

# Annual report

## 2024-25





# Acknowledgement of Country

The Department of the Chief Minister and Cabinet acknowledges Aboriginal people as the Traditional Owners and Custodians of its lands and pays respect to Aboriginal Elders, past, present, and emerging.

The term Aboriginal is used throughout this report to refer to all people of Aboriginal and Torres Strait Islander descent.

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Department of the Chief Minister and Cabinet

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*Image: Nitmiluk Gorge,  
Nitmiluk National Park.*

# Purpose of the report

The 2024–25 Annual Report for the Department of the Chief Minister and Cabinet (the department) has been prepared by the Chief Executive Officer (CEO) to comply with the annual reporting requirements of the *Public Sector Employment and Management Act 1993* (PSEMA), the *Financial Management Act 1995*, and the *Information Act 2002*.

The report's primary purpose is to inform the Chief Minister of the department's performance in 2024–25 against approved budget outputs and performance measures.

Under section 28 of the PSEMA, the department must present a report to the Minister on its operations within three months of the end of the financial year. The report must include:

- the functions and objectives of the department
- legislation administered
- an organisational overview, including the number of employees at each designation and any variation since the last report
- operations, initiatives and achievements related to planning, efficiency, effectiveness, performance and service deliver to the community
- measures taken to ensure public sector principles are upheld
- management training and staff development programs
- occupational health and safety programs, and
- financial statements prepared in accordance with sections 11 and 13 of the *Financial Management Act 1995*.

## Letter to Minister

The Hon Lia Finocchiaro MLA  
Chief Minister  
Parliament House  
DARWIN NT 0800

Dear Chief Minister

In accordance with the provisions of the *Public Sector Employment and Management Act 1993*, I am pleased to submit to you the Department of the Chief Minister and Cabinet 2024-25 Annual Report.

Pursuant to the *Public Sector Employment and Management Act 1993*, the *Financial Management Act 1995* and the *Information Act 2002*, I advise that, to the best of my knowledge and belief:

- a. proper records of all transactions affecting the agency are kept and that employees under their control observe the provisions of the *Financial Management Act 1995*, the Financial Management Regulations and Treasurer's Directions
- b. procedures within the agency afford proper internal control and a current description of such procedures is recorded in the accounting and property manual, which has been prepared in accordance with the requirements of the *Financial Management Act 1995*
- c. no indication of fraud, malpractice, major breach of legislation or delegation, major error in or omission from the accounts and records exists (or where this is not the case, details to be provided of any such instances)
- d. in accordance with the requirements of section 15 of the *Financial Management Act 1995*, the internal audit capacity available to the agency is adequate and the results of internal audits have been reported to the accountable officer
- e. the financial statements included in the annual report have been prepared from proper accounts and records and are in accordance with Treasurer's Directions
- f. reporting required under Employment Instructions issued by the Commissioner for Public Employment has been satisfied.

Parts of items (a) and (e) and Part 9 of the *Information Act 2002* (excluding archives management), involve functions provided by the Department of Corporate and Digital Development (DCDD). DCDD has established, and maintains a corporate governance model, service management frameworks and internal controls appropriate to the department's span of operations.

Accordingly, the Chief Executive Officer (DCDD), advised in relation to the items above that, to the best of her knowledge and belief, proper records are kept of transactions undertaken by DCDD on behalf of our agency and the employees under her control observe the provisions of the *Financial Management Act 1995*, the Financial Management Regulations, Treasurer's Directions and Part 9 of the *Information Act 2002*.

Yours sincerely

Luccio Cercarelli PSM

30 September 2025

# Contents

<b>Purpose of the Report</b>	<b>4</b>
<b>Letter to Minister</b>	<b>5</b>
<b>List of Acronyms</b>	<b>7</b>
<b>The Agency</b>	<b>9</b>
The Department	12
Strategic Plan	13
Organisational structure	14
<b>Performance and achievements</b>	<b>15</b>
Output performance reporting	16
Output group – Advice and Coordination	17
Output group – Office of the Territory Coordinator	24
Output group – Government Support	25
Output group – Corporate and Shared Services	28
Output group – Office of the Commissioner for Public Employment	30
<b>Our People</b>	<b>31</b>
Overview	32
Workforce development	35
<b>Governance</b>	<b>41</b>
Boards and committees	42
Audits	44
Freedom of information	45
Legislation administered	45
Insurance	47
Workers Compensation	47
<b>Financial Performance</b>	<b>48</b>
<b>Financial Statement Overview</b>	<b>49</b>
<b>Appendices</b>	<b>93</b>
Appendix 1: Grants paid in 2024-25	94
Appendix 2: Northern Territory Ministerial Portfolios as at June 2025	95
Appendix 3: Operational expenditure for the Northern Territory ministry and Leader of the Opposition	96
Appendix 4: Events held by Protocol NT at Parliament House	98
<b>Contacts</b>	<b>99</b>

## List of Acronyms

ARMC	Audit and Risk Management Committee
ADF	Australian Defence Force
APONT	Australian Peak Organisations Northern Territory
APR	Aboriginal Partnerships and Reform
CEO	Chief Executive Officer
CM&C	Chief Minister and Cabinet
DCDD	Department of Corporate and Digital Development
DLI	Department of Logistics and Infrastructure
DTF	Department of Treasury and Finance
ELT	Executive Leadership Team
HR	Human Resources
ILUA	Indigenous Land Use Agreement
FY	Financial Year
MoG	Machinery of Government
NT	Northern Territory
NTG	Northern Territory Government
NTPS	Northern Territory Public Sector
NGO	Non-Government Organisation
OCM	Office of the Chief Minister
OCPE	Office of the Commissioner for Public Employment
PSEMA	<i>Public Sector Employment and Management Act 1993</i>
TRC	Territory Regional Coordination

# Darwin



# Alice Springs



# The agency

1

# Chief Executive review



The past year has been one of significant change following the 2024 Northern Territory General Election, and the agency led an extensive machinery of government process that reshaped our functions and clarified our responsibilities. This transition has brought a renewed focus on supporting the Chief Minister and the Minister for Aboriginal Affairs, and on ensuring CM&C remains at the centre of government coordination and delivery.

Throughout this period of adjustment, CM&C has continued to provide strong leadership, policy advice and coordination across government. Our role has been to maintain stability while positioning the Northern Territory Government to deliver on new priorities. This has required agility, collaboration and an unwavering commitment to serving Territorians. While our responsibilities have evolved, our commitment to supporting Ministers, Cabinet and the community remains constant. Our staff have shown professionalism and resilience during a demanding year, and their contributions have ensured continuity of service while driving progress on new directions.

I am pleased to present the Annual Report for the Department of the Chief Minister and Cabinet (CM&C) for the year ending 30 June 2025.

One of the standout achievements this year has been the establishment of the position of Territory Coordinator. This statutory role aims to enhance coordination between the government and private sectors, making the NT a more attractive place for development and investment.

CM&C partnered with the Department of Treasury and Finance to deliver the Northern Territory Economic Strategy, a whole-of-government plan to rebuild the economy. The Strategy translates Government's election commitments and policy direction into actionable initiatives, focusing and aligning departments' efforts to unlock the full potential of the Territory's competitive advantages. CM&C also worked across government to deliver the NT's Crime Reduction and Restoring the Territory Lifestyle strategies.

At the heart of CM&C's work is advancing the three priority pillars of government, Reducing Crime, Rebuilding the Economy and Restoring the Territory Lifestyle, by fostering strong collaboration across all government departments. By coordinating our efforts, we can promote sustainable regional development and boost economic resilience to improve the quality of life for all Territorians. It is this integrated approach that will allow us to make real progress toward safer communities, a stronger economy and a revitalised way of life.

The past 12 months have been busy and purposeful, marked by dedicated efforts that have led to incredible achievements supporting the pillars of the government, including:

## Reducing Crime

- undertook the drafting of new legislation to support a safer Northern Territory and a justice system better equipped to reduce reoffending, including the Sentencing Amendment Bill 2024, Criminal Code Amendment Bill 2024, Bail Legislation Amendment Bill 2024, and Bail and Youth Justice Legislation Amendment Bill 2025.

## Rebuilding the Economy

- supported the Approvals Fast-Track Taskforce in delivering their final report to Government, *Saying 'Yes' to Business*, which included 70 recommended actions aimed at cutting unnecessary red tape and reducing approval timeframes for NT businesses. This work will support the Territory to be the best place to do business.
- strengthening strategic defence and national security partnerships across government and industry, championing the NT's interests to attract investment from major suppliers and working across the sector to make the Territory a 'posting of choice'.

## Restoring the Territory Lifestyle

- finalising the Kenbi Land claim which saw the return of the final parcels of land on the Cox Peninsula to the Traditional Owners through the Kenbi Land Trust and Larrakia Development Corporation. This was a significant process over a number of decades of complex negotiations and collaboration, with CM&C taking the lead to ensure the last settlement arrangements were completed.
- leading a flagship project to redesign and relaunch the 'Join the Territory' whole-of-government employment website, aimed at attracting skilled workers by strategically positioning the NT as a prime destination to live and work.

As we look ahead to 2025–26, CM&C will continue to adapt and lead with integrity, innovation and purpose. Our focus will remain on supporting government priorities, strengthening Aboriginal partnerships, and ensuring the Territory is well placed to take advantage of opportunities for growth and development. CM&C's new Strategic Plan, developed in consultation with all staff who contributed ideas, insights and expertise, is ambitious and reinforces CM&C's commitment to professionalism, partnership and accountability. The Plan serves as a framework for decision making and alignment across all business units as we work together to deliver results. With measurable goals and a focus on continuous improvement, it drives innovation, enhances service delivery and supports longterm success.

I want to acknowledge and thank our staff across the department for their ongoing dedication, professionalism and commitment to service. Their work makes a tangible difference in the lives of Territorians every day, and it is a privilege to lead such a capable and passionate team. Finally, I would like to thank Mr Ken Davies PSM, who led the department with great integrity and vision during the first part of this reporting year before his retirement. His steady leadership, genuine commitment to collaboration, and unwavering focus on improving outcomes for Territorians left a strong and lasting mark on the agency. He is held in high regard by colleagues across government, and I am grateful for the foundation he built that continues to guide our work today.



Luccio Cercarelli  
Chief Executive Officer  
2025

# The Department

## Our vision

Our vision is a strong and secure Northern Territory for all Territorians, now and in the future.

## Our role

The Department of the Chief Minister and Cabinet's (CM&C) role is to drive strategic policy and priority projects and reforms, provide regional leadership and coordination, and enhance cross-government leadership and support of executive government as a First Minister's agency.

CM&C plays a critical role by supporting agencies across government to drive the implementation of the government's priority reforms to rebuild the economy, reduce crime, and restore the Territory lifestyle.

As the Territory's First Minister's department, CM&C will lead whole of government efforts to deliver on strategic policy and reform priorities, ensuring a coordinated approach across agencies, and will provide high quality and professional advice, coordination and services, to ensure effective and efficient support to government. CM&C will also drive and support collaboration through leadership and stakeholder engagement at the regional level.

CM&C provides expertise and builds capability across government by engaging in the right way at the right time, on government's key reforms.

## Organisation

Our employees play a key role in implementing the priorities of government through the provision of services to the Chief Minister and the executive arm of government.


Employees work across diverse functions and output groups to facilitate and enable the effective coordination of policy formulation, and monitoring and implementation of policy initiatives across government, using a whole of government lens.



# Strategic Plan

## Our Core Business:

- Enhancing cross-government leadership and support of the executive government.
- Driving strategic policy and priority projects and reforms.
- Providing strong regional leadership and coordination.
- Developing our people and capability.



