Counsel) Rules 2007</i>
<i>Supreme Court Regulations 1985</i>
<i>Supreme Court Rules 1987</i>
<i>Supreme Court (Judges Long Leave Payments) Act 1980</i>
<i>Supreme Court (Judges Pensions) Act 1980</i>
<i>Supreme Court (Rules of Procedure) Act 1987</i>
<i>Surveillance Devices Act 2007</i>
<i>Surveillance Devices Regulations 2008</i>
<i>Termination of Units Plans and Unit Title Schemes Act 2014</i>

Termination of Units Plans and Unit Title Schemes Regulations 2014
Terrorism (Northern Territory) Request Act 2003
The Commercial Bank of Australia Limited (Merger) Act 1982
The Commercial Banking Company of Sydney Limited (Merger) Act 1982
Transport of Dangerous Goods by Road and Rail (National Uniform Legislation) Act 2010
Transport of Dangerous Goods by Road and rail (National Uniform Legislation) Regulations 2011
Trans-Tasman Mutual Recognition Act 1998
Trespass Act 1987
Trustee Act 1893
Unauthorized Documents Act 1969
Uncollected Goods Act 2004
Uncollected Goods Regulations 2004
Unit Title Schemes Act 2009
Unit Title Schemes (General Provisions and Transitional Matters) Regulations 2009
Unit Title Schemes (Management Modules) Regulations 2009
Unit Titles Act 1975
Unit Titles (Management Modules) Regulations 2009
Unit Titles Regulations 2002
Uniting Church in Australia Act 1977
Validation (Native Title) Act 1994
Vexatious Proceedings Act 2006
Victims of Crime Assistance Act 2006
Victims of Crime Assistance Regulations 2007
Victims of Crime Rights and Services Act 2006
Victims of Crime Rights and Services Regulations 2010
Warehousemen's Liens Act 1969
Wills Act 2000
Witness Protection (Northern Territory) Act 2002
Work Health Administration Act 2011
Work Health and Safety (National Uniform Legislation) Act 2011
Work Health and Safety (National Uniform Legislation) Regulations 2011
Work Health Court Rules 1999
*Youth Justice Act 2005 (Part 4)
*Youth Justice Regulations 2006

\* Responsibility shared across multiple NTPS agencies

# Legislation enacted

The following legislation was developed by the department and enacted in 2020–21.

Act No.	Legislation	Date of assent
<b>13th Assembly 2020</b>		
17	<i>Judicial Commission Act 2020</i>	01/07/2020
18	<i>Justice Legislation Amendment (Domestic and Family Violence) Act 2020</i>	01/07/2020
21	<i>Return to Work Legislation Amendment Act 2020</i>	01/07/2020
22	<i>Sexual Offences (Evidence and Procedure) Amendment Act 2020</i>	01/07/2020
<b>14th Assembly 2020</b>		
26	<i>Statute Law Revision Act 2020</i>	19/11/2020
<b>14th Assembly 2021</b>		
2	<i>Evidence (National Uniform Legislation) Amendment Act 2021</i>	05/03/2021
6	<i>Criminal Code Amendment Act 2021</i>	13/04/2021
7	<i>Justice and Other Legislation Amendment Act 2021</i>	13/04/2021
12	<i>Serious Sex Offenders Amendment Act 2021</i>	20/05/2021
14	<i>Land Title Amendment Act 2021</i>	25/05/2021



# Regulations commenced

The following subordinate legislation was developed by the department and enacted in 2020–21.

No.	Regulations	Date of commencement
<b>13th Assembly 2020</b>		
16	<i>Work Health and Safety National Uniform Legislation Amendment Regulations 2020</i>	01/07/2020
20	<i>Work Health and Safety (National Uniform Legislation) Amendment (Infringement Offences) Regulations 2020</i>	29/07/2020
25	<i>Fines and Penalties (Recovery) Amendment Regulations 2020</i>	31/07/2020
26	<i>Advance Personal Planning Amendment Regulations 2020</i>	05/08/2020
<b>14th Assembly 2020</b>		
29	<i>Northern Territory Civil and Administrative Amendment Rules 2020</i>	30/09/2020
<b>14th Assembly 2021</b>		
34	<i>Work Health and Safety (National Uniform Legislation) Amendment (Hazardous Chemicals) Regulations 2020</i>	01/01/2021
1	<i>Surveillance Devices Amendment Regulations 2021</i>	01/03/2021

