



Australian Government
Attorney-General's Department

**Indigenous Justice and
Legal Assistance Division**

Night Patrol Services in the Northern Territory

Operational Framework

Interim Arrangements to 30 June 2008

Night Patrol Services

Indigenous Solutions and Services Delivery Section – NT 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 and management of Night Patrol services (NPS) in the Northern Territory (NT). It should be read in conjunction with the following documents:-

- *Program Funding Agreement (PFA) including the Terms and Conditions for Funding Agreements with State/Territory/Local Government Agencies Relating to Indigenous Programs and*
- *Any Special Conditions Relating to the PFA.*

All Night Patrol Regional Managers and Night Patrol Officers must receive training annually on the requirements set out in this document. New staff must receive training as part of the induction process. A copy of this Operational Framework is to be provided by the Night Patrol Regional Manager to all Night Patrol staff and the Shire Council.

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 Shire Council.

The Operational Framework will also assist the Night Patrol Regional Manager and Shire Council in developing the 'Regional Operational Plan' required under the PFA. An operational plan is the most effective tool to guide the establishment, implementation, monitoring and evaluation of the NPS across a Shire region. The requirements and template for the 'NPS Regional Operational Plan' are at Attachment A.

If a community NPS or the Shire Council is unable to comply with any of the requirements contained within this Operational Framework they 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.

1.2 *Guiding Principles*

The guiding principles for the Night Patrol Program are that NPS must aim to assist 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 the Night Patrol Program 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 Prime Minister announced the Australian Government's Northern Territory Emergency Response (NTER) following the release of the *Little Children are Sacred Report 2007*. NPS have been recognised within the NTER process as essential to support communities to reduce alcohol abuse and increase child safety.

The Department is contributing to the Government's response by funding the establishment of NPS in the Indigenous communities identified in the NTER (*NTER Act 2007* 'business management areas').

NPS will be established in the NTER identified Indigenous communities across the Northern Territory (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. Information about the Shire Council regions is available at <http://www.localgovernment.nt.gov.au/new/maps>.

In the interim, the NT Government has commenced the transition of existing Community Government Council arrangements to Prospective Shire Council (PSC) arrangements for these regions. The Department has negotiated with the NT Government to deliver NPS in the Indigenous communities using a regional service delivery model through the PSCs.

1.4 What is a Night Patrol Service (NPS)?

NPS 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 Night Patrol Services

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 – they 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 they divert intoxicated people away from contact with the criminal justice system;
- assist vulnerable young people by providing transport home and/or referring them on to support services; and
- 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.

1.7 *Night Patrol Program (NPP)*

The NPP aims 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 Night Patrol Service (NPS) must deliver the following core services:-

- Operate in the community seven (7) 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
- 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 working 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 NPS 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 comprehensive NPS it is a requirement that partnership arrangements are established with other social service providers in the community to develop more effective linkages and referral services for those at risk. There are some obvious advantages for NPS in the development of local partnering arrangements as it allows the NPS to be more comprehensive and inclusive. It is also a requirement that protocols be negotiated between the NPS and the nearest NT Police Service.

The Department currently directly funds a number of night patrols in communities within the Shire Council regions. As these existing agreements end, the management of these existing night patrols will transfer to the Shires. The Shire Council and Night Patrol Regional Manager will need to work with existing service providers to ensure the smooth transition of NPS to the new Shire service delivery model.

Attachment B of this Operational Framework lists, by Shire region, all communities in which a NPS must be established. Where NPS currently operate under existing PFAs with other organisations, the organisations and PFA end dates are provided to assist Shire Councils with the transition arrangements. The Night Patrol Regional Managers must outline in the 'NPS Regional Operational Plan' how they will manage the transfer of any NPS currently operating under existing arrangements.

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 Night Patrol Regional Managers must outline in the 'NPS Regional Operational Plan' the strategies they intend 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

Practical support and assistance is to be provided by each NPS, and 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
- 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.