Department of  
**THE CHIEF MINISTER  
AND CABINET**

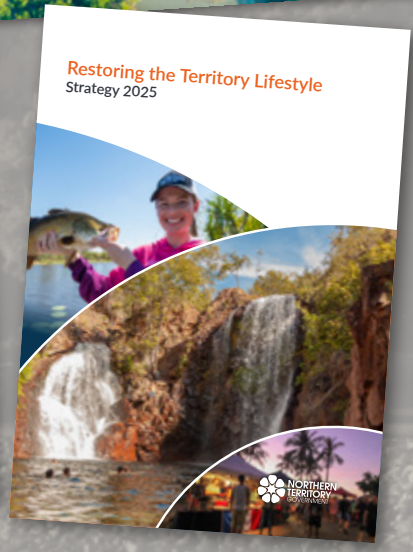
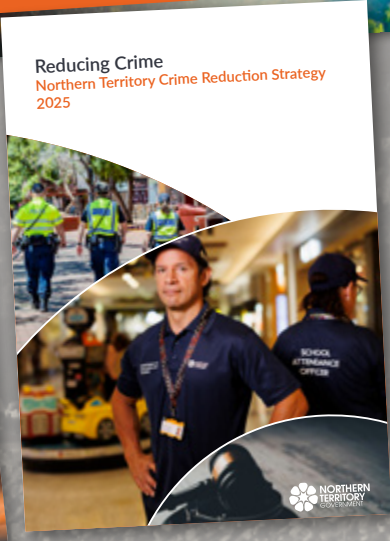
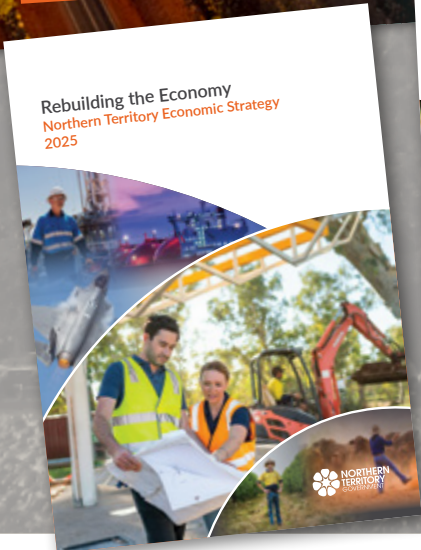
## 2025-2030 Strategic Plan

**Our Vision**  
A strong and secure Northern Territory for all  
Territorians, now and in the future.

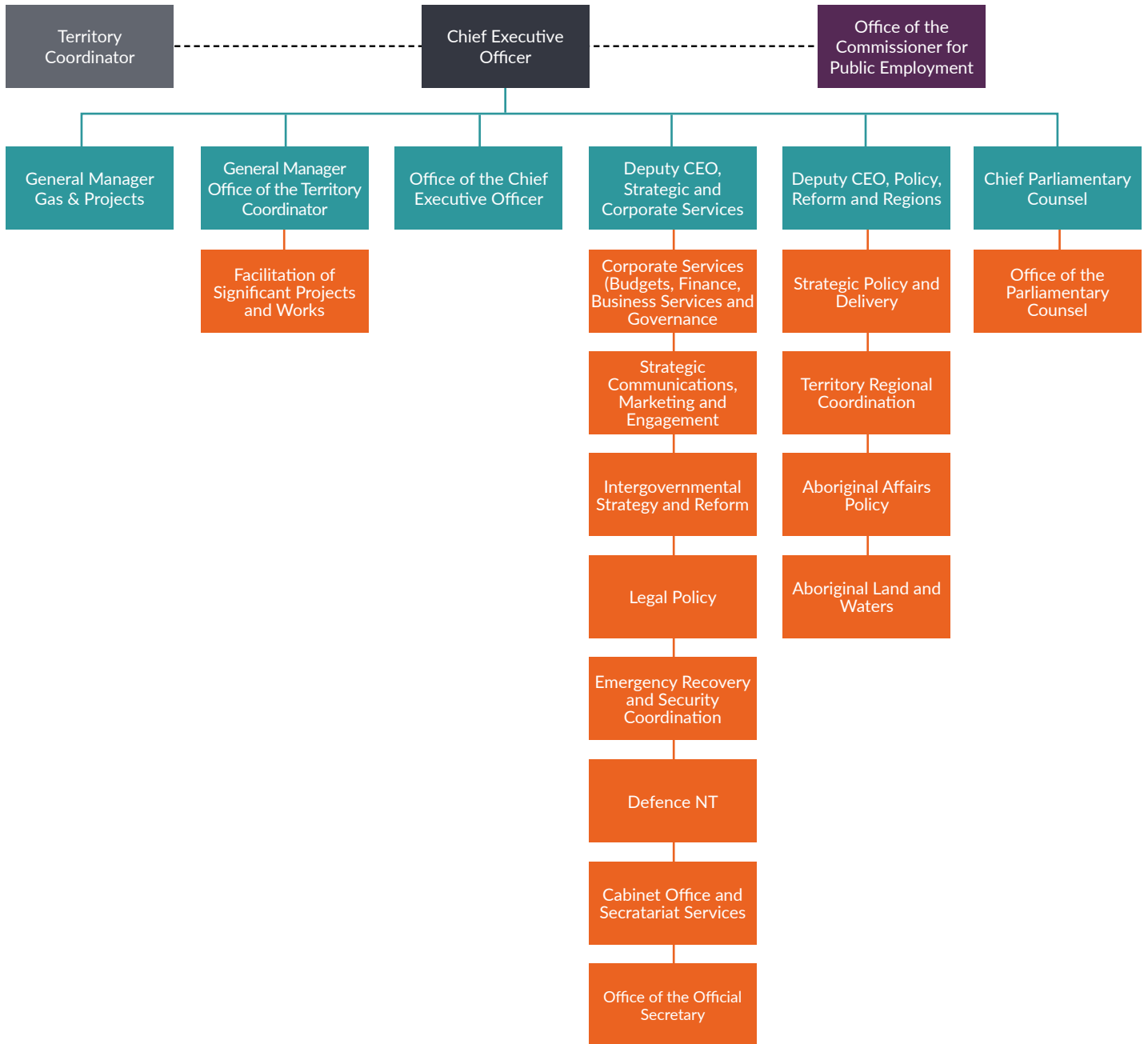
**Our Purpose**  
To deliver coordinated policy and priority reform,  
regional leadership, and high quality support to  
Executive Government

Strategic Goals	Enhance cross-government leadership and support of the executive government	Drive strategic policy and priority projects and reforms	Provide strong regional leadership and coordination	Develop our people and capability
	CM&C will provide high quality and professional advice, coordination and services, to ensure effective and efficient support to the Executive Government and key stakeholders as a First Minister's agency.	CM&C will lead whole-of government efforts to deliver on strategic policy and reform priorities, ensuring a coordinated approach across agencies.	CM&C will drive and support collaboration through leadership and stakeholder engagement at the regional level.	CM&C will build our expertise and capability through a high performing workforce to lead the government's strategic reform agenda.
<b>Key Actions</b>	<ol style="list-style-type: none"> <li>1. Provide quality and efficient services and advice to Cabinet and the Executive Council, including the drafting and publication of legislation.</li> <li>2. Lead intergovernmental strategy to maximise benefits to the Territory as a member of the Australian Federation.</li> <li>3. Lead emergency recovery, security policy, and strategic communications and engagement.</li> </ol>	<ol style="list-style-type: none"> <li>1. Lead whole of government strategic policy advice, design and priority reforms to: rebuild the economy, reduce crime, and restore the Territory's lifestyle.</li> <li>2. Drive economic projects of significance and maximise strategic investment in the Territory.</li> <li>3. Lead, advocate and position the Territory's role as a critical defence and national security hub for the Australian Defence Force and our allied partners.</li> <li>4. Lead cross government coordination on Aboriginal affairs, to drive improved outcomes for Aboriginal Territorians, including through Aboriginal land and sea strategies.</li> </ol>	<ol style="list-style-type: none"> <li>1. Lead, partner and coordinate with government agencies, community organisations, and key stakeholders to rebuild the economy, reduce crime and restore the Territory lifestyle at the regional level.</li> <li>2. Coordinate regional economic growth strategies across the Territory.</li> <li>3. Direct and lead local emergency recovery activities.</li> </ol>	<ol style="list-style-type: none"> <li>1. Develop leadership at all levels.</li> <li>2. Promote a professional culture through focussed learning and performance development.</li> <li>3. Encourage diversity and Aboriginal leadership in decision-making.</li> <li>4. Ensure integrity and accountability through robust corporate and governance frameworks and contemporary leadership practices.</li> </ol>

**NTPS Values** • Accountability • Commitment to service • Inclusion and diversity • Ethical practice • Impartiality • Respect



# Department of the Chief Minister and Cabinet Organisational Structure



Note: Chart provides the organisational structure of the Department of the Chief Minister and Cabinet as of 30 June 2025

# Performance and achievements

2

# Output performance reporting

This section describes CM&C's performance against planned outcomes for 2024-25. Reporting on performance is against outputs identified in the May 2025 Budget Paper No 3.

In 2024-25, CM&C operated to a final budget of \$108 million across all output groups, and CM&C's reported total actual expenditure for the financial year was \$104.8 million.

The budget and expenses by output for 2024-25 are outlined in the following table:

Output	2024-25 Final budget \$000	2024-25 Actual \$000	Note
<b>Advice and coordination</b>	<b>31 385</b>	<b>28 927</b>	<b>1</b>
Strategic advice and coordination	8 631	8 497	
Strategic policy, reform and Aboriginal partnerships	13 563	10 377	
Territory regional coordination	9 191	10 053	
<b>Office of the Territory Coordinator</b>	<b>20 743</b>	<b>20 335</b>	
Office of the Territory Coordinator	20 743	20 335	
<b>Government support</b>	<b>31 715</b>	<b>31 698</b>	
Support to ministers and Leader of the Opposition	11 506	11 492	
Support to the Administrator	17 015	16 214	
Government services	3 194	3 992	
<b>Office of the Commissioner for Public Employment</b>	<b>6 743</b>	<b>7 057</b>	<b>2</b>
Employee and Industrial relations	2 444	2 504	
Workforce planning and development	2 352	2 683	
Aboriginal employment and career development	1 009	945	
Public sector appeals and grievance reviews	938	926	
<b>Corporate and shared services</b>	<b>17 855</b>	<b>16 831</b>	
Corporate and governance	7 532	6 116	
Shared services received	9 536	9 927	
Shared services provided	787	787	
<b>Agency total</b>	<b>108 441</b>	<b>104 848</b>	

As per Administrative Arrangements Order issued 10 September 2024, the Department of the Chief Minister and Cabinet above outputs reflect the actual period of 1 July 2024 to 30 June 2025, as the following functions transferred out i.e. Local Government, Aboriginal Interpreter Service, Regional Development, Territory Regional Growth, Advanced Manufacturing, Local Jobs Fund, Investment Attraction, Promotion Facilitation and Engagement, Law and Justice groups, the Liquor Commission, Activate Territory, Darwin Waterfront Corporation, Mining Development, Veterans support and engagement, Food Security and Alcohol Policy.

Key variances from the final budget to actual outcome in 2024-25 are:

1. Lower expenditure mainly due to timing of payments and vacancy rate for strategic policy and delivery, Commonwealth National Partnership for NT Remote Aboriginal Investment, hydraulic fracturing implementation and national Aboriginal affairs commitments.
2. Higher expenditure mainly due to funding profile of enterprise bargaining commitments.

# Output groups and objectives

## Output group – Advice and Coordination

**Objective:** Informed government decision making and effective delivery of priority reforms across government.

### Output: Strategic advice and coordination

Lead, coordinate and provide strategic advice to maximise benefits to the Territory, including through participation in strategic intergovernmental discussions and agreements.

Drive, support and maximise defence activity and national security to grow the Territory's economy and strengthen community resilience.

Lead and coordinate emergency recovery activities across the Territory.