# Employee Recognition, Awards and Training

## National Medal (35 Years' Service) – Correctional Services

Given names	Last name	Medal being award	Centre
Carolyn	Branford	2nd Clasp	DCC
Michael	Thrift	2nd Clasp	DCC

## National Medal (25 Years' Service) – Correctional Services

Given names	Last name	Medal being award	Centre
Brian	Liebhardt	1st Clasp	DCC
Jarrold	White	1st Clasp	DCC
Elisha	Spillman	1st Clasp	DCC
Michael	Mondy	1st Clasp	DCC
Shane	Cross	1st Clasp	ASCC
Paul	Shaw	1st Clasp	ASCC

## National Medal (15 Years' Service) – Correctional Services

Given names	Last name	Medal being award	Location
Richard	Drake	National Medal	Darwin
William	Firth	National Medal	Darwin
Gavin	Hirschausen	National Medal	Darwin
Mark	Kirby	National Medal	Darwin
Michael	McPherson	National Medal	Darwin
Ruth	Mellor	National Medal	Darwin
Peter	Mellor	National Medal	Darwin
Brian	Nolan	National Medal	Darwin
Adam	Porter	National Medal	Darwin
Darren	Purtell	National Medal	Darwin
Colin	Schofield	National Medal	Darwin
Christopher	Lyons	National Medal	Darwin
Glenn	Lang	National Medal	Darwin
Anthony	Heuvel	National Medal	Darwin
Ian	King	National Medal	Darwin
Daniel	Baster	National Medal	Darwin
Ian	Bail	National Medal	Alice Springs
Maxwell	Crompton	National Medal	Alice Springs
Ian	Jones	National Medal	Alice Springs
Bruce	McCaffery	National Medal	Alice Springs

Peter	O'Connor	National Medal	Alice Springs
Gregory	Plane	National Medal	Alice Springs
Sharron	Plane	National Medal	Alice Springs
Anthony	Powell	National Medal	Alice Springs
Matthew	Richards	National Medal	Alice Springs
Stacy	Richards	National Medal	Alice Springs
Martin	Scheidegger	National Medal	Alice Springs
Daniel	Symes	National Medal	Alice Springs
Andrew	Usher	National Medal	Alice Springs

## NT Correctional Services Medals, Badges and Pins

Given names	Last name	Medal being award	Location
Maria	Derrington	30 Year Badge / 30 Year NTPS Service Milestone	Darwin
Allen	Lording	NT Corrections 30 Year Medal	Datjala Work Camp
Jacob	Bonson	1st Clasp NT Corrections Medal / 20 Year NTPS Service Milestone	Darwin
Keith	Burgess	1st Clasp NT Corrections Medal / 20 Year NTPS Service Milestone	Alice Springs
Kaye	Blake	1st Clasp NT Corrections Medal	Darwin
Shayne	Head	1st Clasp NT Corrections Medal	Darwin
John	Keirs	1st Clasp NT Corrections Medal	Darwin
Peter	Douglas	1st Clasp NT Corrections Medal	Darwin
Robert	Gough	1st Clasp NT Corrections Medal	Darwin
Scott	Groth	1st Clasp NT Corrections Medal	Darwin
Bruce	Donaldson	1st Clasp NT Corrections Medal	Alice Springs
Janette	Coles	1st Clasp NT Corrections Medal / 20 Year NTPS Service Milestone	Darwin
Debbie	Treloar	NT Corrections 20 Year Medal	Darwin
Michael	Yaxley	NT Corrections 20 Year Medal / 20 Year NTPS Service Milestone	Darwin
Dean	Wilson	NT Corrections 20 Year Medal	Darwin
Shane	Izod	NT Corrections 10 Year Medal / 10 Year NTPS Service Milestone	Darwin
Roslyn	Redding	NT Corrections 10 Year Medal / 10 Year NTPS Service Milestone	Darwin
Shelly	Rigby	NT Corrections 10 Year Medal / 10 Year NTPS Service Milestone	Darwin
Leonie	Scrogings	NT Corrections 10 Year Medal / 10 Year NTPS Service Milestone	Darwin
Deborah	Cass	NT Corrections 10 Year Pin / 10 Year NTPS Service Milestone	Darwin
Tammy	Majid	NT Corrections 10 Year Pin / 10 Year NTPS Service Milestone	Darwin