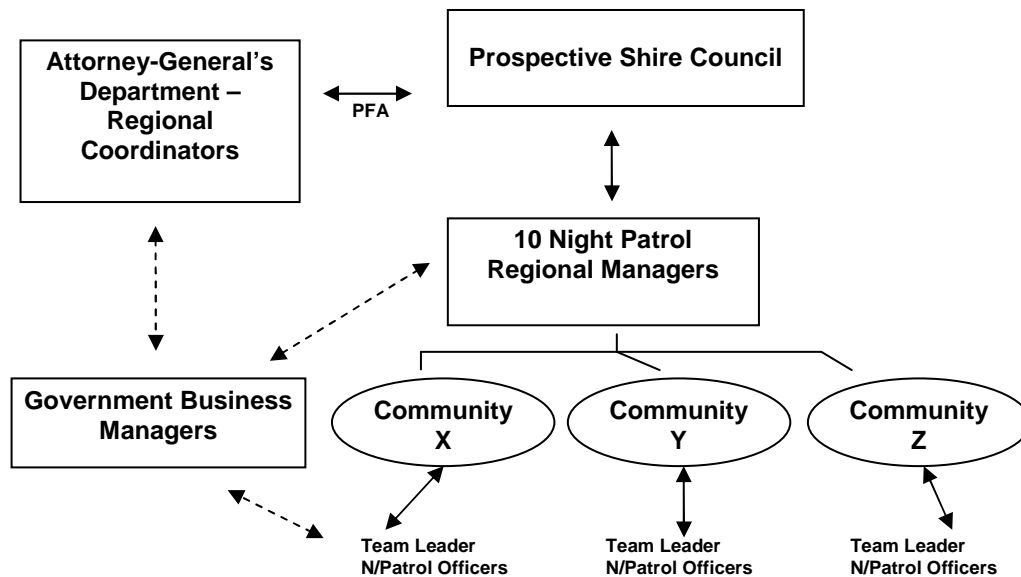
Each NPS will be required to develop a reporting regime for recording of incidents dealt with for both those at risk of being harmed, or causing harm. This approach encourages confidence in the NPS officers to assist with the incidents occurring around them and further increases the sense of personal safety. Reporting mechanisms also encourage those at risk of causing harm to reconsider their actions and understand the consequences of their behaviour and/or actions.

3. GOVERNANCE

Good corporate governance requires members of the Shire to be aware of their responsibilities and to take those responsibilities seriously and be willing to evaluate their own effectiveness.

3.1 Night Patrol Regional Service Delivery Model

Figure 1



The Department has applied a regional service delivery model for the Night Patrol Program across the NT (refer to Figure 1 above). This service delivery model is based on a 'hub and spoke' approach, where a Night Patrol Regional Manager will oversee the NPS in each identified community within their region.

The Night Patrol Program service delivery model is consistent with the Regional Shire Council structure currently being implemented by the NT Government. Although the Regional Shire Council structure will not be in place until 1 July 2008, the NT Government has established an interim arrangement using Prospective Shire Councils (PSC) in each of the regions.

The Department will fund the Night Patrol Program through the PSCs using the above model until 1 July 2008, when the Program will be funded directly through the Shire Councils.

3.2 Roles and Responsibilities

3.2.1 Attorney-General's Department

The Department funds NPS through a Program Funding Agreement (PFA). The PFA is a contract between the Department and each Shire Council.

The Department is responsible for monitoring the compliance of Shire Councils 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. Should a Shire Council be in breach of

any of these documents, the Department may withhold funding until any breach has been addressed, or may use any of its other rights.

The Department assists Shire Councils to ensure that appropriate organisational structures, processes and systems are in place to facilitate the effective delivery of NPS across the Shire 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 Shire Councils.

Stacey Lange

Regional Coordinator, Darwin, Katherine and Nhulunbuy regions

Attorney-General's Department, NT Team

Located in the Darwin Indigenous Coordination Centre

Ph: 08 89366435

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Email: stacey.lange@ag.gov.au

Debbie Bargallie

Regional Coordinator, Alice Springs and Tennant Creek regions

Attorney-General's Department, NT Team

Located in the Alice Springs Indigenous Coordination Centre

Ph: 08 89594226

Fax: 08 89521937

Mobile: 0428 474 119

Email: debbie.bargallie@ag.gov.au

The Night Patrol Program is managed by the following Departmental officers, located in the Canberra National Office:-

Dr Julie Finlayson

Director, NT Team

Indigenous Solutions and Service Delivery Section

Indigenous Law and Justice Branch

Attorney-Generals Department

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Katherine Buchanan
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Indigenous Solutions and Service Delivery Section
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Fax: 02 6250 5973

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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.

The Interim Shire Managers of the PSCs will be responsible for the employment and supervision of Night Patrol Regional Managers.

Once the Shire Councils have been established from 1 July 2008, the relevant Shire Council CEO will be responsible for the supervision of 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, through the Night Patrol Regional Managers, 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 PFA between the AGD and the relevant Shire Council.