### Output: Strategic policy, reform, and Aboriginal partnerships

Provide strategic advice across a range of public policy issues to the Chief Minister and Cabinet. Work with relevant agencies and stakeholders to develop, guide and implement priority strategies and initiatives.

Coordinate and lead the development and implementation of the Territory's Aboriginal affairs policy, ensuring land and sea ownership delivers on the economic and social aspirations of Aboriginal Territorians.

### Output: Territory regional coordination

Work across agencies to lead the delivery of strategies and actions to improve outcomes within the regions and in partnership with government agencies and key stakeholders.

*Given Administrative Arrangements Order of 10 September 2024, the Department of the Chief Minister and Cabinet has revised outputs and therefore new key performance indicators commence 1 July 2025.*

## Output - Strategic advice and coordination

### Intergovernmental Strategy & Reform

The Intergovernmental Strategy & Reform (IGSR) unit provides whole of government stewardship to advance the NT's interests and drive its active participation in the Australian Federation. Key responsibilities include providing advice for National Cabinet and major negotiations with the Australian Government, and providing input into intergovernmental agreements, including funding agreements under the Federation Funding Agreements framework, and international treaties and free trade agreements.

#### Key achievements in 2024-25

- Successfully coordinated whole of government input to support the NT's effective participation in national and intergovernmental meetings, including support for 3 meetings of National Cabinet, 7 Council for the Australian Federation meetings, and a range of other intergovernmental forums for senior officials, including the National Coordination Mechanism.
- Collaborated with the Department of Treasury and Finance and relevant portfolio agencies, to guide the negotiation and signing of key funding agreements with the Australian Government, including the Better, Fairer Schools Agreement, National Access to Justice Partnership, and the National Partnership Agreement on Family, Domestic and Sexual Violence Responses, as well as various Federation Funding Agreement schedules to sectoral agreements.
- Secured a one-year extension to the National Health Reform Agreement, valued at around \$556 million for the NT, as a temporary measure whilst negotiations for a longer-term agreement across health and disability reform are progressed, with the aim of achieving improved parity in hospital funding and improving access to health and disability services across the Territory.

### Legal Policy

Legal Policy provides advice to the Chief Minister, department executives, and agencies on diverse legal policy issues and integrity matters. It leads major strategic reform initiatives, manages relationships with independent statutory office holders and oversees legislation administered by CM&C.

#### Key achievements in 2024-25

- Established the Territory's first governing framework for the regulation of lobbyists including the introduction of a Lobbying Code of Conduct and a Register of Lobbyists.
- Progressed legislative amendments to ensure laws remain contemporary, effective, and aligned with government priorities.



## DefenceNT

DefenceNT works to maximise defence activity and investment to grow the NT economy and benefit the community. Strategically located in the Indo-Pacific, the NT serves as a critical hub for operations, training, maintenance and sustainment for the Australian Defence Force, allies and partners.

Defence represents approximately 10% of the Territory's Gross State Product and under the National Defence Strategy there is the opportunity to attract further investment.

### **DefenceNT's focus areas are:**

- **Strategy and Engagement:** Building strategic partnerships across government and industry, advocating for policy settings and decisions that benefit the Territory, and shaping and influencing defence and national security discussions regarding northern Australia.
- **Industry Development:** Engaging with defence forces and prime contractors to meet their needs through connection with local industry, growing and promoting local industry through NT Defence Week and participation at defence trade shows and conferences, and attracting investment from key suppliers across maritime, land and air domains.
- **Local Forces Liaison:** Building strong relationships with local ADF and visiting forces, collaborating with Defence to deliver industry engagement activities, and working across the sector to make the Territory a "posting of choice".



## Emergency Recovery and Security Coordination

The Emergency Recovery and Security Coordination (ERSC) team represents the NT on leading national security and emergency management bodies, providing whole of government strategic coordination, policy development and specialist advice to government. ERSC also supports the Chief Executive Officer's statutory role as Territory Recovery Coordinator under the *Emergency Management Act 2013*, leading recovery planning, preparedness, and coordination efforts.

### **Key achievements in 2024-25**

- Represented the NT's interests in national forums, including the Australia-New Zealand Counter Terrorism Committee, Australia-New Zealand Emergency Management Committee, National Recovery Leaders Forum, National Identity Security Coordination Group and Critical Infrastructure Advisory Committee.
- Delivered the final funding round of the NT Risk Reduction Program under the National Partnership Agreement on Disaster Risk Reduction, supporting a total of 32 initiatives over the life of the program to strengthen community resilience across the Territory.
- Developed a Countering Foreign Interference (CFI) Guideline for the NT Public Sector, providing resources on risk mitigation, due diligence and practical guidance. An accompanying eLearning module was also launched to improve baseline CFI awareness across the workforce.



## Output - Strategic policy, reform, and Aboriginal partnerships

### Aboriginal Partnerships and Reform

Aboriginal Partnerships and Reform (APR) leads Aboriginal affairs strategic priorities in the NT. It is responsible for providing whole of government coordination to support Closing the Gap outcomes through developing and implementing the government's Aboriginal affairs agenda.

#### **Key achievements in 2024-25**

- Provided whole of government strategic policy advice and coordination on Aboriginal affairs, whilst maintaining strong partnerships with key stakeholders including Aboriginal peak bodies.
- Developed the capabilities of emerging Aboriginal leaders across the regions through the First Circles Leadership Program and celebrated the success of the program with the 10-year anniversary reception.
- Worked in partnership with IGSR to secure \$842.6 million in Commonwealth funding for the Territory over the next 6-years to support critical services in remote Aboriginal communities and Closing the Gap priority reforms through the Northern Territory Remote Aboriginal Investment Partnership Agreement. This funding will continue delivery of essential remote services, expand supports for Aboriginal Community Controlled Organisations, enable communities to design and deliver services, and support communities to access economic development and employment opportunities.

### Aboriginal Land and Waters

The Aboriginal Land and Waters unit coordinates, develops and implements policies and projects on Aboriginal land and sea ownership in the NT. Its goal is to ensure that this ownership supports the economic and social aspirations of Aboriginal Territorians and the wider community.

#### **Key achievements in 2024-25**

- Finalised the Kenbi Land Claim.
- Progression of the National Guiding Principles for Native Title Compensation Agreement Making.
- Provided strategic guidance and information on developing NTG policy, in relation to native title application processes, major projects development, and proposed future acts.

### Strategic Policy and Delivery - Economy and Lifestyle

The Economy and Lifestyle team works collaboratively across government to deliver policies, advice and initiatives that improve economic outcomes for Territorians and support key facets of the Territory lifestyle.

#### **Key achievements in 2024-25**

- Partnered with DTF to deliver the Northern Territory Economic Strategy 2025, a whole of government plan to rebuild the economy. The Strategy translates the Government's election commitments and policy direction into actions, focusing and coordinating effort across agencies.
- Contributed to the establishment of the Office of the Territory Coordinator, playing a key role in developing and supporting the passage of the *Territory Coordinator Act 2025*.
- Supported the Approvals Fast Track Taskforce to develop advice to Government on ways to reduce regulatory approval timeframes by 50% and ease the burden on business from red tape without compromising the goals and protections of existing regulation.

## Strategic Policy and Delivery - Communities

The Communities team works collaboratively across government to deliver policies, advice and initiatives that support the Government's priority to reduce crime and to improve outcomes for Communities.

### Key achievements in 2024-25

- Supported the development of law reform that passed through Parliament in the first sittings to reduce crime and included post and boast offences, public drinking, changes to bail, wandering and mandatory sentences for assaults on workers.
- Supported efficient and effective collaboration across the NT Government through the NT Government Coordination Committee Framework.
- Worked collaboratively with NTG Agencies, the Australian Government and APONT to develop a monitoring and evaluation framework for the Northern Territory Remote Aboriginal Investment. The \$842.6 million investment from the Australian Government across six years supports service delivery in remote communities.
- The Community Support Grants Program provides financial assistance to individuals, community groups and organisations in the Northern Territory to promote participation in the community and improve social connections between people with different backgrounds, language groups, genders and ages. In 2024-25, \$1.7 million was paid out under the Community Support Grants Program, refer to Appendix 1. page 94.



## Output - Territory Regional Coordination

Territory Regional Coordination has offices in each of the NT Government's operational regions. These offices provide strategic whole of government leadership and coordination at the regional level to ensure the effective implementation of the NTG's agenda and to support engagement with regional leaders, communities, organisations and businesses. In 2024-25, each office led delivery on a range of NT Government priorities to Reduce Crime, Rebuild the Economy, and Restore Lifestyle at a regional level, including:

- Emergency recovery
- Economic growth
- Community safety.

## Barkly Regional Office

### Key achievements in 2024-25

- Continued to lead the Barkly Regional Coordination Committee to establish and maintain a strong focus on a range of initiatives aligned to the NT Government priorities to reduce crime, rebuild the economy and restore the Territory lifestyle.
- Continued to lead region economic development across government, industry and stakeholders to realise the Barkly's significant economic potential in energy, resources, agribusiness and tourism, including supporting Tennant Mining's successful new Nobles Knob project.
- Provided regional leadership and support to the Governance Table to support the acceleration of the delivery of initiatives under the Barkly Regional Deal, including the completion of the Youth Justice Facility and construction of 12 residential social and affordable housing units.

## Big Rivers Regional Office

### Key achievements in 2024-25

- Strengthened regional leadership and coordination through a refresh of the Big Rivers Regional Coordination Committee, taking a whole of government approach to respond to local challenges and opportunities.
- Established the Rebuilding the Katherine Economy Committee, which will lead collaborative action between the private and public sector to unlock regional growth in Katherine and the broader Big Rivers region.
- Local engagement in Borroloola to support the future master-planning for Borroloola, resolution of the McArthur River native title compensation claim, respond to community aspirations and identify areas for economic and social growth.

## Central Australia Regional Office

### Key achievements in 2024-25

- Provided whole of government leadership for the Central Australia Regional Coordination Committee with a priority focus on reducing crime through multi-stakeholder efforts to deliver a range of targeted initiatives in Alice Springs.
- With the release of the NT Economic Strategy 2025, the Central Australia office focused on regional economic development, offering strategic advice and support for over \$5 billion in private sector investments across regional resources, tourism and agriculture.
- Provided strategic support to progress \$168 million of new Alice Springs initiatives to enhance tourism visitation and liveability and partnered with the National Indigenous Australians Agency to continue to progress all aspects of the \$250 million Central Australia Plan.

## East Arnhem Regional Office

### Key achievements in 2024-25

- Agency coordination to confirm the NT Government's position on forward planning for Nhulunbuy's post-mining future.
- Priority support for key mining transition projects including ongoing work to confirm land tenure arrangements, development of a Nhulunbuy Masterplan, early economic diversification of Minerals Lease and exploration of East Arnhem residents' government and community service preferences.
- Led the development of the NT Government's proposed Regional Economic Development Framework that aims to drive improved economic outcomes and facilitate private sector investment.



## Top End Regional Office

### Key achievements in 2024-25

- Supported consultations for the Alternative Long-Term Living and Service Delivery Models for the Thamarrurr Region (Wadeye and surrounding homelands), focused on two alternative living and service delivery models, both aimed at decentralising services to better meet the needs of the population.
- Healing and Pukumani Ceremony - USMC Osprey Crash. A Healing Ceremony and Pukumani Ceremony were delivered on the 26 and 27 of September 2024 respectively, 1 year and 1 month after the initial event. The combined events had a focus on hosting the family members of the US Marines involved in the incident and aimed to provide an inclusive experience of healing through Aboriginal traditional ceremonies.



## Output group – Office of the Territory Coordinator

**Objective:** Economic growth in the Territory and accelerating jobs and opportunities for all Territorians

### Output: Office of the Territory Coordinator

Facilitate significant projects and programs of work, designate infrastructure coordination and Territory development areas, and expedite scheduled statutory processes and decisions.

The Office of the Territory Coordinator supports the Territory Coordinator to champion strategic economic projects that fuel private sector investment, job creation, population growth, and industry advancement in the Northern Territory.

