










Forward Together and Organisational Review Recommendations

Theme 1: Improving strategic governance and oversight






Organisational Review Recommendations	Alignment to Forward Together
1.1 Developing a strategic roadmap defining the way in which NTCS can deliver on the government's objectives and meet the challenges it faces.	 Purpose, Planning and Performance
1.2 Developing a revised suite of key performance indicators	 Purpose, Planning and Performance
1.3 Developing an internal compliance auditing program against key statutory obligations.	 Purpose, Planning and Performance
1.4 Developing a range of operational strategies to amplify focus in specific operational areas to improve outcomes that support the overall strategic direction.	 Purpose, Planning and Performance

Theme 2: Redesigning organisational structure

Organisational Review Recommendations	Alignment to Forward Together
2.1 Establishing clearer lines of accountability and decision-making across NTCS	 Purpose, Planning and Performance
2.2 Increasing responsibility of General Managers for delivering all outcomes at their respective correctional facilities	 Efficiency
2.3 Improving the executive leadership team operation, functionality and decision support processes, including establishing focused governance groups for Finance, Health Services and Safety and Security	 Purpose, Planning and Performance
2.4 Undertaking an independent functional/business capability mapping exercise to provide clarity of functions, roles and responsibilities to underpin a more efficient organisational structure	 Purpose, Planning and Performance
2.5 Establish a small team with responsibility for performance monitoring, policy and continuous improvement	 Purpose, Planning and Performance

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Theme 3: Delivering high quality prisoner health services







Organisational Review Recommendations	Alignment to Forward Together
3.1 Undertaking an independent review of the current prisoner health service delivery model	 Prisoner Health
3.2 Prioritising efficiency of prisoner movements to ensure prisoners attend medical and telehealth appointments, and female prisoners access adequate health services	 Prisoner Health
3.3 Revising the overarching Memorandum of Understanding, governance and decision-making arrangements for delivery of prisoner health services	 Prisoner Health
3.4 Developing a risk stratification approach for prisoners being admitted to hospital that considers their security classification	 Prisoner Health
3.5 Inter-governmental advocacy to secure access to Medicare Benefits Scheme and medication under the Pharmaceutical Benefits Scheme to improve continuity of primary health care post-release	 Prisoner Health

Theme 4: Improving workforce outcomes

Organisational Review Recommendations	Alignment to Forward Together
4.1 Re-configuring the custodial staffing profile to ensure rosters, duty sheets and post orders are aligned and efficient, including the development of best practice rostering guidelines that meet industrial requirements and provide transparency	 People
4.2 Increasing availability of staffing through employing additional custodial officers in secure escort teams, establishing a reserve workforce and reducing unscheduled leave	 People
4.3 Developing and implementing a Managing Attendance/Unscheduled Leave policy	 People
4.4 Preparing a workforce development strategy and plan to improve attraction, recruitment and retention, including pathways to increase the Aboriginal workforce	 People
4.5 Increasing focus on performance management, staff engagement, learning and development and mandatory training	 People
4.6 Increasing leadership training opportunities for all new and emerging leaders	 People








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Theme 5: Reducing workloads and increasing operational effectiveness

Organisational Review Recommendations	Alignment to Forward Together
5.1 Conducting a review of all directives, policies and Standard Operating Procedures (SOPs) to identify and delete obsolete documents, including development of an over-arching policy framework for consistency and a three-year rolling review timetable	 Efficiency
5.2 Undertaking business process mapping of all core business processes across NTCS and re-engineer processes where there are opportunities for efficiency	 Efficiency
5.3 Undertaking a range of content updates to intranet and internet, preparing a business case for a new integrated case management IT system, develop improved reporting tools and address in-cell learning technology	 Efficiency
5.4 Establishing clearer roles and responsibilities and improving induction, training and guidance documentation for NTCS business managers and finance officers, including improved accountability for reporting	 People
5.5 Maintaining and monitoring all contracts across NTCS through Contrax, reviewing existing contracts to verify contract performance is being optimised and ensuring all relevant NTCS staff have procurement and contract management training	 Efficiency
5.6 Implementing the recommendations from the 2018 KMPG report in relation to improving governance arrangements for the Darwin Correctional Centre Public Private Partnership	 Purpose, Planning and Performance



