



Australian Government
Attorney-General's Department

Night Patrol Services in the Northern Territory



Operational Framework
July 2008



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**Indigenous Justice and
Legal Assistance Division**

Night Patrol Services in the Northern Territory

Operational Framework

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Night Patrol Services

NT Service Delivery Team

Indigenous Law and Justice Branch

Indigenous Justice and Legal Assistance Division

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1. OVERVIEW

1.1 *Aim of Operational Framework*

The aim of this Operational Framework is to provide the minimum standards required for the formation, structure, operation and management of night patrol services (NPS) in the Northern Territory (NT) by shire councils and other, non-shire council service providers.¹ It should be read in conjunction with the following documents:

- the Program Funding Agreement (PFA), including the *Terms and Conditions for Funding Agreements with State/Territory/Local Government Agencies Relating to Indigenous Programs* (in the case of shire councils), or *General Terms and Conditions for Funding Agreements Relating to Indigenous Programs* (for non-shire council service providers), as appropriate, and
- any Special Conditions relating to the PFA.

All night patrol regional managers and night patrol officers must receive annual training on the requirements that are set out in this document and as amended from time to time. New staff will receive training as part of the induction process. A copy of this Operational Framework is to be provided by the shire council, or non-shire council service provider, to the night patrol regional manager and to all night patrol staff.

The Operational Framework defines the way NPS in the NT are to operate and the services to be provided. It supports the NPS in managing the operations of each service based on a regional service delivery model and, if applicable, relationships between the community, the night patrol regional manager and the contracted service provider.

The Operational Framework provides guidance to the night patrol regional manager and contracted service provider on the development of the 'Regional Operational Plan' that is required under the PFA. An operational plan is the most effective tool to guide the establishment, implementation, monitoring and evaluation of the NPS across each NT region. The requirements and template for the 'NPS Regional Operational Plan' are at [Attachment A](#).

If a community NPS or the contracted service provider is unable to comply with any of the requirements contained within this Operational Framework it must immediately inform the Attorney-General's Department (the Department) in writing of the non-compliance, the reason/s for non-compliance, and any steps being taken or proposed to be taken in order to achieve compliance.

¹ Specifically, the night patrol services operating in the 73 communities identified by the Northern Territory Emergency Response (NTER) in 2007.

1.2 Guiding Principles

The guiding principle for the NPS is culturally appropriate assistance to Indigenous people at risk of either causing harm or being harmed, including intoxicated people, young people, victims of violence and the homeless.

The principles that underpin night patrols include, but are not limited to, the following:

- all individuals have the right to be safe in the community, and
- the community has a responsibility to work towards the prevention of anti-social, destructive and illegal behaviours.

1.3 Background

In June 2007, the Australian Government announced its Northern Territory Emergency Response (NTER) following the release of the *Little Children are Sacred Report 2007*. Night patrols have been recognised within the NTER process as essential to the promotion of law and justice and increasing community safety.

The Department is contributing to the Government's response by funding the establishment of night patrols in the 73 Indigenous communities identified in the NTER.

Night patrols will be established in the 73 identified Indigenous communities across the NT. These communities are listed at [Attachment B](#).

In October 2007, the NT Government announced the establishment of nine shire council regions, to commence operation on 1 July 2008. In February 2008 the NT Government revised the number of shire council regions to eight. Information about the shire council regions is available at <http://www.localgovernment.nt.gov.au/new>.

The Department has negotiated with the NT Government to deliver night patrol services in a number of Indigenous communities using a regional service delivery model through each community's respective shire council. The Department has entered into a funding agreement with Ironbark (NT) Employment & Training Incorporated – a non-shire council service provider – to deliver night patrol services in the Top End region. The Department is also negotiating with a non-shire council service provider to service Binjari, which does not fall into a shire council region.

1.4 What is a NPS?

Night patrols are funded by the Department to deliver services to assist people at risk of either causing or becoming the victims of harm in order to break the cycle of violence and crime in the communities. The approach is to provide non-coercive intervention strategies to prevent and control anti-social and destructive behaviours through the promotion of culturally appropriate processes around conflict resolution in conjunction with contemporary law enforcement measures.

1.4.1 Towards a Working Definition of NPS

As Harry Blagg indicated in the report, *An Overview of Night Patrol Services in Australia*, a workable definition of night patrols in a broad sense, is to provide non-coercive community intervention, or order maintenance, services designed to prevent or stop harm and maintain community peace, security and safety.

It was also reported that NPS has become a distinctive feature of the communal landscape in Indigenous Australia:

- in many communities—particularly remote Aboriginal communities—NPS often represent the only consistently available mechanism for ensuring social order, preventing or defusing potentially violent situations and protecting the vulnerable
- in rural towns and inner city areas NPS divert intoxicated people away from contact with the criminal justice system
- NPS assist vulnerable young people by providing transport home and/or referring them on to support services, and
- NPS work in an integrated way with sobering up shelters, safe houses and women’s refuges.

The core functions of NPS are to provide basic services such as safe transportation, diversion from contact with the criminal justice system, and intervention to prevent disorder in communities. The research also found that many NPS are developing sophisticated case-work arms and are engaging in multi-agency liaison in their localities.