As an independent statutory officer, the Territory Coordinator will advance economically significant developments across sectors and regions by:

- Coordinating complex projects, making it easier for private sector investors to bring strategic projects of significance to life.
- Streamlining approvals across government, delivering significant investments sooner.
- Driving strategic development and infrastructure planning, to unlock long-term growth.
- Boosting the NT's competitiveness to attract and secure high-value investments.

#### Key achievements in 2024-25

- The establishment of the Office of the Territory Coordinator and undertaking of public consultations and other engagements with industry bodies, businesses and Government stakeholders.
- Supporting the development of the Territory Coordinator Act 2025 which commenced on 31 March 2025.

*Given Administrative Arrangements Order of 10 September 2024, the Department of the Chief Minister and Cabinet has revised outputs and therefore new key performance indicators commence 1 July 2025.*



## Output group – Government Support

**Objective:** Efficient and effective support of executive government.

### Output: Support to ministers and Leader of the Opposition

Provide operational advice and administrative support to the Chief Minister, ministers and the Leader of the Opposition.

### Output: Support to the Administrator

Provide operational advice and administrative support to the Office of the Administrator of the Northern Territory.

### Output: Government services

Provide a streamlined whole of government approach to ensure communication and marketing priorities are effectively and professionally managed across agencies.

Provide operational advice, support and hospitality services including protocol matters to the Chief Minister, ministers, Leader of the Opposition and the Administrator of the Northern Territory.

Provide secretariat services to the department, Cabinet and Executive Council.

Provide legislative drafting services and advice about bills for Acts, committee stage amendments, subordinate legislation and miscellaneous statutory instruments.

Key performance indicators	2024-25	2024-25
	Estimate	Actual
Client satisfaction with government services provided	90%	95%
Client satisfaction with support provided to the Administrator	90%	100%
Publications without error on the Northern Territory legislation website within 5 business days of commencement	95%	95%

## Output - Support to the Administrator

### Office of the Official Secretary to the Administrator of the Northern Territory

The Office supports the Civic, Ceremonial and Statutory duties of the Administrator for the benefit of the Territory. It also manages the stewardship of the historic Government House Estate, located across two sites at 14 and 29 Esplanade, Darwin.

#### Key achievements in 2024-25

- Strengthened community ties through 490 engagements and regional outreach across all NT regions with 11 visits and 20 Deputy of the Administrator events in Alice Springs.
- Celebrated Territory excellence with 8 Australian Honours ceremonies and maintained strong public engagement with 150,000 digital reaches. Ensured constitutional continuity through 7 swearings-in, 19 Assents and 14 meetings of the Executive Council.
- Completed 9 minor new works projects and 4 scheduled maintenance works including delivery of a new fire detection system, repairs to an historic gable, and the design and documentation for future roof, louvre and driveway replacement works.

## Output - Government services

### Strategic Communications and Engagement

The Strategic Communications and Engagement Unit provides strategic communications, marketing, digital, and stakeholder engagement services across multiple government agencies. This includes planning and executing communications campaigns, managing procurement for advertising and media monitoring services, and leading the Public Information Group during emergency response and recovery activities.

#### Key achievements in 2024-25

- Supported communications for key government priorities, including Crime Reduction legislation, HomeGrown Territory homeowner grants, 2025-26 Budget, and the Rebuilding the Economy Strategy 2025.
- Delivered Public Information Group related training and emergency readiness activities, including collaborating with NT Fire and Emergency Services and 2M Language Services to pilot automated emergency messages in culturally and linguistically diverse (CALD) and Aboriginal languages.
- Led flagship projects including the NT Show Circuit, the Chief Minister's Awards for Excellence in the Public Sector, and a refreshed 'Join the Territory' whole of government employment website.



## Protocol NT

Protocol NT is responsible for delivering and supporting key stakeholders, including the Chief Minister, ministers, Speaker of the Legislative Assembly, and the Leader of the Opposition, promoting positive relationships and outcomes for the NT. The team manages official ceremonies, state funerals, ministerial hosted events, the NT Coat of Arms, emblems, and NT flag advice, supports royal and diplomatic visits, oversees ministerial chauffeur services, and provides guidance on protocols, official gifts, and engagement with the public and business sectors.

### **Key achievements in 2024-25**

- Delivered 69 ministerial hosted events.
- Facilitated 15 full official programs and supported 14 official programs for Members of the Diplomatic Corps.
- Managed 7 State Funerals.
- Protocol NT held 56 events at Parliament House, refer Appendix 4 page 98.

## Cabinet Office and Secretariat Services

Cabinet Office and Secretariat Services supports the good governance and functioning of: Cabinet, Executive Council and the Remuneration Tribunal. This includes leading whole of government processes for the monitoring and reporting of NT Government Election Commitments and government boards.

### **Key achievements in 2024-25**

- Provided inductions and advice to Ministers and Ministerial Staff as part of Machinery of Government changes resulting from the 2024 NT General Election, including the making of the new Administrative Arrangements Order, issue of the Writ and swearing in of Ministers.
- Implemented the recommendations accepted by government of the independent review into Conflicts of Interest pertaining to Cabinet matters.

- Successfully completed the review of the 30-year Cabinet and Executive Council records from 1994 that were opened on 1 January 2025, and reviewed Cabinet records from 1979 that were kept closed for 45 years, to determine their suitability to open on 1 January 2025.

## Office of the Parliamentary Counsel

The Office of the Parliamentary Counsel (OPC) provides legislation drafting services to the NT Government and to individual members of the Legislative Assembly and provides access to law by publishing legislation and the Northern Territory Government Gazette.

- Drafted 1426 pages of legislation within given timeframes. This included:
  - 28 Government Bills introduced.
  - 18 Government Assembly Amendments drafted.
  - 25 items of subordinate legislation settled.
  - 471 statutory instruments settled.
- Introduction of several significant and noteworthy pieces of legislation, including the Sentencing Amendment Bill 2024, Criminal Code Amendment Bill 2024, Bail Legislation Amendment Bill 2024, First Home Owner Grant Amendment Bill 2024, Payroll Tax Amendment Bill 2024, Territory Coordinator Bill 2025 and Bail and Youth Justice Legislation Amendment Bill 2025.
- Provided public access to law, by:
  - making Bills, Acts, subordinate legislation and consolidated legislation available to the public on the Northern Territory Legislation website within required timeframes, and
  - publishing 119 Government Gazettes on [nt.gov.au](http://nt.gov.au).

## Output group — Corporate and Shared Services

**Objective:** Improved organisational performance through strategic leadership and governance, and the provision of corporate services functions.

### Corporate and governance

Provide a range of corporate and governance services to support the agency's functions.

### Shared services received

Receive corporate services from the Department of Corporate and Digital Development.

Receive infrastructure services from the Department of Logistics and Infrastructure.

### Shared services provided

Provide shared corporate and governance services to the Department of Treasury and Finance.



## Corporate Services

The Corporate Services unit, including Finance and Budgets, Business Services and Governance, provides shared corporate services to CM&C, OCPE, DTF, the Office of the Chief Minister and the Office of the Leader of the Opposition.

The unit is responsible for corporate governance frameworks, supporting the anti-fraud and corruption framework across the agencies. It also handles corporate planning, performance reporting, finance, budgeting, and business services, ensuring quality and cost-effective operations across the agencies.

### **Key Achievements for 2024-25:**

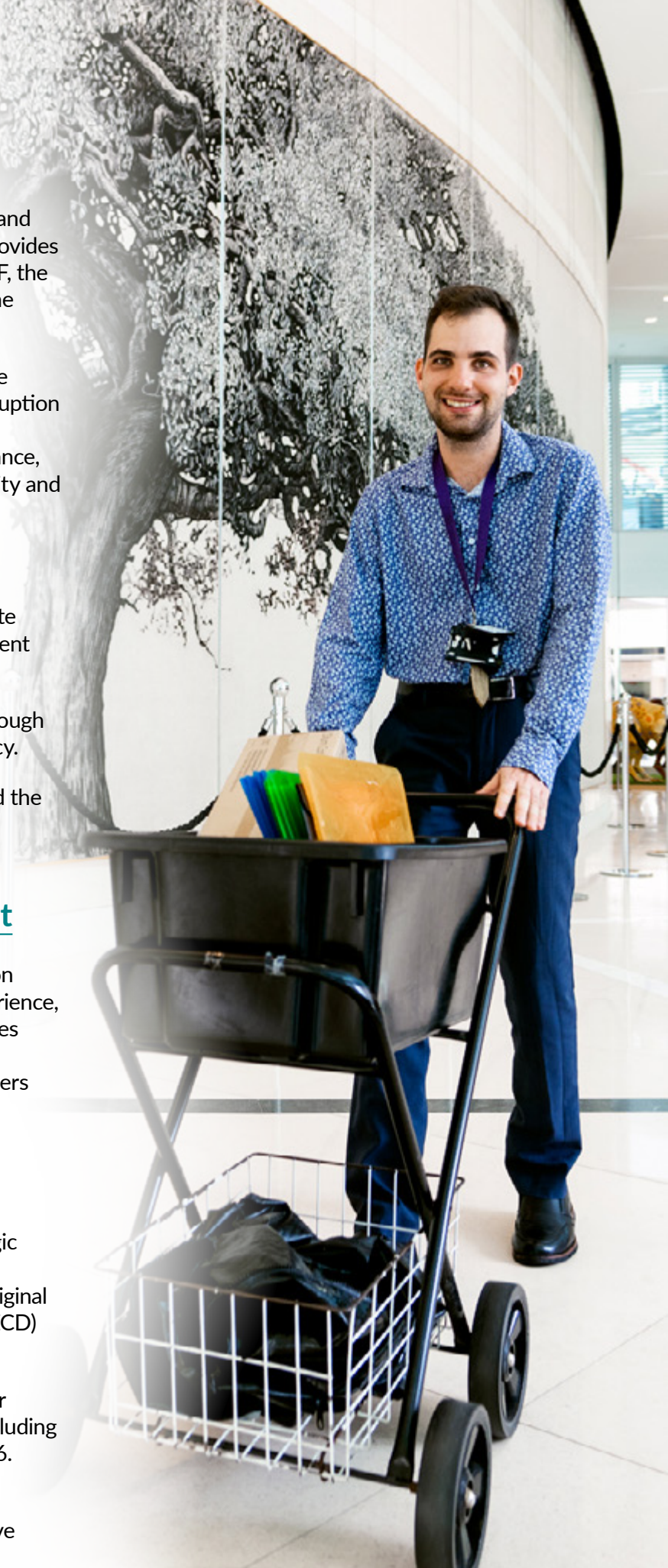
- Collaborated with business units to promote responsible financial and budget management practices in line with the budget charter.
- Jointly facilitated improved efficiencies through consolidating office space across the agency.
- Conducted 3 internal audits and developed the internal audit plan for 2025-26.

## Organisational Improvement unit

The Organisational Improvement unit focuses on improving attraction, retention, employee experience, and workplace culture within the agency. It drives initiatives to implement workforce strategies, promotes mental health and wellbeing, and fosters diversity, while also supporting professional development and career progression.

### **Achievements for 2024-25:**

- Provided secretariat support to the Strategic HR and Budget Committee, People Matter Implementation Working Group, and Aboriginal Employment and Career Development (AECD) Committee.
- Progressed actions from the People Matter Action Plan and the AECD Action Plan, including the development of new plans for 2025-26.
- Coordinated key initiatives to enhance workforce strategies and promote a positive workplace culture.



## Output group – Office of the Commissioner for Public Employment

The Office of the Commissioner for Public Employment (OCPE) is responsible for public sector workforce management and development, and industrial relations. The office supports the Commissioner's statutory employer role as defined in the PSEMA. The Commissioner also provides strategic and policy advice to support the Minister for Public Employment in undertaking duties under the PSEMA.