Stephen	Lenz	NT Corrections 10 Year Pin / 10 Year NTPS Service Milestone	Darwin
Peter	Knight	NT Corrections 10 Year Medal / 10 Year NTPS Service Milestone	Alice Springs
Anja	Taylor	NT Corrections 10 Year Medal / 10 Year NTPS Service Milestone	Alice Springs
Patrick	Torres	NT Corrections 10 Year Medal / 10 Year NTPS Service Milestone	Alice Springs
Margo	Allen	NT Corrections 10 Year Medal / 10 Year NTPS Service Milestone	Alice Springs
Scott	Barlow	NT Corrections 10 Year Medal	Darwin
Nikki	Jones	NT Corrections 10 Year Medal	Darwin
Nicholas	Stephensen	NT Corrections 10 Year Medal	Darwin
Tracy	Luke	NT Corrections 10 Year Medal	Darwin
Laura	Sewell	NT Corrections 10 Year Medal	Darwin
Sharon	Wilson	NT Corrections 10 Year Medal	Darwin
Vanessa	Bates	NT Corrections 10 Year Medal	Darwin
Lee	Newhouse	NT Corrections 10 Year Medal	Darwin
Raelene	Gerdes	NT Corrections 10 Year Medal	Darwin
Rachel	McCallum	NT Corrections 10 Year Medal	Alice Springs
Martyn	Craven	NT Corrections 10 Year Medal	Alice Springs
Stephen	Greenfield	NT Corrections 10 Year Medal	Alice Springs
John	Hawke	NT Corrections 10 Year Medal	Alice Springs
Christopher	Inwood	NT Corrections 10 Year Medal	Alice Springs
Karina	Beck	NT Corrections 10 Year Medal	Alice Springs
Jason	Frith	NT Corrections 10 Year Medal	Datjala Work Camp

## NTPS Service Milestones - Correctional Services employees

Given names	Last name	Medal being award	Location
Carolyn	Branford	35 Years	Darwin
Connell	Brannelly	30 Years	Darwin
Kevin	Cooper	30 Years	Darwin
Michael	Thrift	30 Years	Darwin
Grant	Ballantine	30 Years	Alice Springs
Suzanne	Wilks	30 Years	Alice Springs
Andrew	Fidler	20 Years	Darwin
Michael	Mondy	20 Years	Darwin
Mark	Osborne	20 Years	Darwin
John	Pastrikos	20 Years	Darwin
Bridget	Davey	20 Years	Alice Springs
Kim	Dick	20 Years	Alice Springs
Irene	Pomery	20 Years	Alice Springs
Clair	Wilson	20 Years	Barkly Work Camp
Kevin	Stout	10 Years	Barkly Work Camp

Tamara	Appo	10 Years	Darwin
Andy	Barber	10 Years	Darwin
Karen	Blain	10 Years	Darwin
Paul	Bowman	10 Years	Darwin
Mark	Broadbent	10 Years	Darwin
Rick	Campbell	10 Years	Darwin
Josh	Copley	10 Years	Darwin
Michael	Fitzgerald	10 Years	Darwin
Rob	Hakala	10 Years	Darwin
Ian	King	10 Years	Darwin
Kevin	Murphy	10 Years	Darwin
Sheena	Neill	10 Years	Darwin
Mick	Novinetz	10 Years	Darwin
Keiran	O'Shaughnessy	10 Years	Darwin
Ashley	Palmer	10 Years	Darwin
Craig	Radcliffe	10 Years	Darwin
Henry	Rainger	10 Years	Darwin
Jessica	Rees	10 Years	Darwin
Julie	Rivett	10 Years	Darwin
Regina	Still	10 Years	Darwin
Libin	Thekkayil	10 Years	Darwin
Muhammad	Zeb	10 Years	Darwin
Mark	Cane	10 Years	Alice Springs
Liane	Nicol	10 Years	Alice Springs



Juanita Jones awarding Moogie Patu her Certificate of Recognition in Aboriginal Leadership.