3.3 Confidentiality

Documented policies and procedures for safeguarding client confidentiality must be developed by the Night Patrol Regional Manager in consultation with NPS within the region. The policies must 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*. 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, 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 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 Shire Night Patrol Regional Managers 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. A sign detailing the complaints-handling process must be displayed in each Shire Council including community service centres across the region. Where appropriate, the sign should be displayed in all relevant languages.

A person wishing to make 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 Night Patrol Regional Manager 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', Night Patrol Regional Managers 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 Shire Night Patrol Regional Manager, should be clearly defined and publicly displayed in public spaces around the community including in Shire Council offices and on all resource materials and publications of the Night Patrol Service. 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: far-flung 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 Shire Council for the NPS base to operate from an existing Community Government Council building.

4.2 Staffing

The Shire Councils are responsible for the appointment of the Night Patrol Regional Manager/s.

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 Government Business Managers and the Interim Shire Managers. 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 Regional Managers must ensure that appropriate employment policies are developed and implemented, and that Night Patrol staff employment and conditions comply with the relevant Northern Territory legislation; for example, occupation health and safety, equal employment opportunity and anti-discrimination legislation. The Night Patrol Regional Managers and community Night Patrol workers will be entitled to the same conditions of employment under the Shire'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 Shire Councils.

4.2.1 Human Resources

The Night Patrol Regional Managers will initially be responsible to the Interim Shire Manager of the PSC and then eventually to the CEO of the Shire Council or alternative within the Shire structure. For the purposes of any leave to be taken, approval will be required by the Shire Council 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

- Prepare the 'NPS Regional Operational Plan', defining how NPS will operate within their region
- Manage the NPS budget allocation for your region
- Undertake community consultation to ensure NPS meet the needs and priorities of individual communities

- Recruit Night Patrol Team Leaders and Officers
- Manage Night Patrol staff leave and timesheets
- Coordinate job-specific training for Night Patrol Team Leaders and Officers, 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 Department in line with the reporting requirements specified in the PFA
- Liaise with Government Business Managers, the Department and key stakeholders/service providers
- 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

The Night Patrol Regional Manager will be responsible for drafting the job description and duty statement for the Night Patrol Team Leader positions across a region in consultation with community stakeholders. Below is a summary of what may be included in these documents.

- Supervise, and work with, the Night Patrol Officers to deliver an effective NPS in their community
- Ensure Night Patrol officers are maintaining times sheets for hours worked and submit these back to the Night Patrol Regional Manager on a frequency to be determined by the Shire Council
- Fill out incident reports where the NPS has picked up a client
- Monitor Night Patrol activities in the community
- Perform the same duties as the Night Patrol Officers, outlined below

4.2.4 Night Patrol Officer Role

The Night Patrol Regional Manager will be responsible for drafting the job description and duty statement for the Night Patrol officer positions across a region in consultation with community stakeholders. Below is a summary of what may be included in these documents.

The Night Patrol Officer role will include the responsibilities for:

- Patrol the community at regular and appropriate times
- 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
- 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. Staffing the Night Patrol Teams must be done in consultation with the relevant employment and training provider/s, JobNetwork providers, GBM and community stakeholders.

DEWR has agreed for their 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 once individuals have completed their training, that 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.

The Department of Education, Science and Training (DEST) also has funding available for specialised training in literacy and numeracy although, the training provider has not yet been determined at the time this Operational Framework was written. The Night Patrol Regional Managers may wish to contact DEST direct 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. In some cases, individuals may not be suitable for Night Patrol positions and/or have the respect of the community in which they will be required to provide the NPS.

The Night Patrol Regional Manager 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 Night Patrol Regional Manager 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, Interim Shire Manager and the GBM from that community.

The Night Patrol Regional Managers must indicate in the NPS Regional Operational Plan, where they have identified using other forms of transport, such as a quad bike, and why this will be more appropriate or effective. Written approval for the purchase of alternative vehicles (such as quad bikes) 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:-

- 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 Night Patrol Regional Manager
- If a Night Patrol vehicle is taken away from the community without authorisation from the Night Patrol Regional Manager it will be reported as stolen and dealt with by the police
- No smoking or drinking alcohol 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

- In consultation with the Night Patrol Regional Manager and the community NPS, the Night Patrol vehicle must have a fitted cage that is compliant with NT legislation, 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 Night Patrol Regional Manager.

The Night Patrol Regional Managers 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 Shire Councils 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 Shire's negligence in relation to NPS. Shire Councils 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, Shire Councils 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, 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*.

4.6 Updating Shire Council Information

Each Shire Council 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. The Shire Councils will provide 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 their Night Patrol is

operating, to share good news stories, and provide their plans for improving the service.