Under the Administrative Arrangement Order, OCPE is functionally grouped with CM&C for budgeting purposes however, it remains an independent office with four standalone output groups: Employee and Industrial Relations, Workforce Planning and Development, Aboriginal Employment and Career Development and Public Sector Appeals and Grievance Reviews.

Further information on OCPE can be found in the 2024-25 OCPE Annual Report [ocpe.nt.gov.au/about](https://ocpe.nt.gov.au/about).



# Our people

3

# Overview

CM&C recognises that our people are what makes CM&C a great place to work. CM&C's ability to provide high quality advice to government to inform decision making, and develop the Territory by partnering, coordinating and leading government policy, programs and services depends on the commitment, capability and responsiveness of our people.

To support the delivery of government's priorities, we are focused on building and maintaining a workforce with strong leadership capabilities and the ability to think innovatively and engage effectively across teams, agencies, industries and communities.

## Our workforce

### Full-Time Equivalent (FTE) Staffing

The agency's FTE staffing for 2023-24 and 2024-25, had a variation of 222.73 FTE from the previous year following the Administrative Arrangements Order of 10 September 2024.

### FTE 2023-24

**406.35**



### FTE 2024-25

**183.62**

Staff by classification	FTE
AO2	2.70
AO3	5.00
AO4	6.90
AO5	19.40
AO6	22.73
AO7	17.15
EO1C	6.84
EO2	3.00
EO2C	8.98
EO3C	7.83
EO4C	3.00
EO5C	1.00
EO6C	4.00
GRADT	4.00
AQF3A	0.48
PH2R	2.00
PH3	2.54
PH3R	3.00
PH6R	1.00
P1	1.00
P2	2.00
P3	1.00
SA01	25.06
SA02	24.50
SP1	1.00
SP2	1.00
T2	2.69
T3	1.82
VIPD	2.00
<b>Grand Total</b>	<b>183.62</b>

Staff by stream	FTE
Administrative	73.88
Executive Contract Officer	31.65
Graduate	4.00
NTPS Traineeship	0.48
Physical	8.54
Professional	4.00
Senior Administrative	52.56
Senior Professional	2.00
Technical	4.51
VIP Driver	2.00
<b>Grand Total</b>	<b>183.62</b>

## Employment status

Permanent

**73%**

Temporary/Contract

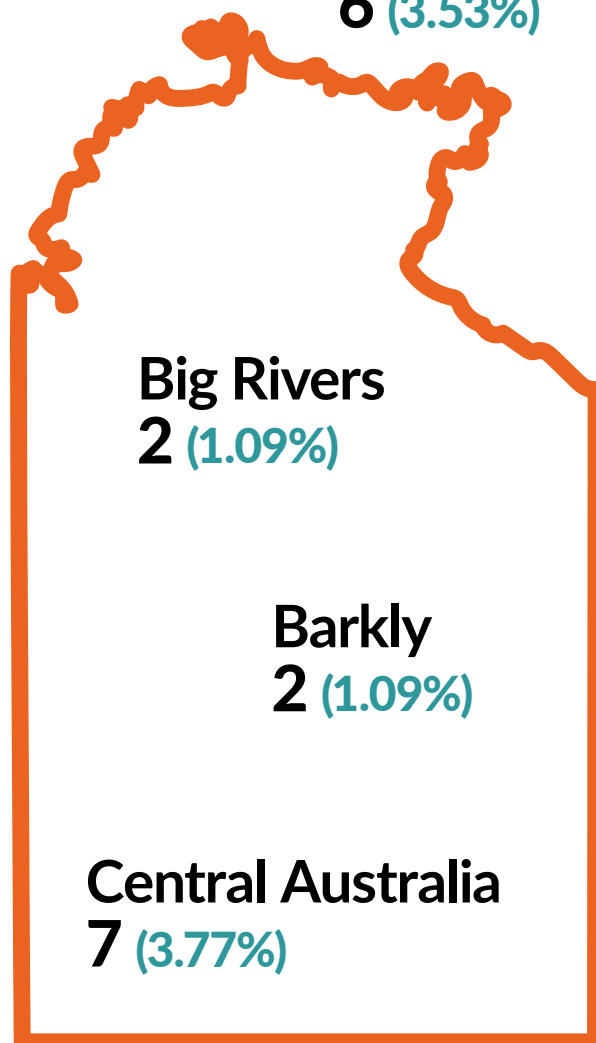
**27%**

## FTE Staff by region

**Greater Darwin & Top End**

**166 (90.52%)**

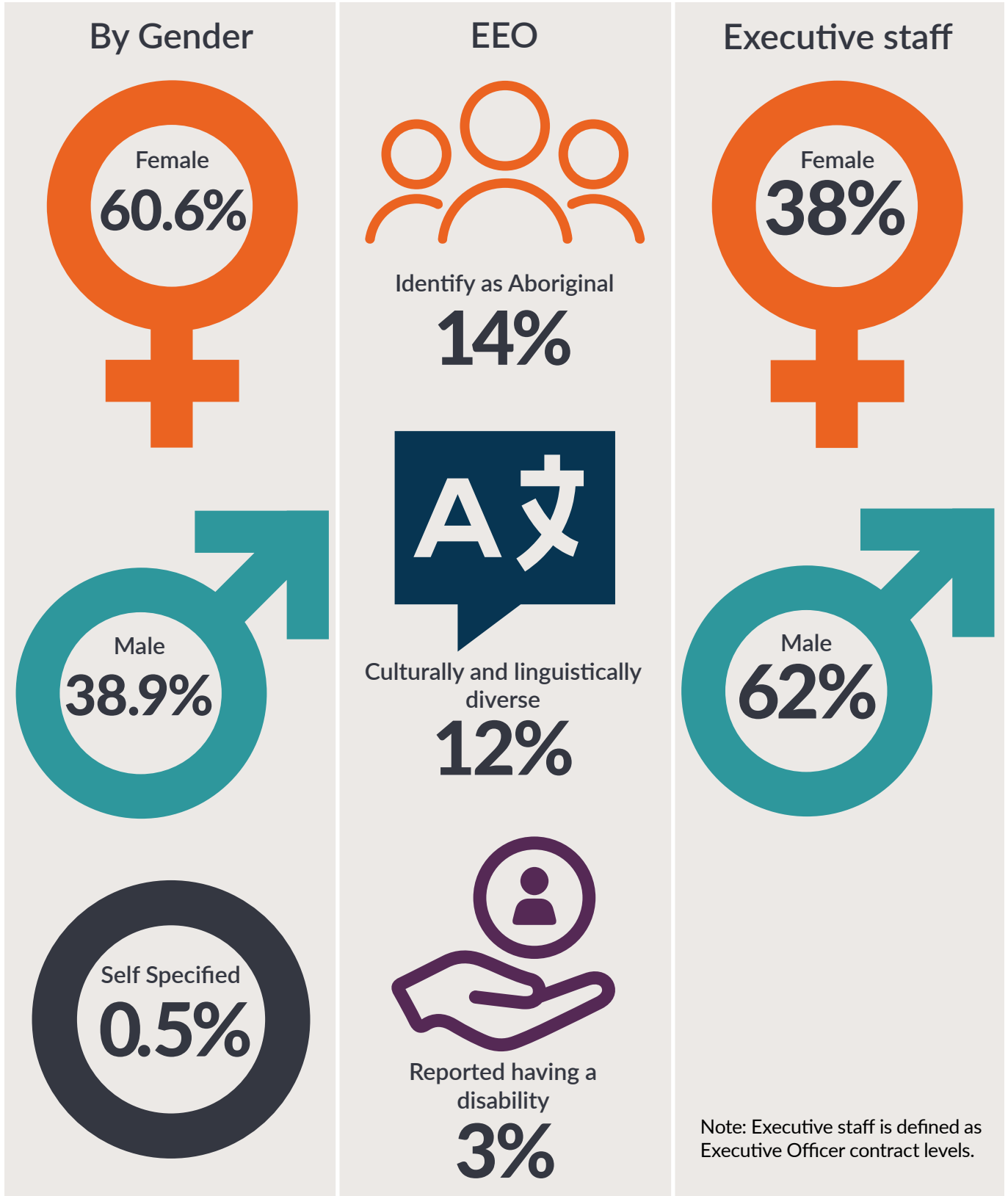
**East Arnhem**  
**6 (3.53%)**



# Equity and diversity

CM&C is committed to equality of opportunity in employment for all employees and strives to achieve a gender-balanced and diverse workforce.

In June 2025, CM&C had:



# Workforce development

CM&C is dedicated to attracting, engaging, retaining, and developing its workforce. A variety of programs involving learning and development opportunities are provided to achieve this. DCDD provides key services to CM&C in delivering workforce development initiatives through the OneNTG approach.

## People Matter Response Plan

The 2023 People Matter survey results highlighted areas for improving our agency's performance. As a result, CM&C has developed and progressed initiatives, focusing on the following key areas:

1. Improve communication practices across all areas of the department
2. Personal and professional development for employees
3. Confidence in CM&C's reporting and workplace integrity
4. Workplace wellbeing
5. Growing our managers.

The response plan aims to address elements such as performance management, culture of feedback, and the communication of strategies to foster a positive and productive workplace that is more efficient, transparent, and nurturing.

## Disability Action Plan

CM&C, through our Disability Action Plan, will continue to support access and participation in the workforce for people with a disability, celebrate the achievements of this cohort, and promote the benefits of a diverse workforce.

## Aboriginal employees

CM&C utilises the NTPS Aboriginal Employment and Career Development (AECD) Strategy 2021-2025, to recruit, retain and develop Aboriginal employees by:

- implementing and promoting special measures in recruitment
- providing mentoring programs for aboriginal employees
- delivering cross-cultural awareness training through e-learning
- supporting professional development including higher duties opportunities.

## Aboriginal Employment and Career Development Action Plan

To support the NTPS AECD strategy, CM&C developed and progressed initiatives from the Aboriginal Employment and Career Development Action Plan with the key focus areas being:

- Attraction
- Retention
- Leadership
- Workplace Culture.

By focusing on these key areas and setting measurable targets, CM&C continues to support attraction and retention, professional and leadership development, cultural safety and an inclusive workplace culture.

The plan is currently under review, in consultation with the CM&C AECD committee, with a new plan to be implemented in 2025-26.

## Strategic Capability Development

CM&C recognises that staff learn through a combination of formal training, mentoring and hands on work experience. We use a range of means such as capability reviews, staff surveys, individual performance and succession plans to understand capability development gaps and requirements.

The agency allocates its learning and development budget strategically to address learning needs, develop capabilities in core areas and assist with retaining, nurturing and growing our own talented workforce.

CM&C continues to invest in structured learning opportunities, training and development including study assistance and leadership programs for its employees.

## Professional and Technical Development

Support is provided for employees to gain relevant professional and technical skills through professional development pathways, including higher education. This includes financial assistance for study fees and paid study leave.

Areas of study supported included:

Name	Number of participants
Executive Master of Public Administration	1
Master of Public Administration	1
Bachelor of Social Work	1
Bachelor of Law	1
Certificate IV in Government Investigations	5
Certificate III in Business	1
Graduate Certificate in Business	2
Graduate Certificate of Public Policy	2
Certified Practising Accountant	1
IAP2 Australasia Certificate of Engagement	2
Company Directors Course	1
Deputies Leadership Program	1
Emerging Leaders Program	1
Public Leadership in the Digital Age	1
Unpacking Policy	1
Working with First Nations: Delivering on the Priority Reforms	1
Freedom of information Decision Makers	1
Introduction to Program Logic	1
First Aid Course	20

## Employment Programs

In partnership with DCDD, CM&C utilises a range of employment programs to meet immediate recruitment needs and build a talent pipeline for the future. Our Early Careers Plan articulates the aims for recruiting through these programs and the specific actions intended to achieve those aims.