# Correctional Services Accredited Training

In 2020–21, CS employees completed the following qualifications at diploma level or above:

Qualification	CS Staff
Graduate Diploma of Legal Practice	1
Post graduate Certificate in Policy, Governance and Justice	1
Masters of Business Administration	1
Graduate Diploma of Occupational Health and Safety	1
Diploma of Correctional Administration	4
Diploma of Psychology	1
Master of Evaluation	1

## Accredited Training undertaken in Community Corrections:

Qualification	CS Staff
Certificate IV in Correctional Practice (Probation and Parole Officers)	17
Certificate IV in Training & Assessment	2
Diploma of Psychology	2
Bachelor of Criminology and Criminal Justice	1



Community Corrections Probation and Parole officers participating in a Capacity Building Program.



# Correctional Services

## Professional Development

Course/Training	Facilitator Internal/ External	Cohort: Professional Stream/AO5 Program Coordinators/		Probation & Parole Officers (PPO)
		ASCC	DCC	
Violence Risk Scale	Internal		Professional	
Serious Sex Offenders	Internal			PPOs
Level of Service Inventory-Risk Need Responsivity	Internal			PPOs
Methamphetamine	Internal	AO5 Program Facilitators		
Sex Offender Treatment Program training to new staff	Internal		Professional	
NDIS Information session	External		Professional	
Violence Risk Scale - Sex Offender	Internal	Professional	Professional	
Intensive Alcohol and Drug Program training to update staff with new content	Internal	AO5 Program Facilitators	AO5 Program Facilitators	
Schema Therapy	Online		Professional	
Facilitating Group Programs	Internal	All	All	
Aboriginal Mental Health First Aid	External	Professional	Professional	
Self-care/ Psych Wellness	Internal		Professional	
Safe Talk	External	Professional		
Accidental Counsellor	External	Professional		
Sex Offender Treatment/ Supervision	Internal			POs
No to Violence	Online	AO5 Program Facilitators		
Certificate IV Alcohol and Other Drugs	External	AO5 Program Facilitator		
Cultural Awareness	Internal		Professional	

Course/Training	Facilitator Internal/ External	Cohort: Professional Stream/AO5 Program Coordinators/		Probation & Parole Officers (PPO)
		ASCC	DCC	
NW Assessment of CAM	External		Professional	
First Aid	Online		Professional	
Reflections on Leadership	External		Professional	
Internet Child Abusers	Online		Professional	
Internet Child Abusers	Internal		Professional	
Risk Assessment Tools	External		Professional	
Court Testimony	External		Professional	Sentence Management & Community Corrections
Youth Risk Assessments	External		Professional	
SAVRY	External		Professional	
LSI:RNR Risk Assessment	External		Professional	Community Corrections
Historical Clinical Risk (HCR-20)	External		Professional	
Cross Cultural Training	Internal		Professional	
Cognitive Behaviour Therapy	Online	Professional		
STATIC-99 R	Online	Professional		
Master Class Supervisor APS	Online		Professional	
De-escalation Training	Internal		Professional AO5 Program Facilitators	

# Grant funding paid in 2020–21

## Alcohol and Other Drugs Treatment Programs

Organisation	Purpose	Amount Paid \$000
Kalano Community Association	<p>A twelve week residential AOD treatment program for Aboriginal people who are pre-release prisoners or community based offenders with addiction issues to:</p> <ul style="list-style-type: none"> <li>- address their offending behaviour and the triggers to harmful AOD usage</li> <li>- develop skills to address the misuse of alcohol and other drugs including promoting healthy and safe lifestyle options</li> <li>- provide intensive support through one or one case management</li> <li>- assist residents to investigate lifestyle choices, including meaningful and sustainable employment, vocation skills and training options.</li> </ul>	244
<b>Total</b>		<b>244</b>

