

# Terms of Reference

## NT Police Review

### Background

In response to the evolving needs and expectations of our community the NT Government has announced a comprehensive review of NT Police and its operations encompassing budget allocation, organisational culture, and system design.

As the NT Police force has developed, the need to modernise both policing models and resourcing approaches along with it has become clear. Ensuring appropriate resourcing and approaches for staff wellbeing, training and development along with policing practices that encompass the multitude of staff roles and response models across the Agency, is critical.

The aim of the Review is to not only enhance accountability and transparency across the Agency, but ensure that community expectations are met and NT Police are appropriately resourced and supported to deliver best-practice policing, in collaboration with other relevant Government agencies.

### Review structure

An independent consultant will lead the Review. The independent reviewer will be supported by a Review team comprising senior government officials with expertise in relevant fields.

The Review team will consist of senior NT Government officials from:

- NT Police; and
- the Department of Treasury and Finance;
- the Department of Chief Minister and Cabinet;
- the Department of Corporate and Digital Development, with expertise in human resource and data analysis.

The Review will report to the Chief Executive Officer, Department of the Chief Minister and Cabinet (CM&C) as the Executive Sponsor and the Review team will be located in CM&C.

The Reviewer may engage with Independent Expert Advisors with specialist expertise in areas covered by the Terms of Reference to ensure a comprehensive and well-informed assessment.

The Review will be conducted through a combined methodology, including stakeholder meetings and interviews, document analysis, comparative analysis with other jurisdictions, and data analysis. A range of stakeholders will be consulted, including the NT Police Association.

### Scope

The Review will consider the following key areas:

#### *Functional alignment and capability*

- The current organisational structure, including but not limited to:
  - current workflow analysis and management controls
  - staffing structures (including civilian and auxiliary police)
  - remote and regional policing model and staffing operations

- The context and operating environment together with the organisational vision and key objectives, and whether these align with the current organisational structure and requirements;
- Staff development and training opportunities, including non-policing operational support, and pathways for sworn officers to move into civilian roles;
- Organisational culture, examining leadership practices, accountability and integrity mechanisms, diversity and inclusion, employee well-being, and adherence to professional standards – including fatigue management and minimum staffing.

### *Systems and practice*

- Review of General Orders and other relevant policy and practice to ensure they are fit-for-purpose, and meet the HR needs of the organisation together with community expectations;
- The design and application of policing systems, including response protocols, internal communication channels, data management, and integration of modern technologies for improved policing.
- Considering the majority of interactions on the frontline, either perpetrators or victims, are Aboriginal, consideration of NT Police's relationship and engagement with cultural leaders and authorities and how these can be leveraged and improved for a more culturally appropriate and efficient workforce, and enhanced community policing outcomes.

### *Financial*

- Current budget trends, including resource distribution across operational units, capital expenditures, Commonwealth investment, grant revenue, personnel costs, training programs, technology investments and community engagement initiatives, with identification of possible efficiencies, revenue streams, risks and cross-agency collaborative opportunities.

Noting the geographical expanse of the Northern Territory, the Review will consider, at minimum, the operational model, practices and approaches applying to Police stations across the Territory ensuring consideration is given to stations of differing staffing sizes, minimum safe staffing structures, infrastructure and system requirements.

## **Deliverables and timeframe**

The Review will commence on 1 September 2023 with a final report to be provided to the NT Government by 31 March 2024.

The Review will make recommendations on what changes may be required to NT Police to ensure it meets contemporary best practice and community expectations (including response times) with a view to improving the effectiveness and efficiency of the force and achieve its strategic intent to serve and protect the community. The report will be evidence-based with recommendations aimed at optimising budget utilisation, fostering a positive and inclusive organisational culture with a focus on wellbeing, refining organisational and system design and enhancing community-police relations.