1.4.2 Who can be a client of night patrol services?

NPS should be made available to all residents in a community and in particular where such services will provide a direct and substantial benefit for both those at risk of suffering or causing harm in the community.

1.4.3 What services cannot be provided?

NPS must not provide services that are the responsibility of police. Night patrol workers have no police powers and cannot stop, question, detain, search or arrest people.

1.5 *Night Patrol Services - supporting safer communities*

Night patrols aim to increase personal and community safety across rural and remote Indigenous communities. Night patrol officers assist people at risk, including intoxicated people, young people, victims of violence and the homeless.

NPS support safer communities through:

- the development of a partnership framework that provides linkages to other programs and services in the community for both those at risk of being harmed, and those at risk of causing harm
- the identification and assistance given to people at risk
- patrolling the community at appropriate times
- assisting people at risk to access safe places, and
- providing advice, information and assistance that may help prevent further repeat behaviours.

2. SERVICE DELIVERY

The NPS must deliver the following core services:

- operate in the community at least five (5) nights per week, with a minimum of two (2) patrol workers
- provide a safe, culturally sensitive service
- develop service level partnership arrangements with providers in the community
- information, support and referral, and
- promote and provide public awareness regarding the NPS, including articulating its benefits through a range of communication mediums.

2.1 Provide regular patrols in the community

The NPS must provide regular patrols in order to increase the sense of community safety. In particular, the NPS should work with vulnerable people (children, older people, young people and women), encouraging them to report issues, and develop a neighbourhood watch approach in the community.

2.2 Provide a safe, culturally sensitive service

The main priority is to improve community safety for individuals, families and the community. The safety and wellbeing of those at risk of harm must be the first priority. NPS must incorporate and respect the cultural considerations of the community in which the service is operating.

2.3 Develop service level partnership arrangements with providers in the community

In order to develop a comprehensive NPS, partnership arrangements must be established with other social service providers in the community to develop more effective linkages and referral services for those at risk. There are obvious advantages for night patrols in the development of local partnering arrangements, as these allow

the service to be more comprehensive and inclusive. It is also a requirement that protocols be negotiated between the NPS and the nearest NT Police Service.

In 2007-08 the Department directly funded a number of night patrols in communities within the NT regions. As these existing agreements end, the management of these existing night patrols will transfer to the shires (or other contracted service provider). The shire council (or contracted service provider) and the night patrol regional manager will need to work with existing service providers to ensure the smooth transition of NPS to the new regional service delivery model.

Attachment B to this Operational Framework lists, by region, all communities in which a NPS must be established, and the service provider responsible for delivering the NPS in those communities.

2.3.1 Building Relationships with other service providers

The success of NPS increasing personal and community safety relies on the relationships the night patrol teams build with other services. These services include, but are not limited to, the local police, drug and alcohol, youth, mental health and health care services.

The service provider must outline in the 'NPS Regional Operational Plan' the strategies it intends to use to ensure linkages with other providers and the processes established and how they will maintain these relationships.

2.4 Information, support and referral

The NPS is to provide practical support and assistance to the community it services. This may include:

- information regarding support services available to those at risk of being harmed or causing harm
- referral to relevant local services: for example safe place, community health centres or clinics and police, and
- referral to other agencies; for example Mobile Child Protection Team, Mental Health Programs, Centrelink Offices and Housing Department.

NPS may provide support and/or referrals to those at risk by assisting them to access services such as medical treatment, food, clothing, accommodation and income support. In the first instance, staff of the NPS should direct those seeking assistance to the appropriate service provider.

2.5 Promote and provide public awareness regarding the NPS including articulating its benefits through a range of communication mediums

Promotion involves putting in place a range of strategies that enables individuals and communities to feel safe and confident in the NPS. This promotion of the NPS should

include articulating its benefits through a range of culturally appropriate communication mediums.