## Alice Springs Alternatives to Custody Project Funding

Organisation	Purpose	Amount Paid \$000
Centre for Appropriate Technology (2018–19 to 2019–20)  Drug and Alcohol Services (DASA) (2020–21 to 2021–22)	The Alice Springs Alternative to Custody ("ATC") model will deliver targeted, tailored rehabilitation programs to Aboriginal women (clients/participants), who are diverted, defected, mandated or self-referred by the courts, police, or by others, but also for women who are at risk of offending or reoffending.	1 219
<b>Total</b>		<b>1 219</b>

# Grant funding paid in 2020–21

## Alcohol and Other Drugs Treatment Programs

Organisation	Purpose	Amount Paid \$000
Central Australian Women's Legal Service Incorporated	On 3 June 2020 the Northern Territory Government signed the Project Agreement for COVID-19 Legal Assistance Funding (Project Agreement) with the Australian Government. Under the Project Agreement the NT Government is to allocate funding to respond to On 3 June 2020 the Northern Territory Government signed the Project Agreement for COVID-19 Legal Assistance Funding (Project Agreement) with the Australian Government. Under the Project Agreement the NT Government is to allocate funding to respond to an existing and anticipated increase in demand for legal services as a result of the imposition and then relaxation of the COVID-19 restrictions.	300
North Australian Aboriginal Family Legal Service	Under the Project Agreement, the total amount of additional frontline legal assistance funding allocated to the Northern Territory was \$1 158 790 (2019–20) and \$1 986 550 (2020–21) making a total of \$3 145 340 (exclusive of GST). The legal assistance funding has two requirements that:  a. 40 per cent be allocated to frontline legal assistance for domestic violence matters; and	107
North Australian Aboriginal Family Legal Service	b. the NT Government allocate and administer funding to all four sub-sectors of the legal assistance sector, namely:  • Community Legal Centres (CLCs) • Legal Aid Commissions; • Australian and Torres Strait Islander Legal Services (ATSILS) • Family Violence Prevention Legal Services (FVPLS).	237
NT Legal Aid Commission	With an initial allocation of \$1 million made under the project agreement, those two criteria were met, meaning the NT Government may now allocate the balance of the funding as it sees fit.	377
Top End Women's Legal Service Incorporated	The second tranche of \$2.145 million will be allocated by a panel established by the Department of the Attorney-General and Justice (AGD). The panel will consider the applications and determine the allocation of the balance of the funds. The panel will be given a residual discretion to make an allocation to a sub sector or service provider even if no application is received, based on its own understanding of demand and need across the Northern Territory.	258
<b>Total</b>		<b>1 279</b>

## Alice Springs Alternatives to to Custody Project Funding

Organisation	Purpose	Amount Paid \$000
Australian Pro Bono Centre	The Department of the Attorney-General and Justice administers the Northern Territory Government's support to the Australian Pro Bono Centre.	1
<b>Total</b>		<b>1</b>

## Baseline Legal Assistance Services 2020–25

Organisation	Purpose	Amount Paid \$000
NT Legal Aid Commission	The Department of the Attorney-General and Justice on behalf of the Northern Territory has been administering funding to the Northern Territory Legal Aid Commission for the provision of legal advice, assistance and representation for people in the NT in accordance with the terms of the <i>Legal Aid Act 1990</i> and NTLAC Guidelines (Baseline Services).	6 448
<b>Total</b>		<b>6 448</b>

## COMMIT PROGRAM

Organisation	Purpose	Amount Paid \$000
Banyan House	The COMMIT Program is a high intensity supervision program aimed at reducing incarceration and recidivism rates by providing offenders with alcohol and other drugs treatment including residential treatment beds, counselling services and reintegration support. The program also includes education and training support for family and friends of offenders engaged with the COMMIT Program.	92
Drug and Alcohol Services (DASA)		380
FORWAARD Aboriginal Corporation		544
Tangentyere Council Aboriginal Corporation		98
The Barkly Region Alcohol and Drug Abuse Advisory Group (BRADAAG)		534
<b>Total</b>		<b>1 648</b>