### Graduate Development Program

The graduate development program aims to develop the skills, experience, knowledge and abilities of graduates wanting to progress careers in the NTPS. CM&C regularly identifies disciplines needed in its future workforce and offers employment to graduates as part of its succession management.

Program	2024-25
NT Government traineeships and Aboriginal traineeships	2
Vacation Employment Program	2
Graduate Development Program	9
Aboriginal Employment Program	1
<b>TOTAL</b>	<b>14</b>

Leadership program	2024-25
<p><b>OneNTG Emerging Leaders Program</b></p> <p>The program, aimed at middle managers (CF5-CF7) enhanced the existing knowledge, skills, attitudes and behaviours of middle managers to improve their leadership and management capability.</p>	10
<p><b>OneNTG Senior Leaders Program</b></p> <p>The OneNTG Senior Leaders Program aims to develop leadership capabilities for SAO1, SAO2 and equivalent level senior leaders.</p>	2
<p><b>Public Sector Management Program</b></p> <p>The Public Sector Management Program (PSMP) is a nationally recognised and accredited program designed for AO6 to SAO1 and equivalent mid-level managers.</p>	6

MyLearning course completion	2024-25
Foundational Cross-Cultural Training	22
Introduction to ICAC and Mandatory Reporting 2024	27
Code of Conduct	27
Foundational Cross-Cultural Training	22
Introduction to ICAC and Mandatory Reporting - Virtual Delivery	14
OneNTG Appropriate Workplace Behaviours Online	21
OneNTG Executive Contract Officer Orientation	4
OneNTG Online Orientation	21
OneNTG Regional and Remote Orientation	12

Note: Employees are required to undertake essential training after 3 years of completion.

## Wellbeing initiatives

CM&C supports employees through a range of wellbeing initiatives including:

- Work-life balance opportunities through flexible work arrangements, which aim to support employees health, commitment, productivity, and engagement while meeting the operational needs of the department and its employees.

Flexible Work Arrangements	2024-25
<b>Total number of FWA applications by employee</b>	<b>97</b>
averaging hours arrangements	38
individual flexible work agreement	38
career break	0
part-time employment contracts	21
job share arrangements	0
home-based work agreements	20
transition to retirement	0

- Vaccination programs to protect employees, their families and community.



**employees accessed the annual flu vaccination program**

- Through the Employee Assistance Program, CM&C continued to support employee access to professional and confidential counselling services as part of our commitment to employee health and wellbeing.

## Employment Instructions

Under the *Public Sector Employment and Management Act 1993*, Employment Instructions provide direction to agencies on human resource matters.

Employment Instruction	Performance 2024-25
<b>EI 1 - Filling Vacancies</b>	93 advertised vacancies were finalised.
<b>EI 2 - Probation</b>	CM&C has a probation process and monitors reports and timeframes for ongoing employees.
<b>EI 3 - Natural Justice</b>	Natural justice is adhered to in all dealings with employees and are available to all employees.
<b>EI 4 - Employee Performance Management and Development Systems</b>	CM&C has an annual performance review process and monitors engagement levels in performance planning to ensure active involvement and alignment with organisational goals.
<b>EI 5 - Medical Examinations</b>	Nil employees undertook a medical examination or assessment for fitness for duty for inability.
<b>EI 6 - Employee Performance and Inability</b>	2 employees' performance and inability processes were managed for CM&C.
<b>EI 7 - Discipline</b>	Nil discipline processes commenced in 2024-25.

<p><b>EI 8 - Internal Department Complaints and Section 59 Grievance Reviews</b></p>	<p>2 complaint matters were lodged with the department for internal review.</p> <p>1 grievance review closed (finalised).</p>
<p><b>EI 9 - Employment records</b></p>	<p>CM&amp;C ensures all personnel information is collected and handled in accordance with this employment instructions and Information Privacy Principles.</p>
<p><b>EI 10 - Equal employment opportunity programs</b></p>	<p>CM&amp;C actively participates in the disability employment program and applies special measures plans in filling vacancies.</p> <p>CM&amp;C has a disability action plan aligned to the NTPS EmployAbility Strategy.</p> <p>Training in cross-cultural awareness, unconscious bias and disability is available to all employees.</p>
<p><b>EI 11 - Occupational health and safety</b></p>	<p>CM&amp;C follows principles, guidance and processes as set by the PSEMA and administered by DCDD HR on occupational health and safety standards and programs.</p>
<p><b>EI 12 - Code of conduct</b></p>	<p>Employees are made aware of the code of conduct through the onboarding induction process. Training is available to all employees. Policies on conflict of interest, acceptance of gifts and benefits, and outside employment are available.</p>
<p><b>EI 13 - Appropriate workplace behaviour</b></p>	<p>The agency follows principles, guidance and processes as set by the PSEMA and administered by DCDD HR.</p>
<p><b>EI 14 - Redeployment and redundancy procedures</b></p>	<p>No employees accepted a voluntary redundancy. There were no redeployees.</p>
<p><b>EI 15 - Special measures</b></p>	<p>CM&amp;C applies the special measures plan, which provides for Aboriginal applicants to be given priority consideration.</p>

## Public Sector Principles

Part 1A, Sections 5A – 5F, of the *Public Sector Employment and Management Act 1993* lists the general principles underlying this legislation. These principles need to be upheld by agencies, CEOs and employees of the Northern Territory Public Sector.

In 2024-25, CM&C complied with all of the prescribed principles.

Public Sector Principle	Action in 2024-25
Administration Management Principle (PSEMA Section 5B)	CM&C provided effective, efficient and appropriate services to the community and government, ensuring appropriate use of public resources while working cooperatively and responsively carrying out our functions objectively, impartially and with integrity.
Human Resource Management Principle (PSEMA Section 5C)	Workplace diversity and equity is upheld and provides everyone equal opportunity to make the most of their talents and abilities in the workplace. Our workplace environment ensures that our employees are treated fairly, reasonably and in a non-discriminatory way.
Merit Principle (PSEMA Section 5D)	CM&C appointments are based on the principles of merit. Employees are capable and competent to perform their duties; having the knowledge, skills, experience, and qualifications required to be successful in their role and having consideration of their potential for future development.
Equality of Employment Opportunity Principle (PSEMA Section 5E)	Implementation of affirmative special measures policy and identifying designated positions has enabled CM&C to eliminate unlawful discrimination while promoting diversity among its workforce.
Performance and Conduct Principle (PSEMA Section 5F)	CM&C champions Northern Territory Public Sector values, treating the workforce fairly, equitably, and with proper courtesy and consideration. CM&C officers identify, declare and manage perceived, potential or actual conflicts of interest and ensure personal conduct does not adversely affect their performance or that of other public sector officers while performing their duties objectively, impartially, professionally and to the best of their ability with integrity.

# Governance

4

# Boards and committees

CM&C's governance framework supports the Chief Executive Officer to discharge their responsibilities as agency head and meet legislative requirements. The framework also supports CM&C's executive in setting the direction of the department, establishing and maintaining the department's program of work, allocating resources responsibly, and monitoring its performance and operations to ensure it delivers quality outputs and achieves outcomes for the NT Government.

The governance structure, comprising the CM&C Executive Leadership Team and 3 sub-committees, facilitates assurance and decision making at various levels. It enables proper consideration and delivery of policy and initiatives (including the risks associated with these).

## Executive Leadership Team

### Chair: Chief Executive Officer

Purpose: The Executive Leadership Team (the ELT) is the most senior decision making body in the agency that supports the Chief Executive Officer to define and deliver strategic and operational priorities, set policy direction, monitor and assess the Department's performance and provide oversight of the department's governance structure.

## Strategic Human Resource and Budget Committee

### Chair: Deputy Chief Executive Officer, Strategic and Corporate Services

Purpose: The Strategic Human Resource & Budget Committee (the Committee) is a sub-committee of the ELT.

The Committee monitors and oversees planning and management of strategic human resource (HR) matters, as well as allocate and manage resources to achieve service delivery outcomes within a balanced budget for CM&C.

## Audit and Risk Management Committee

### Independent Chair: Mr. G Symons

Purpose: CM&C has a shared Audit and Risk Management Committee (ARMC) with the Department of Treasury and Finance (DTF) and the Office of the Commissioner for Public Employment (OCPE), to provide independent and objective advice and support to the agency heads on the effectiveness of the agencies' risk, control, compliance and corporate governance frameworks.

The ARMC comprises of 5 members – 2 independent of the agencies (one of which is the Chair) and one member each from CM&C, DTF and OCPE.

The ARMC met 4 times during 2024-25, with key achievements including:

- monitoring the implementation of the Shared Services Internal Audit Plan for 2024-25
- overseeing the internal audit function, including review and endorsement of the Shared Services Internal Audit Plan and DTF-specific internal audit plans, and monitoring audit action registers at each meeting
- monitoring agencies' fraud risk and incident registers
- reviewing and endorsing corporate policies across shared services
- endorsing the Shared Services Internal Audit Plan 2025-26.

## Work Health and Safety Committee

### Chair: Executive Director, Corporate Services

Purpose: The Work Health and Safety (WHS) Committee within the CM&C plays a critical role in guiding the development, implementation, monitoring, and reporting of WHS matters across the agency.

The committee provides strategic recommendations to the Executive Leadership Team to enhance the agency's WHS framework, while day-to-day operational WHS issues remain the responsibility of agency management. The committee also considers cross-agency issues and those related to compliance with legislation, regulation and agency and NTG policies.

## Aboriginal Employment and Career Development Committee

**Chair: Senior Executive Director, Northern Region**

**Purpose:** The committee provides an Aboriginal perspective to the strategic direction and objectives of CM&C and guides and monitors the implementation of the Aboriginal Employment and Career Development Action Plan.

## People Matter Implementation Working Group

**Chair: Executive Director, Corporate Services**

**Purpose:** The working group provides input to, and feedback on, current projects and future strategy developments to drive organisational improvements and maximise positive outcomes for CM&C's workforce.

## Communications review Committee

**Chair: Executive Director, Strategic Communications and Engagement**

**Purpose:** The Communications Review Committee (CRC) provides strategic oversight and quality assurance for NT Government communication and engagement campaigns.



# Audits

## Internal audits and reviews

CM&C provides objective assurance of its activities through the internal audit function, which is designed to provide advice to the CEO and governance committees that agency structures, systems and internal controls are appropriate and effective, and to identify opportunities for improvements.

In 2024-25, three internal audits and reviews were completed under the Shared Services Internal Audit Plan. These reviews were endorsed by the Audit and Risk Management Committee and reflect areas of strategic and operational significance.

Audit or review	Objective
<b>Territory Records Manager (TRM) Security Review</b>	Assessed the adequacy and effectiveness of recordkeeping security controls and user access settings within Content Manager (TRM), with a focus on the protection of sensitive information and alignment with NTG information security expectations.
<b>Value for Territory 2024 Compliance Review</b>	Assessed the agency's compliance with NTG procurement rules and contract management processes across Tiers 1 to 5.
<b>ICT Asset Management Audit</b>	Reviewed the governance framework and internal controls supporting the management of ICT assets across the agencies. The review examined processes governing the allocation, tracking, maintenance, and disposal of assets, with specific regard to compliance with NTG policy requirements. Actions arising for continuous improvement will be addressed in 2025-26.

## External audits

CM&C is subject to the NT Auditor-General's audit program under the powers and responsibilities established by the *Audit Act 1995*. Seven external audits and one analytical review were conducted for CM&C.

Audit results are published in NT Auditor-General's reports to the Legislative Assembly bi-annually and are publicly available. All recommendations and agreed actions arising out of the internal and external audit functions are monitored by the ARMC and reported to the Chief Executive Officer.

## Freedom of information

The *Information Act 2002* (NT) combines laws relating to Freedom of Information (FOI), privacy, and records. It also establishes the framework by which the department collects and handles personal information.