5.1 Performance Indicators

Each Night Patrol Regional Manager must provide performance indicators reports as required under the PFA. These indicators may be updated from time to time.

Night Patrol Regional Managers will report quarterly, by community, on:-

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)

(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 Night Patrol service providers will provide the following additional data set:

- Number of people transported to a designated Safe House

Qualitative Measures

- How you have worked with other government and/or non-government organisations in the community to provide the Night Patrol service;
- 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), and
- Reasons why the Night Patrol 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 Shire Council may be required to undergo some form of performance monitoring. The Department will give

the Shire 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
- To manage risks.

The Night Patrol Regional Managers will monitor the performance of the NPS through both the formal reporting process, through liaison with the Government Business Managers 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 Government Business Manager.

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. 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 Night Patrol Services across the Northern Territory. As part of developing the 'NPS Regional Operational Plan', Night Patrol Regional Managers 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 may include modules on: personal security, OH&S, First Aid, dealing with conflict situations and reporting, and any other modules that meets the needs of individual Night Patrol teams. Training will be organised by the Shire Council and Night Patrol Regional Managers.

6.2 *Community Support*

In order for NPS to be successful, the Night Patrol Regional Managers must consult with community people and the relevant GBM 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 must develop a

proposal for implementing the NPS and present back to the community for endorsement. Community people should be convinced of 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 purpose of the Night Patrol Program – to increase personal and community safety across rural and remote Indigenous communities.

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 Shire region. The Night Patrol Regional Managers must develop a Regional Operational Plan within a specified timeframe as outlined in the PFA between the Department and the relevant Shire Council.

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 Shire Council Business Plan.

The plan should be discussed and documented with Night Patrol staff and be presented to the Shire Council for endorsement prior to being submitted to the Department. 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.

The NPS Regional Operational Plan must be developed within two months from the date the PFA has been executed, and must be reviewed and updated annually by the Night Patrol Regional Manager and the Shire Council.

The plan will outline the following over the 2007-08 and 2008-09 financial year period:

- 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

In which region are you managing 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 Night Patrol Regional Managers 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 Shire Council.

A plan would include the following:

Staff

- the recruitment strategy you will use to staff the Night Patrols
- a training strategy for Night Patrol staff in the region

Stakeholders

- how you will engage and liaise with communities
- agreement by the community on the selected issues or problems to be dealt with by the NPS and that reflect the concerns of the community

- how you will liaise with the Government Business Manager/s
- a 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 seven (7) 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 you will manage the transfer of any NPS in your region which currently operate under existing PFAs with other organisations
- how you will monitor the performance of each NPS in your region
- the plan could also include, where appropriate, a NPS that builds on and supports traditional dispute resolution mechanisms already happening in the community
- the process you have in place for managing conflicts of interest
- the mechanisms you have in place for protecting client confidentiality, and
- the process you have in place for handling complaints.

6. Linkages

What services are available in your region to support the outcomes of the Night Patrol Program?

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

Include how you intend to collect the data, for example pictorial / text forms.

How do you intend to review or evaluate the operational plan and how often?

ATTACHMENT B.

NTER 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.

At Section 3 of the 'NPS Regional Operational Plan' you must identify which region you will be managing NPS for. In Section 5 you must include details on how you will manage the transfer of any NPS, in your region, which currently operate under existing PFAs.

The names of organisations with existing PFAs to provide NPS in communities, and the date that the PFAs end, have also been provided in the tables below. At the end of the existing funding arrangements, the management of these NPS will transfer to the Night Patrol Regional Managers responsibility as part of the Department's Regional Night Patrol Service Delivery Model.

East Arnhem Shire:

	Community	Existing PFA, currently managed by	Date existing PFA expires, if applicable
1	Galiwinku – (Elcho Island)	Galiwin'ku Community Incorporated	30 Jun 08
2	Umbakumba	Umbakumba Community Council Inc	30 Jun 08
3	Milingimbi		
4	Ramingining		
5	Gunyangara – (Ski Beach)	Marngarr Community Government Council	30 Jun 08
6	Yirrkala		
7	Gapuwiyak – (Lake Evella)		
8	Milyakburra – (Bickerton Is)		
9	Angurugu		

Barkly Shire:

	Community	If under an existing PFA, currently managed by	Date existing PFA expires, if applicable
1	Canteen Creek – (Owaitilla)		
2	Alpurrurulam	Alpurrurulam Community Government Council	30 Jun 08
3	Ali Curung	Ali Curung Council Association Incorporated	30 Jun 08
4	Wutunugurra – (Epenarra)		
5	Imangara - (Murry Downs)		
6	Tara		
7	Ampilatwatja		