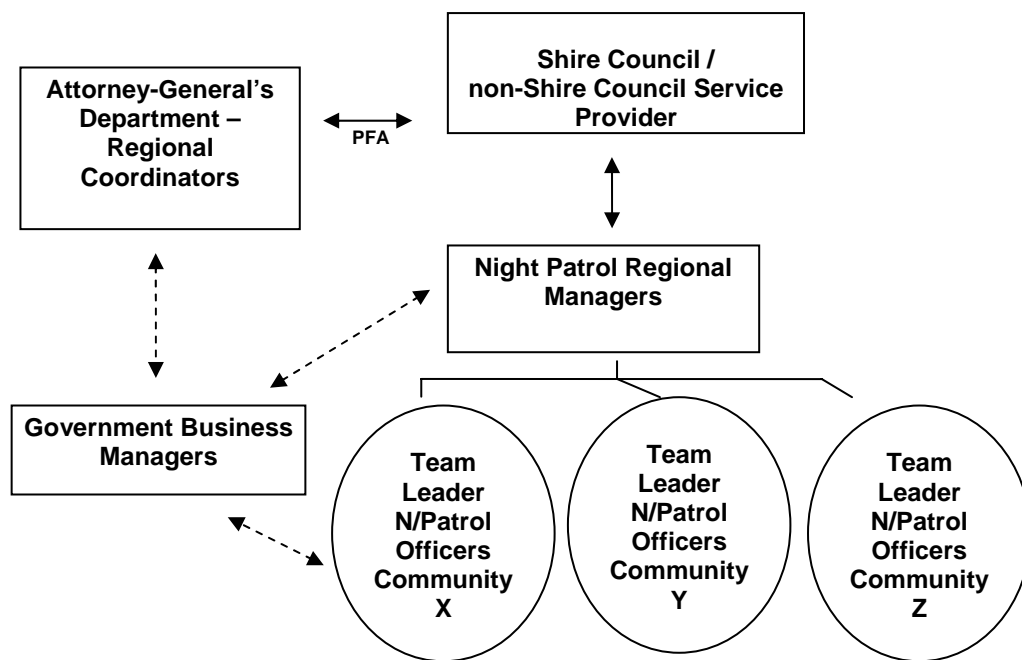
Each NPS will be required to develop a reporting regime to record incidents dealt with. This includes recording incidents involving those at risk of being harmed and those causing harm. Documenting incidents while maintaining the privacy of individuals, provides a level of transparency and accountability that encourages community confidence in the NPS officers to assist with the incidents in the community.

3. GOVERNANCE

Good corporate governance is achieved by having clear lines of accountability, a sound understanding of roles and responsibilities and the authority to carry out those responsibilities.

3.1 Night Patrol Regional Service Delivery Model

Figure 1



The Department has applied a regional service delivery model for night patrol services across the NT (refer to Figure 1 above). This service delivery model is based on a 'hub and spoke' approach, with a night patrol regional manager being responsible for the NPS in each identified community within their region.

The NPS delivery model is consistent with the regional shire council structure currently being implemented by the NT Government.

3.2 Roles and Responsibilities

3.2.1 Attorney-General's Department

The Department funds night patrols through a Program Funding Agreement (PFA). This is a contract between the Department and each service provider.

The Department is responsible for monitoring the compliance of each service provider with the requirements of the PFA, including the *Terms and Conditions for Funding Agreements with State/Territory/Local Government Agencies Relating to Indigenous Programs* and this Operational Framework.

The compliance of service providers which are not shire councils is monitored against the requirements of the PFA and *Terms and Conditions for Funding Agreements Relating to Indigenous Programs*. Should a service provider be in breach of any of these documents, the Department will seek to redress the breach in accordance with the contractual terms. This may include withholding funding until any breach has been addressed by the service provider.

The Department will assist service providers to ensure that appropriate organisational structures, processes and systems are in place to facilitate the effective delivery of NPS across the serviced region.

The Department will not provide advice relating to the day-to-day operations or administration of the NPS for example, staff conflict, recruitment and retention issues or performance management of staff.

3.2.2 Department Contacts

Following is a list of Departmental Regional Coordinators responsible for geographical areas in the NT and direct contact with the contracted service providers.

Stacey Lange

Regional Coordinator, Darwin, Katherine and Nhulunbuy regions
Attorney-General's Department, NT Service Delivery Team
Located in the Darwin Indigenous Coordination Centre

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Debbie Bargallie

Regional Coordinator, Alice Springs and Tennant Creek regions
Attorney-General's Department, NT Service Delivery Team
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The Night Patrol Program is managed by the following Departmental officers, located in the Canberra National Office:

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Director
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Attorney-General's Department

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3.2.3 Shire Councils

The role of the shire councils is to provide leadership and direction in relation to the strategic vision of community NPS, and to reflect the needs and priorities of the communities within a region in accordance with its contractual obligations relating to the NPS.

Shire council managers will be responsible for the employment and supervision of night patrol regional managers.

Shire councils will also be responsible for updating as required by the Department the night patrol regional manager job descriptions and duty statements. Any change to the existing content of night patrol regional manager job descriptions and duty statements will require the Department's approval.

The shire councils are responsible for developing the 'NPS Regional Operational Plan' and for reporting back to the Department through financial and performance reports, as required under the funding agreement between the AGD and the relevant service provider.

Where the contracted service provider is a non-shire council organisation, the organisation's Chief Executive Officer takes on these roles and responsibilities.

3.3 Confidentiality

Documented policies and procedures for safeguarding client confidentiality must be developed by the service provider in consultation with the NPS within the region. The policies must have regard to privacy law and clearly explain any circumstances under which confidentiality requirements must be set aside. Clients must be informed of the confidentiality policy by each NPS. As part of the induction process, new staff members must be trained in these confidentiality procedures.

Confidentiality requirements apply to all night patrol staff including the night patrol regional managers. All night patrol staff must understand that a breach of client confidentiality may be deemed to be in breach of their conditions of employment and may result in the termination of their employment.

Each NPS must ensure that all information relating to clients is kept confidential unless the client consents in writing to the disclosure of the information. The mechanisms used to protect client confidentiality should be outlined in Section 5 of the 'NPS Regional Operational Plan'.