### Applications to access government information

Application type/status	Number of applications
Applications carried forward from 2023-24	6
New applications received	17
<b>Total applications handled in 2024-25</b>	<b>23</b>
Total applications finalised in 2024-25	16
<b>Applications on hand at 30 June 2025</b>	<b>7</b>

## Records management

In line with the NT Government Records Management Standards for Public Sector Organisations, CM&C continued to use compliant record management practices.

## Legislation administered

The Department of the Chief Minister and Cabinet was responsible for administering the following legislation as at 30 June 2025:

- *Aboriginal Land Act 1978*
- *Annual Leave Act 1981*
- *Assembly Members And Statutory Officers (Remuneration And Other Entitlements) Act 2006*
- *Assembly Members' Remuneration Determination (Basic Salary) Act 2022*
- *Correctional Officers Arbitral Tribunal Act 1950*
- *Flag And Emblem Act 1985*
- *Inquiries Act 1945*
- *Interpretation Act 1978*
- *Jabiru Town Development Repeal Act 2021*
- *Kenbi Land Trust Act 2011*
- *Long Service Leave Act 1981*
- *Police Administration Act 1978 (Part III)*
- *Portable Long Service Leave (Community Services Sector) Act 2024*
- *Public Employment (Mobility) Act 1989*

- *Public Holidays Act 1981*
- *Public Information Act 2010*
- *Public Sector Employment and Management Act 1993*
- *Referendums Act 1998*
- *Solar Project (Australia-Asia Power Link) (Special Provisions) Act 2022*
- *Succession To The Crown (Request) (National Uniform Legislation) Act 2013*
- *Transfer of Powers (Further Provisions) Act 1977*
- *Transfer of Powers (Self-Government) Act 1978*
- *Transfer of Powers Act 1976*
- *Treaty Commissioner Act 2020*

### **Regulations**

- *Administrative Arrangements Order 2024*
- *Assembly Members And Statutory Officers (Remuneration And Other Entitlements) Regulations 2009*
- *Inquiries (Witnesses' Expenses) Regulations 1967*
- *Kenbi Land Trust Regulations 2023*
- *Police Administration Regulations 1994*
- *Public Information Regulations 2017*
- *Public Sector Employment and Management Regulations 2011*
- *Referendums Regulations 1998*

## Insurance

Under the Treasurer's Direction - Insurance Arrangements, NT Government agencies are required to detail the mitigation strategies and processes they have in place to reduce the likelihood or severity of their insurable risks. Insurable risks are risks generally relating to workers' compensation, assets and inventories, public liability and indemnities. They exclude financial risks and legal costs in action.

In line with the NT Government policy, CM&C self-insures for risk exposures under the categories of property and assets, and public liability and indemnities. CM&C purchased commercial international travel insurance during 2024-25.

### Insurance Risk categories and mitigation strategies

Insurable Risk Category	Mitigation Strategies
Public liability	<ul style="list-style-type: none"><li>– repairs and maintenance program to reduce risks associated with physical assets</li><li>– appropriate signage</li><li>– health and safety education campaigns to ensure employees understand how risk can be managed</li></ul>
Assets and Inventories	<ul style="list-style-type: none"><li>– registers are maintained for fixed, leased and portable and attractive items</li><li>– vehicles are regularly serviced and maintained</li></ul>
Indemnities	<ul style="list-style-type: none"><li>– risk assessments were completed for all new arrangements</li></ul>

## Workers Compensation

Northern Territory Public Sector agencies pay an annual risk premium for worker's compensation claims to the Department of Treasury and Finance into a stand-alone self-insurance fund within the Central Holding Authority.

# Financial performance

5

# Financial Statement Overview

## For the year ended 30 June 2025.

### Overview

The 2024-25 financial statements for the Department of the Chief Minister and Cabinet (CM&C) have been prepared on an accrual basis in accordance with the Northern Territory's financial management framework and the Australian Accounting Standards. CM&C's financial performance in 2024-25 is reported in four financial statements: the Comprehensive Operating Statement, Balance Sheet, Statement of Changes in Equity and Cash Flow Statement.

Due to the Administrative Arrangements Order issued on 10 September 2024, several functions were transferred out of CM&C to other government departments. The transfer out of these functions had a significant impact on 2023-24 comparative information in CM&C's financial statements, limiting its usefulness for 2024-25 comparative analysis. Accordingly, the 2023-24 financial year has been excluded from the financial statements and this overview.

Details of CM&C's performance by output group are provided in Note 3 of the financial statements.

### Budget

The agency's 2024-25 Final Budget is outlined in the table provided on Output Performance Reporting on page 16.

Significant variations between the actual outcome and the mid-year budget for the 2024-25 financial year are reported in Note 31 of the financial statements. All budget comparisons in this overview refer to the final budget.

### Comprehensive Operating Statement

Table 1: Comprehensive operating statement

Summary	2024-25 Final Budget (a)	2024-25 Actual (b)	Movement (b-a)
	\$M	\$M	\$M
Operating Income	106.2	105.4	(0.8)
Operating Expenses	108.4	104.8	(3.6)
Net Surplus/(Deficit)	(2.2)	0.6	2.8

## Operating Income

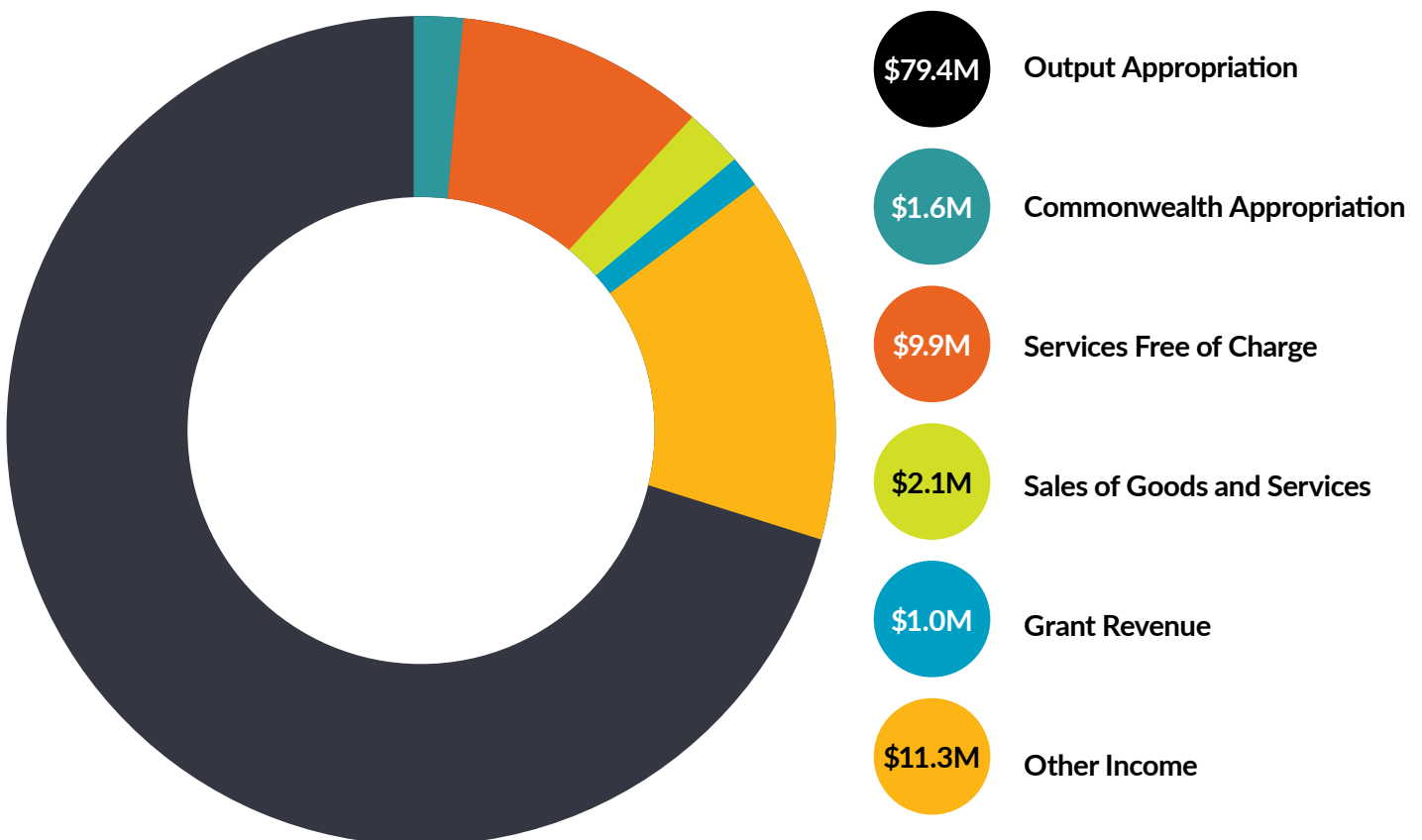
The agency's total income of \$105.4 million was \$0.8 million lower compared to the final budget of \$106.2 million for 2024-25. The decrease is predominantly due to lower Commonwealth appropriation (\$2.5 million) offset by higher other income (\$1.4 million) and higher goods and services received free of charge (\$0.3 million).

The decrease in Commonwealth appropriation in 2024-25 is mainly due to the timing of National Partnership Agreements for the Northern Territory Risk Reduction Program and the Northern Territory Remote Aboriginal Investment – service evaluation, monitoring and reform.

The increase in other income is mainly due to the sale of gas to Power and Water Corporation.

The agency's primary source of income is output appropriation of \$79.4 million, which makes up 75.3 per cent of the total agency income. The agency also received Commonwealth appropriation of \$1.6 million. The sale of goods and services revenue of \$2.1 million is predominantly from training fees charged for employee capability development programs managed by the Office of the Commissioner for Public Employment (\$1.6 million) and services provided by the Office of the Parliamentary Counsel (\$0.5 million). Grant revenue of \$1.0 million is from various Commonwealth programs. Other income of \$11.3 million is predominantly from the sale of gas (\$9.3 million), return of grant funding (\$1.2 million) and other cost recoveries from other entities (\$0.6 million).

Chart 1: 2024-25 Source of income



## Operating Expenses

Total expenses of \$104.8 million incurred by the agency in 2024-25 were \$3.6 million lower compared to the final budget of \$108.4 million. The decrease is predominantly due to lower administrative expenses (\$1.9 million), lower employee expenses (\$0.8 million) and lower grants and subsidies expenses (\$0.9 million).

## Employee Expenditure

Employee expenses of \$52.2 million were lower by \$0.8 million compared to the final employee budget of \$53.0 million for 2024-25.

## Administration Expenditure

Administrative expenses of \$45.7 million were lower than the final budget of \$47.5 million by \$1.8 million, mainly due to lower purchases of goods and services.

## Grant and Subsidy Expenditure

Grant and subsidy expenditure of \$6.9 million was lower than the final budget of \$7.9 million by \$1.0 million, predominantly due to the timing of the Northern Territory Risk Reduction Program.

Chart 2: 2024-25 Expenditure



## Balance Sheet

Table 2: Balance sheet

Summary	2024-25
	\$M
Assets	49.5
Liabilities	14.1
Equity	35.4

The balance sheet summary provides information regarding assets, liabilities and equity of the agency. The agency has total assets of \$49.5 million, total liabilities of \$14.1 million and equity of \$35.4 million.

The agency maintains a positive net asset or equity position. A positive equity position indicates that the agency has sufficient assets to cover liabilities.

## Statement of Changes in Equity

Table 3: Statement of changes in equity

Summary	2024-25
	\$M
Balance 1 July	63.3
Accumulated Funds	0.6
Reserves	(1.0)
Capital	(27.5)
Balance 30 June	35.4

The agency's total equity is the difference between total assets and total liabilities. For the 2024-25 financial year, equity decreased from \$63.3 million to \$35.4 million, predominantly due to Machinery of Government changes on 10 September 2024.