Victoria River – Daly Shire:

	Community	If under an existing PFA, currently managed by	Date existing PFA expires, if applicable
1	Naiyu – (Daly River)	Naiyu Nambiyu Community Government Council	30 Jun 08
2	Pigeon Hole	Walangeri Ngumpinku Community Government Council	30 Jun 08
3	Daguragu	Daguragu Community Government Council	30 Jun 08
4	Kybrook Farm		
5	Peppimenarti		
6	Palumpa		
7	Wadeye		
8	Bulla		
9	Amanbidji – (Kildurk)	Ngaliwurru-Wuli Association	30 Jun 08
10	Yarralin	Walangeri Ngumpinku Community Government Council	30 Jun 08
11	Kalkarindji – (Wake Hill)	Alawa Aboriginal Corporation	30 Jun 08

West Arnhem Shire:

	Community	If under an existing PFA, currently managed by	Date existing PFA expires, if applicable
1	Gunbalanya – (Oenpelli)	Kunbarllanjna Community Government Council	30 Jun 08
2	Maningrida	Bawinanga Aboriginal Corporation	30 Jun 08
3	Minjilang (Croker Island)		
4	Waruwi (Goulburn Island)		

Central Desert Shire:

	Community	If under an existing PFA, currently managed by	Date existing PFA expires, if applicable
1	Nyirripi		
2	Yuendumu	Yuendumu Womens Centre Aboriginal Corporation Yuendumu Community Govt Council	30 Jun 08 30 Jun 08
3	Yuelamu	Yuelamu Community Incorporated	31 Dec 07
4	Laramba	Tangentyere Council Incorporated	31 Dec 07
5	Pmara Jutunta - (Ti Tree 6 Mile)	Tangentyere Council Incorporated	31 Dec 07
6	Nturiya		
7	Wilora		
8	Engawala		
9	Atitjere – (Hart Range)		
10	Lajamanu	Lajamanu Community Government Council	30 Jun 08
11	Willowra		

MacDonnell Shire:

	Community	If under an existing PFA, currently managed by	Date existing PFA expires, if applicable
1	Mt Liebig	Watiyawanu Community Government Council	30 Jun 08
2	Amoonguna	Amoonguna Community Incorporated	30 Jun 08
3	Hermannsburg		
4	Santa Teresa	Ltyentye Apurte Community Government Council	30 Jun 08
5	Finke – Apatula	Tangentyere Council Incorporated	31 Dec 07
6	Imanpa	Tangentyere Council Incorporated	31 Dec 07
7	Mutitjulu	(NB- Night Patrol Officers have rec'd training through Tangentyere Council Inc)	
8	Kintore		
9	Papunya		
10	Haasts Bluff – Ikjuntji		
11	Areyonga		
12	Wallace Rockhole		
13	Titjikala	Tapatjatjaka Community Government Council	30 Jun 08
14	Kaltukatjara – (Dockers River)	(NB - Night Patrol Officers have rec'd training through Tangentyere Council Inc)	

Tiwi Islands Shire:

	Community	If under an existing PFA, currently managed by	Date existing PFA expires, if applicable
1	Pirlangimpi (Garden Point)		
2	Milikapiti – (Snake Bay or Melville Island)	Tiwi Islands Local Government	30 June 08
3	Nguiu – (Bathurst Island)	Tiwi Islands Local Government	30 June 08

Top End – Litchfield Shire:

	Community	If under an existing PFA, currently managed by	Date existing PFA expires, if applicable
1	Belyuen		
2	Acacia Larrakia and Batchelor		

Roper Gulf Shire:

	Community	If under an existing PFA, currently managed by	Date existing PFA expires, if applicable
1	Numbulwar		
2	Robinson River	Mungoorbada Aboriginal Corporation	30 Jun 08
3	Minyerri (Hodgson Downs)	Alawa Aboriginal Corporation	30 June 08
4	Weemol		
5	Bulman	Nyirranggulung Mardrulk Ngadberre Regional Council	30 Jun 08
6	Rittarangu		
7	Ngukurr	Ngukurr Community Government Council	30 Jun 08
8	Jilkminggan – (Duck Creek)		
9	Beswick	Nyirranggulung Mardrulk Ngadberre Regional Council	30 Jun 08
10	Binjari		
11	Manyallaluk – (Eva Valley)		
12	Barunga	Nyirranggulung Mardrulk Ngadberre Regional Council	30 Jun 08