The Department may require access to client information by the NPS, as described in the *Terms and Conditions for Funding Agreements with State/Territory/Local Government Agencies Relating to Indigenous Programs* and in the *Terms and Conditions for Funding Agreements Relating to Indigenous Programs*. Access to client information would require prior permission by the client.

3.4 Conflict of Interest

A conflict of interest arises where an employee or member of an organisation is in a position to obtain a benefit as a result of that employment or membership. The benefit may be financial or non-financial in nature. A conflict of interest is deemed to occur regardless of whether the benefit accrues to the staff member, committee member, or to an acquaintance, friend, family member or organisation with which that person has an association.

For a conflict of interest to exist it is not necessary to show that a person attempted to obtain a benefit; it is sufficient that a person could be perceived to be in a position to obtain a benefit. Both perceived and actual conflicts of interest can erode trust in the integrity of an organisation and can result in the loss of community support.

The Department recognises that, particularly in rural and remote areas, conflict of interest may be difficult to avoid. Therefore, it is important that each shire council, or other contracted organisation, formalises a process for dealing with any conflict of interest that may arise.

Potential conflicts of interest, and how they will be managed, should be outlined in Section 5 of the 'NPS Regional Operational Plan'.

3.5 Complaints Handling

A complaint may relate to the standard of NPS provided, or to the diligence, competency, behaviour or attitude of staff. Complaints may represent an opportunity to improve practices and procedures, or may enable a NPS to enhance its reputation as a responsive and responsible service.

The service providers must consult with each NPS to establish a formal complaints-handling process to manage all complaints, including complaints received from:

- clients
- community members
- other service providers, and
- employees.

The complaints-handling process must be accessible and transparent. Standards Australia Limited has issued guidelines for handling complaints (refer to AS ISO 10002-2006) and a handbook relating to handling complaints (refer to HB 229-2006) that may be of use when developing a complaints handling process.

A sign detailing the complaints-handling process must be displayed in the office of each service provider including community service centres across the region. Where appropriate, the sign should be displayed in all relevant languages.

A person making a complaint must be confident that the complaint will be taken seriously and will be handled fairly and promptly. At all times it is crucial to keep the complainant informed of progress in dealing with the complaint. Staff should avoid taking a defensive or aggressive stance in response to receiving a complaint, and should maintain impartiality and be courteous and helpful when dealing with a complaint.

A complaint may be made either verbally or in writing. Should the complaint be delivered verbally, the person receiving the complaint must make a written record of the complaint.

Where possible, a complaint should be resolved immediately to the satisfaction of all parties. Where a complaint cannot be resolved immediately or if, in resolving a complaint, specific undertakings are given to the complainant, details of the complaint should be recorded. Verbal agreements that are made in the resolution of the complaint need to be confirmed in writing.

The service provider must maintain a complaints log, together with details and status of any complaints. This complaints log must be available to the Department upon request. Access to personal information would require prior client permission.

In Section 5 of the 'NPS Regional Operational Plan', service providers will outline the process they will implement to handle complaints in a prompt and satisfactory way. This process must include details of how complaints will be managed, timeframes for decisions and a mechanism for the lodgement of appeals.

4. ADMINISTRATION

4.1 Location of Services

The geographic area serviced by the NPS, as negotiated with the service provider's night patrol regional manager, should be clearly defined and publicly displayed around the community including in offices of service providers and on all resource materials and publications of the NPS. In determining the location of services to be provided, consideration should be given to the accessibility and costs associated with providing such a service outside the surrounding areas of the community, for example, remote outstations.

To ensure that individuals at risk of being harmed or causing harm are serviced effectively, consideration should be given to the most appropriate place for stationing the night NPS base, for example, co-location with the Police Station and/or Safe House in the community may be an option.

Where there is no police presence and/or Safe House in the community, it may be appropriate to negotiate with the service provider for the NPS base to operate from an existing Community Government Council building.

4.2 Staffing

The service providers are responsible for the employment of the night patrol regional manager/s and other night patrol staff.

The night patrol regional managers will oversee a night patrol team (staffed by a night patrol team leader and night patrol officers) in each identified community in their region. The night patrol regional managers will maintain a close working relationship with key individuals in the community including community elders and Government Business Managers (GBM). This relationship will enable night patrol regional managers to monitor the performance of NPS in their region, and identify and address issues as they arise.

The service providers must ensure that appropriate employment policies are developed and implemented, and that night patrol staff employment and conditions comply with relevant Northern Territory legislation, for example, occupational health and safety, equal employment opportunity and anti-discrimination legislation. The night patrol regional managers and night patrol staff will be entitled to the same conditions of employment under the service provider's Enterprise Bargaining Agreement processes.

Both night patrol regional managers and night patrol staff will be employed on 12 month contracts with a three (3) month probationary period included. NPS staff will be employees of the service provider.

4.2.1 Human Resources

The night patrol regional managers will initially be responsible to the CEO of the shire council (or alternative within the organisation's structure). For the purposes of any leave to be taken, approval will be required by the service provider's delegate and adequate arrangements should be put in place to cover the leave period, including interim arrangements to manage the night patrol staff during this period.