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Theme 6: Enhancing custodial operations

Organisational Review Recommendations	Alignment to Forward Together
6.1 Developing a 10 year infrastructure master plan based on various future scenarios, including prison population projections, differentiated sentencing policies, whether and where new facilities would be constructed	 Infrastructure and Equipment
6.2 Reviewing the prisoner core/structured day to ensure the program, work and activity requirements that underpin the Responsible Prisoner Model are being met, then aligning the custodial operations work profile with the revised core/structured day model	 Through Care, education, employment and rehabilitation
6.3 Ensure all recommendations of KPMG reviews regarding post shifts are considered and either implemented or intentionally discarded.	 People
6.4 Focusing on improving the sentence management and through-care model by implementing the Through-Care Integrated Case Management approach developed to support the Operational Philosophy, ensuring reasonable caseloads, focused attention to pre- and post-release planning and improved coordination with and referrals to housing, employment, income support, health and social service agencies	 Through Care, education, employment and rehabilitation
6.5 Use sentence management plans to establish a rolling forward program and measure demand for education, training and offender rehabilitation programs	 Through Care, education, employment and rehabilitation
6.6 Reviewing the provision of existing custody staffing levels at Darwin Local Court	 People
6.7 Undertaking a Request for Information/Request for Tender to test the capacity of the market to provide outsourced court custody and/or prisoner escort and transport activities	 Efficiency








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Theme 7: Improving prisoner education and employment

Organisational Review Recommendations	Alignment to Forward Together
7.1 Developing an overarching education strategy to align education program delivery with the specific needs of participants and skills requirements in the NT context	 Through Care, education, employment and rehabilitation
7.2 Reviewing NTCS Prison Industries policy and develop a pricing policy to optimise returns from prison industries	 Through Care, education, employment and rehabilitation
7.3 Partnering with a university or relevant education institution to design and implement a suite of education programs for improved literacy and numeracy, employability skills and vocational education and training	 Through Care, education, employment and rehabilitation
7.4 Increasing access and availability of literacy and numeracy education, and employment skills development to prisoners with short sentences	 Through Care, education, employment and rehabilitation
7.5 Establishing partnership and collaborations with the industry and skills sector to identify skill needs in the Territory, employment placements and skill development opportunities	 Through Care, education, employment and rehabilitation
7.6 Expediting the rectification works for Sector 2 at DCC which was severely damaged during the incident in May 2020	 Infrastructure and Equipment

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Theme 8: Enriching offender rehabilitation programs

Organisational Review Recommendations	Alignment to Forward Together
8.1 Hosting a Ministerial Roundtable on the Future of Offender Rehabilitation in the NT with experts and researchers from around Australia	 Through Care, education, employment and rehabilitation
8.2 Introducing a range of 'short courses' on substance abuse and building pro-social skills for remand and short sentence prisoners	 Through Care, education, employment and rehabilitation
8.3 Developing, in partnership with the Aboriginal Justice Agreement implementation team, a suite of new/enhanced family violence, violent offender and sexual offender rehabilitation programs that are evidence-based, contemporary and culturally competent	 Through Care, education, employment and rehabilitation
8.4 Carrying out regular and timely program reviews to examine program availability and accessibility, modification in accordance with clinical practice, and provide the Corrections Commissioner with an annual report on the outcomes	 Through Care, education, employment and rehabilitation
8.5 Establishing an Offender Programs Accreditation Panel to approve, review and assess offender rehabilitation programs	 Through Care, education, employment and rehabilitation
8.6 More closely monitoring and providing priority to prisoners nearing the end of their non-parole period, to ensure their potential for release on parole is not disadvantaged	 Through Care, education, employment and rehabilitation
8.7 Implementing the internationally renowned Good Lives Model approach to offender rehabilitation	 Through Care, education, employment and rehabilitation