## Domestic and Family Violence Legal Assistance 2020–25

Organisation	Purpose	Amount Paid \$000
Central Australian Women's Legal Service Incorporated	The Department of the Attorney-General and Justice on behalf of the Northern Territory has been administering funding to legal providers for the provision of family and domestic violence related legal advice, assistance and representation for the people in the NT.	427
NT Legal Aid Commission		650
<b>Total</b>		<b>1 077</b>

## Elders Visiting Program 2020–24

Organisation	Purpose	Amount Paid \$000
CatholicCare NT	Transitioning to regions and accessing assistance to accommodation, support to obtain and ID, assistance to access transport through the Bush bus services.	74
Mission Australia Ltd		74
<b>Total</b>		<b>148</b>

## Keeping Women Safe in their Homes

Organisation	Purpose	Amount Paid \$000
YWCA of Darwin Incorporated	Provide safety and security to women and children who are victims of domestic violence stay in their home.	247
<b>Total</b>		<b>247</b>

## Local Support Coordinator Measure 2020–22

Organisation	Purpose	Amount Paid \$000
NT Legal Aid Commission	The Local Support Coordinator (4-3E6A0QZ) position is designed to help women navigate the service system by providing case management and facilitating the integration of the support network. The grant funding for this measure is provided to the NT Government by the Australian Government under the National Plan to Reduce Violence against Women and their Children 2010–22.	158
<b>Total</b>		<b>158</b>



## National Legal Assistance Partnership 2020–25

Organisation	Purpose	Amount Paid \$000
Central Australian Women's Legal Service Incorporated	An agreement between the Commonwealth of Australia and the Northern Territory to support appropriate legal assistance services who are focused on improving outcomes and keeping the justice system within reach for vulnerable people facing disadvantage.	1 466
Darwin Community Legal Service Incorporated		791
Katherine Women's Information and Legal Service Incorporated		252
North Australian Aboriginal Justice Agency (NAAJA)		15 093
NT Legal Aid Commission		7 143
Top End Women's Legal Service Incorporated		309
<b>Total</b>		<b>25 054</b>

## Northern Territory Bush Courts

Organisation	Purpose	Amount Paid \$000
NT Legal Aid Commission	Northern Territory Government assistance to support costs incurred for the delivery of services to bush courts.	733
<b>Total</b>		<b>733</b>

## Northern Territory Expensive Cases

Organisation	Purpose	Amount Paid \$000
NT Legal Aid Commission	Grant to manage the reimbursement of approved expenditure incurred by legal assistance providers for the conduct of Northern Territory expensive cases.	247
<b>Total</b>		<b>247</b>

## Offender Programs

Organisation	Purpose	Amount Paid \$000
Anglicare NT Ltd	To provide Chaplaincy Services and Reintegration Services	266
<b>Total</b>		<b>266</b>

## Pre and Post Release Supported Accommodation

Organisation	Purpose	Amount Paid \$000
Anglicare NT Ltd	Provide transitional accommodation and reintegration support services to eligible prisoners and offenders who are experiencing issues with housing and homelessness.	234
Mission Australia Ltd		301
<b>Total</b>		<b>535</b>

## Pre and Post Release Supported Accommodation Darwin

Organisation	Purpose	Amount Paid \$000
Mission Australia Ltd & Anglicare NT Ltd	<p>The program is intended to provide transitional accommodation and reintegration supported services to male offenders or prisoners who are experiencing issues with housing and homelessness.</p> <p>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.</p> <p>The program will also support residents to:</p> <ul style="list-style-type: none"> <li>engage in and/or find meaningful and sustainable employment; and/or</li> <li>obtain various vocational skills through structured training; and</li> <li>build knowledge of the requirements of maintaining tenancy and employment.</li> </ul>	190
<b>Total</b>		<b>190</b>

## Prisoner Support Services – Darwin

Organisation	Purpose	Amount Paid \$000
Darwin Prisoners Aid Association	Various activities to support prisoners at the Darwin Correctional Centre	7
Prison Fellowship Australia - NT		30
<b>Total</b>		<b>37</b>