The night patrol regional managers will be responsible for the recruitment of community night patrol worker positions within a region. In addition, night patrol regional managers will be responsible for managing night patrol staff timesheets and leave etc.

Below is a summary of the job description and duty statements for the regional night patrol regional manager positions.

4.2.2 Night Patrol Regional Managers Role

Under the direction of the service provider, night patrol regional managers would be expected to:

- assist with the preparation of the 'NPS Regional Operational Plan', defining how NPS will operate within their region
- manage the NPS budget allocation for their region
- undertake community consultation to ensure NPS meet the needs and priorities of individual communities
- be involved in the recruitment of night patrol team leaders and team members
- manage night patrol staff leave and timesheets
- coordinate job-specific training for night patrol team leaders and team members, in line with the training requirements specified in Section 6.1 of this Operational Framework
- monitor the operation and performance of the NPS in each community within their region
- consolidate the reports from the night patrol team leaders, and submit to the service provider to enable the provision of the report to the Department in line with the reporting requirements specified in the PFA
- liaise with GBMs, the Department and key stakeholders/service providers, and
- provide assistance and support to remote area NPS, safe houses and other services supporting community safety, to develop and implement effective strategies to address community issues.

4.2.3 Night Patrol Team Leaders Role

Under the direction of the service provider, night patrol team leaders would be expected to undertake tasks such as:

- supervise and work with the night patrol team members to deliver an effective NPS in their community
- ensure night patrol team members are maintaining time sheets for hours worked and submit these back to the night patrol regional manager on a frequency to be determined by the shire council or equivalent contracted service provider
- complete incident reports where the NPS has picked up a client
- monitor night patrol activities in the community, and
- perform the same duties as the night patrol team members, outlined below.

4.2.4 Night Patrol Team Members Role

Under the direction of the service provider, night patrol team members would be expected to undertake tasks such as:

- patrol the community as directed by the night patrol team leader
- diffuse violent situations and protect the vulnerable
- work in an integrated way, linking with ‘sobering up’ shelters, safe houses and women’s refuges
- divert intoxicated people away from contact with the criminal justice system
- provide transport for vulnerable people to safe places; such as home, safe houses, or to medical assistance, and
- provide advice, information and/or assistance that may reduce risk to individuals.

4.2.5 Attracting Staff

Obtaining staff is an ongoing issue for organisations and agencies across the Northern Territory.

When recruiting night patrol staff service providers should make full use of available employment resources; including engaging with the relevant employment and training provider/s, JobNetwork providers, GBM and community stakeholders.

The Department of Education, Employment and Workplace Relations (DEEWR) has agreed for its providers of Australian Government employment services to provide pre-employment ‘job ready’ training for individuals in order to develop their skills to

work across a number of industries in the communities. A number of communities across the Northern Territory are already involved in these processes as part of lifting the remote area exceptions, CDEP transition and work for the dole activity assessments. It is envisaged that once individuals have completed their training, there will be a pool of potential people that could be recruited to work in a number of positions in the community and/or region.

DEEWR also has funding available for specialised training in literacy and numeracy, although the training provider had not yet been determined at the time this Operational Framework was written. The night patrol regional managers may wish to contact DEEWR directly regarding the literacy and numeracy budget initiative/s.

All potential night patrol workers must have a police check done prior to employment and possess a current NT driver's licence.

The service provider will need to work closely with the community to ensure that suitable staff are employed in these positions.

4.3 Vehicles

The Department will provide funding for the purchase of vehicles for each night patrol regional manager and community NPS through the PFA. The service provider will be responsible for the procurement and purchase of NPS vehicles.

In some cases, the community NPS may identify the need to patrol the community using other forms of transport such as a quad bike, if the community is small and a vehicle is determined as either not appropriate or ineffective in patrolling the community. Agreement regarding the purchase of a vehicle is to be done in consultation with the community, CEO (or equivalent) of the service provider, and the GBM from that community, if appropriate.

The service provider must indicate in the NPS Regional Operational Plan where it has identified using other forms of transport and why this will be more appropriate or effective. Written approval for the purchase of alternative vehicles must be obtained from the Department prior to purchase.

All NPS must have rules developed on the use and maintenance of night patrol vehicles in consultation with each community and displayed in all night patrol vehicles which outline that:

- night patrol vehicles must be kept in a roadworthy condition
- night patrol vehicles only to be driven by licensed night patrol staff
- no night patrol vehicle is to be used for ceremonial business, hunting or to be taken away from the community without the authorisation of the service provider
- if a night patrol vehicle is taken away from the community without authorisation the service provider must take appropriate action

- no smoking or drinking alcohol is permitted in any night patrol vehicle
- all night patrol vehicles must be regularly cleaned on the inside and out
- all night patrol vehicles must be regularly serviced in accordance with the scheduled servicing for the particular model. Services must be done by an authorised mechanic including vehicle inspections as required by the NT Motor Vehicle Registry
- tyres must also be regularly checked for wear and tear
- all night patrol vehicles must be registered with the NT Motor Vehicle Registry
- all night patrol vehicles must have comprehensive insurance cover
- the night patrol vehicle must be appropriately modified to ensure the protection of night patrol staff and individuals services by the night patrols. These modifications must be compliant with NT legislation and meet OH&S requirements, and
- all night patrol vehicles must be locked up in a secure premise in the community and not to be used outside the NPS hours of operation (that is, the hours of NPS operation identified in the 'NPS Regional Operational Plan'). In exceptional circumstances, the use of the vehicle outside of the hours of operation would require the authorisation of the service provider.

The service provider will be required to attach a copy of the 'Vehicle Rules' for each community NPS with the Night Patrol Regional Operational Plan.

4.4 Public Liability

Public liability insurance protects the service provider against the financial risk of being found liable to a third party for death or injury, loss or damage of property or 'pure economic' loss resulting from the service provider's negligence in relation to NPS. Service providers contracted to manage night patrols must ensure that their current Public Liability Insurance covers the activities of the NPS.

4.5 Funding Variations

As needs and circumstances can change significantly, service providers may apply to the Department for a variation to the existing PFA, or for one-off funding. All requests for variations or additional funding must be made in writing by the Shire Manager (or equivalent), and must be addressed to the Regional Coordinator of the Department. Requests must set out the reasons that additional funding is required and details of intended purchases or expenses.

For further information, refer to the procurement guidelines contained in the *Terms and Conditions for Funding Agreements with State/Territory/Local Government Agencies Relating to Indigenous Programs* or *Terms and Conditions for Funding Agreements Relating to Indigenous Programs* as appropriate.

4.6 Updating Service Provider Information

Each service provider must advise the Department in a timely manner of any change to personnel and contact details, including street address, postal address, fax numbers, telephone numbers and email addresses.

5. REPORTING FRAMEWORK

The effectiveness of NPS in achieving the program objectives will be monitored and measured through community engagement and the submission of financial and performance reports during the funding agreement period. Contracted service providers will submit quantitative and qualitative data to the Department as outlined in Section 5.1 of this Operational Framework, and in accordance with the PFA.

Quantitative data allows the Department to monitor the number of people assisted and provides measurable information about the service being provided to each community. Qualitative data provides anecdotal and experiential information about the service and provides valuable information about how the night patrol is operating. Qualitative reporting enables the service provider to describe how its night patrol is operating, to share good news stories, and provide its plans for improving the service.

5.1 Performance Indicators

Each service provider must provide reports on performance indicators as required under the PFA. These indicators may be updated from time to time.

Service providers will report quarterly, by community, on both quantitative and qualitative measures:

Quantitative Measures:

- Number of people assisted.
- Number of people by gender.
- Number of people by age (0-5, 6-12, 13-24, 25-44, 44-64, 65+ and unknown).
- Number of complaints received.
- Number of complaints resolved.

Examples of assistance include: taking a person home, to a safe place or to hospital; offering first aid; calming a person; providing referral information; offering other assistance.

For those communities with an Australian government funded designated Safe House, NPS providers will also provide information on the number of people transported to a designated Safe House.

Service providers should also indicate the number of NPS employees who are:

- former CDEP participants, and
- Indigenous.

Qualitative Measures:

- How you have worked with other government and/or non-government organisations in the community to provide the NPS.
- Linkages to other service providers in your community or region, including referrals to appropriate services such as drug and alcohol services and police.
- The:
 - nature of incidents (for example, argument, possibly substance abuse, injury, or children unsupervised/out late)
 - frequency of the incidents (for example the same target group and place it has occurred), and
 - assistance types for the number of people assisted (for example, conflict management/police required, first aid, transport to hospital, transport to safe house, or provision of referral information).
- Reasons why the NPS is or is not working in each community, including plans and suggestions for improving the service.

5.2 Performance Monitoring

Where particular risks are identified by the Department, a contracted service provider may be required to undergo some form of performance monitoring. The Department will give reasonable notice of such performance monitoring, which may be conducted either by the Department or by an external service provider appointed by the Department for that purpose.

The Department monitors the performance of service providers against the requirements of funding agreements, including:

- that all conditions attached to funding agreements are being complied with
- the performance of the service provider, and
- risk management.

The service provider will monitor the performance of the NPS through both the formal reporting process, through appropriate means which may include liaison with the GBMs and through contact with the communities.

A process should be in place to enable communities to raise any concerns, including complaints, about a NPS with either the night patrol regional manager or the GBM.

5.3 *Field Visits*

Field visits may be conducted from time to time by the Department. At the conclusion of each field visit, a field visit report will be provided to the night patrol regional manager, and a copy will be provided to the Shire Manager, or equivalent (for non-shire service providers). The report will detail discussions held during the field visit, issues identified and any further action to be taken.

6. KEY RISKS TO THE ESTABLISHMENT AND IMPLEMENTATION OF NIGHT PATROL SERVICES

There are a number of key risks to the successful establishment and implementation of the NPS across the Northern Territory. As part of developing the 'NPS Regional Operational Plan', service providers must develop a risk mitigation strategy that attempts to address these and community-specific risks.