## Prisoner Support Services (Alice Springs Bus Service)

Organisation	Purpose	Amount Paid \$000
Prison Fellowship Australia - NT	Prisoner Support Services (Alice Springs Bus Service)	10
<b>Total</b>		<b>10</b>

### Tenants Advisory Service 2019–24

Organisation	Purpose	Amount Paid \$000
Darwin Community Legal Service Incorporated	Five Year Funding Agreement between Darwin Legal Community Service to assist providing advice to tenants.	528
<b>Total</b>		<b>528</b>

### Victims of Crime Assistance

Organisation	Purpose	Amount Paid \$000
CatholicCare NT	Activity name Restore, Recover, Protect.  This funding covers Victims of Crime Core Services and Safe at Home program.	354
<b>Total</b>		<b>354</b>

### Victims of Crime NT Counselling Services

Organisation	Purpose	Amount Paid \$000
Victims of Crime NT Incorporated	For provision of crisis counselling and other support services to victims of crime.	1 252
<b>Total</b>		<b>1 252</b>

### Women of Worth

Organisation	Purpose	Amount Paid \$000
YWCA Australia	Women of Worth program for female offenders in Darwin.	375
<b>Total</b>		<b>375</b>







# Glossary

# GLOSSARY

<b>ABC</b>	Australian Broadcasting Corporation
<b>ABP</b>	Addictive Behaviours Program
<b>ACL</b>	Australian Consumer Law
<b>ADC</b>	Anti-Discrimination Commission
<b>AEMT</b>	Agency Emergency Management Team
<b>AGD</b>	Department of the Attorney- General and Justice
<b>AJA</b>	Aboriginal Justice Agreement
<b>AJU</b>	Aboriginal Justice Unit
<b>AOD</b>	Alcohol and Other Drugs Program
<b>ARC</b>	Audit and Risk Committee
<b>ARNECC</b>	Australian Registrar's National Electronic Conveyancing Council
<b>ASCC</b>	Alice Springs Correctional Centre
<b>ATC</b>	Alternative to Custody
<b>ATSILS</b>	Australian and Torres Strait Islander Legal Services
<b>BCG</b>	Business Continuity Group
<b>BDM</b>	Births, Deaths and Marriages
<b>BWC</b>	Barkly Work Camp
<b>CDU</b>	Charles Darwin University
<b>CIRQAS</b>	Continuous Improvement, Risk and Quality Assurance System
<b>CISD</b>	Critical Incident Stress debriefing
<b>CEO</b>	Chief Executive Officer
<b>CJRSU</b>	Criminal Justice Research and Statistics Unit
<b>CLC</b>	Community Legal Centres
<b>COTA NT</b>	Council of the Ageing
<b>CSWP</b>	Community Support Work Program
<b>CTS</b>	Court and Tribunal Services
<b>CVAC</b>	Crime Victims Advisory Committee
<b>CVP</b>	Community Visitor Program
<b>CVSU</b>	Crime Victims Services Unit
<b>DCC</b>	Darwin Correctional Centre
<b>DCDD</b>	Department of Corporate and Digital Development
<b>DIPL</b>	Department of Infrastructure Planning and Logistics
<b>DOH</b>	Department of Health
<b>DPP</b>	Director of Public Prosecutions
<b>DV</b>	Domestic Violence
<b>DWC</b>	Datjala Work Camp
<b>EAP</b>	Employee Assistance Program
<b>EEO</b>	Equal Employment Opportunity
<b>ELG</b>	Executive Leadership Group
<b>EMG</b>	Executive Management Group
<b>EMPA</b>	Executive Master of Public Administration