6.1 *Training*

All night patrol staff must participate in night patrol training. The training must include modules on: personal security, OH&S, First Aid, dealing with conflict situations and reporting, and any other modules that meet the needs of individual night patrol teams.

Training will be organised by the service provider with the assistance of the night patrol regional managers.

6.2 *Community Support*

In order for NPS to be successful, the night patrol regional managers should consult with the community and the relevant Government Business Manager to gain the confidence and support of the community in implementing a NPS. Once a positive relationship has been developed with the community, the night patrol regional manager should develop a proposal for implementing the NPS and present back to the community for endorsement. Community people should understand the value of NPS.

Several factors will influence the community's reaction to such a proposal, including the success or failure of previous services or programs, the history of community involvement, and the level of success in developing a positive relationship between local service providers and the community.

Where Indigenous communities are not in a position to support the successful implementation of a NPS in their community, this may be due, in part, to a lack of infrastructure or capacity to support the night patrol. In these instances, the night patrol regional manager will need to work with the community to develop a community building strategy that will support the purpose of establishing a NPS to increase personal and community safety in the community. This strategy must be detailed in the 'NPS Regional Operational Plan'.

Services in these communities will need to be monitored closely to ensure that the funding is used for the purposes of the NPS as stated in the relevant contractual documents.

7. USEFUL DOCUMENTS AND REFERENCES

The following documents provide useful information about night patrols, including some examples of how night patrols may be managed:

- Attorney-General's Department Prevention, Diversion, Rehabilitation and Restorative Justice Program Guidelines, *General Terms and Conditions for Funding Agreements Relating to Indigenous Programs*
- *Aboriginal Community Patrols: a practical guide* (March 2003), NSW Attorney-General's Department (http://www.lawlink.nsw.gov.au/lawlink/cpd/ll_cpd.nsf/pages/CPD_cpd_patrols)
- *An Overview of Night Patrol Services in Australia* (March 2003), H Blagg and G Valuri (www.crimeprevention.gov.au)

ATTACHMENT A

NPS REGIONAL OPERATIONAL PLAN

An operational plan is the most effective tool to guide the establishment, implementation, monitoring and evaluation of the NPS across a region. The service provider must develop a Regional Operational Plan within a specified timeframe as outlined in the PFA between the Department and the relevant service provider. The Operational Plan must be reviewed and updated annually by the service provider.

The information required to be documented in the Operational Plan should be the direct result of the actions to be taken as part of the service provider's Business Plan.

The plan should be discussed and documented with night patrol staff where possible. It should explicitly set out the community safety issues, the intended goal and objectives, the strategies for achieving the objectives and the means of evaluating the outcome.

This plan defines how the NPS will operate within your region. An example of what the plan may include is set out below, although this example provides only an overview of the components and does not provide the detail of the tasks, responsibilities and timeframes which would be expected in the NPS Regional Operational Plan.

In 2007-08, service providers developed a Regional Operational Plan for the first year of operation. The 2008-09 Regional Operation Plan provides the opportunity to update existing plans as required, to add details of communities transferred to the new arrangements in 2008-09, and to outline the milestones for the 2008-09 financial year.

The plan will outline the following over the 2008-09 financial year:

- an introduction to the plan
- a mission or vision statement
- description of your region, and provides a timeframe for establishing the NPS in each community
- NPS Guiding Principles
- how NPS will be established in each community
- appropriate services, and how you will work with them
- identifying risks to the successful operation of NPS in your region, and how you will manage those risks, and
- how the NPS will be monitored across a region.

1. Introduction

This section describes the purpose of the plan.

2. Mission or Vision Statement

This section outlines the broad aspirations of NPS across a region.

3. Region

State the region in which you are managing the NPS.

Provide a timeframe for establishing NPS in each of the communities listed for your region, including those currently under existing PFAs with other organisations.

4. NPS Guiding Principles

Depending on consultations with the community, a NPS could operate within the following principles:

- community peace, security and safety
- non-coercive community intervention and order maintenance
- community support and sense of ownership, and
- socially inclusive strategies (such as supporting, integrating, mediating and servicing), rather than socially exclusive ones (such as marginalising, coercing, disaffiliating or dislocating).

5. Plan for Establishing NPS in Your Region

The service providers must develop a comprehensive and coordinated plan for establishing NPS, including milestones and linking it to the key performance indicators as agreed in the PFA between the Department and the relevant service provider.

A plan would include the following:

Staff

- the recruitment strategy to be used to staff the night patrols
- a training strategy for night patrol staff in the region

Stakeholders

- a process for community engagement and liaison that addresses the specific needs of the communities within the serviced region

- how you will liaise with the Government Business Manager/s
- a draft protocol arrangement between the NPS and NT Police services which:
 - identifies each group who has a role in delivering the NPS
 - list the roles and responsibilities of the NPS and NT Police
 - provides detailed protocols for effective and culturally appropriate policing in the community, and
 - sets out a plan for all parties to work together, including a monitoring and evaluation plan.