<b>EVP</b>	Elders Visiting Program
<b>FBT</b>	Fringe Benefits Tax
<b>FRU</b>	Fines Recovery Unit
<b>FTE</b>	Full Time Employee
<b>FVP</b>	Family Violence Program
<b>GM</b>	General Manager
<b>HCSCC</b>	Health and Community Services Complaints Commission
<b>HMP</b>	Her Majesty's Prison
<b>HR</b>	Human Resources
<b>HWSA</b>	Heads of Workplace Safety Authorities
<b>IADO</b>	Intensive Alcohol and Drug Program
<b>ICAM</b>	Incident Cause Analysis Method
<b>ICT</b>	Information and Communications Technology
<b>IJIS</b>	Integrated Justice Information System
<b>ILUA</b>	Indigenous Land Use Agreement
<b>IOMS</b>	Integrated Offender Management System
<b>IPR</b>	Individual Performance Review
<b>IT</b>	Information Technology
<b>KPMG</b>	Klynveld Peat Marwick Goerdeler
<b>KPI</b>	Key Performance Indicator
<b>LED</b>	Light Emitting Diode
<b>LSI-RNR</b>	Level of Service Inventory - Risk-Need-Responsivity
<b>MLA</b>	Member of the Northern Territory Legislative Assembly
<b>NAIDOC</b>	National Aboriginal and Islander Day Observance Committee
<b>NDIS</b>	National Disability Insurance Scheme
<b>NCPF</b>	National Consumer Protection Framework
<b>NLAP</b>	National Legal Assistance Partnership
<b>NGO</b>	Non-Government Organisation
<b>NLC</b>	Northern Land Council
<b>NNTT</b>	National Native Title Tribunal
<b>NT</b>	Northern Territory
<b>NTCA</b>	Northern Territory Consumer Affairs
<b>NTCAT</b>	Northern Territory Civil and Administrative Tribunal
<b>NTCI</b>	Northern Territory Correctional Industries
<b>CS</b>	Correctional Services
<b>NTCET</b>	Northern Territory Certificate of Education and Training
<b>NTG</b>	Northern Territory Government
<b>NTPS</b>	Northern Territory Public Sector
<b>NTSDE</b>	NT School of Distance Education
<b>ODPP</b>	Office of the Director of Public Prosecutions
<b>OMP</b>	Offender Management Plan
<b>OPG</b>	Office of the Public Guardian
<b>OPCAT</b>	Optional Protocol to the Convention against Torture and Other Cruel, Inhuman or Degrading Punishment

<b>PHC</b>	Primary Health Care
<b>PHS</b>	Prisoner Health Services
<b>PIEF</b>	Personal Injury Education Foundation
<b>PPO</b>	Probation and Parole Officer
<b>PSMP</b>	Public Sector Management Program
<b>PSU</b>	Professional Standards Unit
<b>QC</b>	Queen's Counsel
<b>RAGE</b>	Recognising Anger and Gaining Empowerment
<b>RIS</b>	Regulation Impact Statement
<b>RoGS</b>	(Australian Government Productivity) Report on Government Services
<b>RTO</b>	Registered Training Organisation
<b>RSPCA</b>	Royal Society for the Prevention of Cruelty to Animals
<b>RSVP</b>	Sex Offender Treatment Program / Responsivity/Safety/ Victims and Plans
<b>SC</b>	Senior Counsel
<b>SFNT</b>	Solicitor for the Northern Territory
<b>SOTP</b>	Sex Offender Treatment Program
<b>SSS</b>	Safe, Sober, Strong
<b>TRM</b>	Territory Record Manager
<b>UN</b>	United Nations
<b>VET</b>	Vocational Education and Training
<b>VFT</b>	Value for Territory
<b>VoCNT</b>	Victims of Crime NT
<b>VOTP</b>	Violent Offender Treatment Program
<b>VTAC</b>	Transitional and After-Care
<b>USQ</b>	University of Southern Queensland
<b>WA</b>	Western Australia
<b>WHS</b>	Work Health and Safety
<b>WHSAC</b>	Work Health and Safety Advisory Council
<b>WILS</b>	Workplace Integrated Learning Scholarship
<b>WRCAC</b>	Workers Rehabilitation and Compensation Advisory Council
<b>WOW</b>	Women of Worth Program
<b>YWCA</b>	Young Women's Christian Association





*The Datjala Work Camp football team, 'the Datjala Tigers' mascot in action.*



*Waruwi community pig.*

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