Policies and procedures

- The plan must include the identification of strategic actions to address the following core services as outlined in the Operational Framework:
 - operate in the community at least five (5) nights per week (include here the hours of operation)
 - provide a safe, culturally sensitive service
 - develop service level partnership arrangements with providers in the community
 - information, support and referral
 - promote and provide public awareness regarding the NPS including articulating its benefits through a range of communication mediums
- a copy of the ‘Vehicle Rules’ you have developed for the NPS
- how the transfer of any NPS in the region which currently operate under existing PFAs with other organisations will be managed upon expiration of the existing PFA (including the status of those already transferred)
- how the performance of the NPSs in the region will be monitored
- the plan could also include, where appropriate, a NPS that builds on and supports traditional dispute resolution mechanisms already happening in the community
- the processes in place for managing conflicts of interest
- the mechanisms in place for protecting client confidentiality
- the processes in place for handling complaints

6. Linkages

What services are available in your region to support the outcomes of the NPS?

How will these services support the outcomes of the NPS in your region?

How will you link to these services?

7. Risk Mitigation Strategy

Outline the risks you have identified for establishing and operating NPS in your region.

Provide a strategy to reduce the impact of each risk identified on the NPS in your region.

8. Monitoring and Evaluation

How will the performance of each NPS in your region be monitored against the quantitative and qualitative Key Performance Indicators in accordance with the Department's Night Patrol Services Operational Framework?

Include how data will be collected, for example pictorial/text forms.

How and when will the operational plan be reviewed and evaluated?

ATTACHMENT B IDENTIFIED COMMUNITIES AND REGIONS

The Indigenous communities identified by the NTER are listed below by region. The night patrol regional manager/s for each region will manage a NPS in each of the designated communities within a region, as per the terms of their employment with the service provider.

Section 3 of the 'NPS Regional Operational Plan' (See Attachment A) must identify which region will be managed.

East Arnhem Shire region – East Arnhem Shire Council

Community

- 1 Galiwinku – (Elcho Island)
- 2 Umbakumba
- 3 Milingimbi
- 4 Ramingining
- 5 Gunyangara – (Ski Beach)
- 6 Yirrkala
- 7 Gapuwiyak – (Lake Evella)
- 8 Milyakburra – (Bickerton Is)
- 9 Angurugu

Barkly Shire region – Barkly Shire Council

Community

- 1 Canteen Creek – (Owaitilla)
- 2 Alpururulam
- 3 Ali Curung
- 4 Wutunugurra – (Epenarra)
- 5 Imangara - (Murry Downs)
- 6 Tara
- 7 Ampilatwatja

Victoria River – Daly Shire region – Victoria Daly Shire Council

Community

- 1 Nauiyu – (Daly River)
- 2 Pigeon Hole
- 3 Daguragu
- 4 Kybrook Farm
- 5 Peppimenarti
- 6 Palumpa
- 7 Wadeye
- 8 Bulla
- 9 Amanbidji – (Kildurk)
- 10 Yarralin
- 11 Kalkarindji – (Wake Hill)

West Arnhem Shire region – West Arnhem Shire Council

Community

- 1 Gunbalanya – (Oenpelli)
- 2 Maningrida
- 3 Minjilang (Croker Island)
- 4 Warruwi (Goulburn Island)

Central Desert Shire region – Central Desert Shire Council

Community

- 1 Nyirripi
- 2 Yuendumu
- 3 Yuelamu
- 4 Laramba
- 5 Pmara Jutunta - (Ti Tree 6 Mile)
- 6 Nturiya
- 7 Wilora
- 8 Engawala
- 9 Atitjere – (Hart Range)
- 10 Lajamanu
- 11 Willowra

MacDonnell Shire region – MacDonnell Shire Council

Community

- 1 Mt Liebig
- 2 Amoonguna
- 3 Hermannsburg
- 4 Santa Teresa
- 5 Finke – Apatula
- 6 Imanpa
- 7 Mutitjulu
- 8 Kintore
- 9 Papunya
- 10 Haasts Bluff – Ikjuntji
- 11 Areyonga
- 12 Wallace Rockhole
- 13 Titjikala
- 14 Kaltukatjara – (Docker River)

Tiwi Islands Shire region – Tiwi Islands Shire Council

Community

- 1 Pirlangimpi (Garden Point)
- 2 Milikapiti – (Snake Bay or Melville Island)
- 3 Nguu – (Bathurst Island)

**Top End – Litchfield region – Ironbark (NT) Employment & Training Inc
Community**

- 1 Belyuen
- 2 Acacia Larrakia and Batchelor

Roper Gulf Shire region – Roper Gulf Shire Council:
Community

- 1 Numbulwar
- 2 Robinson River
- 3 Minyerri (Hodgson Downs)
- 4 Weemol
- 5 Bulman
- 6 Rittarangu
- 7 Ngukurr
- 8 Jilkminggan – (Duck Creek)
- 9 Beswick
- 10 Manyallaluk – (Eva Valley)
- 11 Barunga

Binjari

Binjari falls within the jurisdiction of the Katherine Town Council. The night patrol service for Binjari will be managed by Kalano Community Association Incorporated.