## Cash Flow Statement

Table 4: Cash flow statement

Summary	2024-25
	\$M
Balance 1 July	82.6
Net cash used in operating activities	(8.2)
Net cash used in investing activities	(0.2)
Net cash used in financing activities	(59.1)
Cash at the end of the Financial Year	15.1

The cash flow statement summary above provides information on the movement of cash during the year and shows a decrease in cash balances from \$82.6 million to \$15.1 million, a net movement of \$67.5 million in 2024-25.

## Certification of the financial statements

We certify that the attached financial statements for the Department of the Chief Minister and Cabinet have been prepared based on proper accounts and records in accordance with Australian Accounting Standards and with the requirements as prescribed in the *Financial Management Act 1995* and Treasurer's Directions.

We further state that the information set out in the comprehensive operating statement, balance sheet, statement of changes in equity, cash flow statement, and notes to and forming part of the financial statements, presents fairly the financial performance and cash flows for the year ended 30 June 2025 and the financial position on that date.

At the time of signing, we are not aware of any circumstances that would render the particulars included in the financial statements misleading or inaccurate.



Luccio Cercarelli

Chief Executive Officer

28 August 2025



Matthew Young

Chief Financial Officer

28 August 2025

**Comprehensive operating statement**  
**For the year ended 30 June 2025**

	Note	2025
		\$000
<b>INCOME</b>		
Grants and subsidies revenue	4	
Current		1 044
Appropriation	5	
Output		79 397
Commonwealth		1 620
Sales of goods and services	6	2 144
Goods and services received free of charge	7	9 927
Other income	8	11 270
<b>TOTAL INCOME</b>	<b>3</b>	<b><u>105 402</u></b>
<b>EXPENSES</b>		
Employee expenses	9	52 231
Administrative expenses		
Purchases of goods and services	10	34 795
Depreciation and amortisation		794
Other administrative expenses <sup>1</sup>	11	10 080
Grants and subsidies expenses		
Current	12	6 949
Capital		-
<b>TOTAL EXPENSES</b>	<b>3</b>	<b><u>104 848</u></b>
<b>NET SURPLUS/(DEFICIT)</b>		<b><u>554</u></b>
<b>OTHER COMPREHENSIVE INCOME</b>		
<b>Items that will not be reclassified to net surplus/deficit</b>		
Changes in asset revaluation surplus		573
Other comprehensive income		(1 569)
<b>TOTAL OTHER COMPREHENSIVE INCOME</b>		<b><u>(996)</u></b>
<b>COMPREHENSIVE RESULT</b>		<b><u>(442)</u></b>

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

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

**Balance sheet**  
**As at 30 June 2025**

	Note	2025
		\$000
<b>ASSETS</b>		
<b>Current assets</b>		
Cash and deposits	14	15 118
Receivables	16	894
<b>Total current assets</b>		<b>16 012</b>
<b>Non-current assets</b>		
Property, plant and equipment	17	33 420
Intangibles	18	81
Heritage and Cultural Assets	19	21
<b>Total non-current assets</b>		<b>33 521</b>
<b>TOTAL ASSETS</b>		<b>49 533</b>
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Payables	20	4 375
Provisions	22	6 796
Other liabilities	23	2 921
<b>Total current liabilities</b>		<b>14 093</b>
<b>Non-current liabilities</b>		
Other liabilities		-
<b>Total non-current liabilities</b>		<b>-</b>
<b>TOTAL LIABILITIES</b>		<b>14 093</b>
<b>NET ASSETS</b>		<b>35 440</b>
<b>EQUITY</b>		
Capital		77 891
Reserves		12 653
Accumulated funds		(55 104)
<b>TOTAL EQUITY</b>		<b>35 440</b>

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

**Statement of changes in equity**  
**For the year ended 30 June 2025**

	Note	Equity at 1 July \$000	Comprehensive result \$000	Transactions with owners in their capacity as owners \$000	Equity at 30 June \$000
<b>2024-25</b>					
<b>Accumulated funds</b>		(58 463)	554	-	(57 909)
Changes in accounting policy		-	-	-	-
Correction of prior period errors		-	-	-	-
Transfers from reserves		-	-	-	-
Other		2 806	-	-	2 806
		<b>(55 658)</b>	<b>554</b>	<b>-</b>	<b>(55 104)</b>
<b>Reserves</b>		<b>13 648</b>	<b>(996)</b>	<b>-</b>	<b>12 653</b>
<b>Capital – transactions with owners</b>					
Equity injections					
Capital appropriation		44 346	-	-	44 346
Equity transfers in		37 200	-	28 803	66 002
Other equity injections		101 971	-	46 214	148 185
Equity withdrawals					
Capital withdrawal		(64 377)	-	(67 167)	(131 544)
Equity transfers out		(13 793)	-	(35 306)	(49 098)
		<b>105 346</b>	<b>-</b>	<b>(27 455)</b>	<b>77 891</b>
<b>Total equity at end of financial year</b>		<b>63 337</b>	<b>(442)</b>	<b>(27 455)</b>	<b>35 440</b>

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

**Cash flow statement**  
**For the year ended 30 June 2025**

	Note	2025
		\$000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
<b>Operating receipts</b>		
Grants and subsidies received		
Current		1 044
Appropriation		
Output		79 397
Commonwealth		(1 521)
Receipts from sales of goods and services		12 973
<b>Total operating receipts</b>		<b>91 892</b>
<b>Operating payments</b>		
Payments to employees		55 706
Payments for goods and services		37 435
Grants and subsidies paid		
Current		6 949
Capital		
<b>Total operating payments</b>		<b>100 091</b>
<b>Net cash from/(used in) operating activities</b>	15	<b>(8 198)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
<b>Investing receipts</b>		
Repayment of advances		-
<b>Total investing receipts</b>		<b>-</b>
<b>Investing payments</b>		
Purchases of non-financial assets		222
<b>Total investing payments</b>		<b>222</b>
<b>Net cash from/(used in) investing activities</b>		<b>(222)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
<b>Financing receipts</b>		
Deposits received		(38 119)
Equity injections		
Other equity injections		46 214
<b>Total financing receipts</b>		<b>8 095</b>
<b>Financing payments</b>		
Equity withdrawals		67 167
<b>Total financing payments</b>		<b>67 167</b>
<b>Net cash from/(used in) financing activities</b>		<b>(59 071)</b>
Net increase/(decrease) in cash held		(67 492)
Cash at beginning of financial year		82 610
<b>CASH AT END OF FINANCIAL YEAR</b>	14	<b>15 118</b>

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

### Index of notes to the financial statements

#### Note

1. Objectives and funding
2. Statement of material accounting policy information
3. Comprehensive operating statement by output group Income
4. Grants and subsidies revenue
5. Appropriation
- 5a. Summary of changes to appropriation
6. Sales of goods and services
7. Goods and services received free of charge
8. Other income

#### Expenses

9. Employee benefits expense
10. Purchases of goods and services
11. Other administrative expenses
12. Grant expense – Current grants and subsidies
13. Write-offs, postponements, waivers, gifts and ex gratia payments

#### Assets

14. Cash and deposits
15. Cash flow reconciliation
16. Receivables
17. Property, plant and equipment
18. Intangibles
19. Heritage and cultural assets

#### Liabilities

20. Payables
21. Borrowings and advances
22. Provisions
23. Other liabilities
24. Capital commitments

#### Other disclosures

25. Fair value measurement
26. Financial instruments
27. Related parties
28. Contingent liabilities and contingent assets
29. Events subsequent to balance date
30. Schedule of administered Territory items
31. Budgetary information

### 1. Objectives and funding

The Department of the Chief Minister and Cabinet (CM&C) is responsible for ensuring that government priorities are reflected in policy and implemented effectively by the public sector. It provides whole-of-government policy advice and leadership in coordinating approaches to priority issues throughout the NTPS. The agency's primary contribution to the strategic direction of the government is through the coordination of coherent, rigorous and evidence-based advice to the Chief Minister and Cabinet. Strategic priorities for the agency in 2024-25 included the following:

- Enhance cross-government leadership and support of the executive government
- Drive strategic policy and priority projects and reforms
- Provide strong regional leadership and coordination
- Develop our people and capability

The Office of the Commissioner for Public Employment is responsible for public sector workforce management and development, and industrial relations. The office supports the Commissioner's statutory employer functions under the *Public Sector Employment and Management Act 1993* (PSEMA).

Additional information in relation to CM&C and its principal activities can be found in this annual report.

The department considered primary users of these financial statements and their needs for information and quantitative thresholds to determine which accounting policy information is material and therefore must be disclosed.

The department is predominantly funded and therefore dependent on the receipt of parliamentary appropriations. The financial statements encompass all funds through which the agency controls resources to carry on its functions and deliver outputs. For reporting purposes, outputs delivered by the agency are summarised into several output groups. Note 3 provides summarised financial information in the form of a comprehensive operating statement by the output group.

### 2. Statement of material accounting policy information

#### a) Machinery of government changes

Due to Administrative Arrangements Order issued on 10 September 2024, the following functions were transferred out. Transfer out of these functions has a significant impact on comparative information in the financial statements limiting its usefulness for comparative analysis and has therefore been excluded from the financial statements.

## Notes to the financial statements

For the year ended 30 June 2025

Functions	Transferred to
Local Government, Aboriginal Interpreter Service, Regional Development, and Territory Regional Growth	Department of Housing, Local Government and Community Development
Advanced Manufacturing, Local Jobs Fund, and Investment Attraction, Promotion Facilitation and Engagement.	Department of Trade, Business and Asian Relations
Law and Justice groups and the Liquor Commission	Attorney-General's Department
Activate Territory and Darwin Waterfront Corporation	Department of Tourism and Hospitality
Mining Development	Department of Mining and Energy
Veterans Support and Engagement	Department of People, Sport and Culture
Food Security and Alcohol Policy	Department of Health

### b) Statement of compliance

These financial statements are general purpose financial statements and have been prepared in accordance with the requirements of the *Financial Management Act 1995*, related Treasurer's Directions and Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board. The *Financial Management Act 1995* requires the agency to prepare financial statements for the year ended 30 June based on the form determined by the Treasurer. The form of agency financial statements should include:

- a certification of the financial statements
- a comprehensive operating statement
- a balance sheet
- a statement of changes in equity
- a cash flow statement and
- applicable explanatory notes to the financial statements.

#### Standards and interpretations effective from 2024-25 financial year

Several amendments and interpretations have been issued that apply to the current reporting period, but are considered to have no or minimal impact on public sector reporting.

#### Standards and interpretations issued but not yet effective

No Australian accounting standards have been adopted early for 2024-25 financial year.

Several amendments interpretations have been issued that apply to future reporting periods but are considered to have no or minimal impact on public sector reporting.

### c) Agency and Territory items

The financial statements of agency include income, expenses, assets, liabilities and equity over which the agency has control (agency items) and is able to utilise to further its own objectives. Certain items, while managed by the agency, are administered and recorded by the Territory rather than the agency (Territory items). Territory items are recognised and recorded in the Central Holding Authority as discussed next.

#### Central Holding Authority

The Central Holding Authority is the 'parent body' that represents the government's ownership interest in government-controlled entities.

The Central Holding Authority also records all Territory items, such as income, expenses, assets and liabilities controlled by the government and managed by agencies on behalf of the government. The main Territory item is Territory income, which includes taxation and royalty revenue, Commonwealth general purpose funding (such as GST revenue), fines, and statutory fees and charges.

The Central Holding Authority also holds certain Territory assets not assigned to agencies as well as certain Territory liabilities that are not practical or effective to assign to individual agencies such as unfunded superannuation and long service leave.

The Central Holding Authority recognises and records all Territory items, and as such, these items are not included in the agency's financial statements. However, as the agency is accountable for certain Territory items managed on behalf of government, these items have been separately disclosed in Note 30 – Schedule of administered Territory items.

### d) Presentation and rounding of amounts

Amounts in the financial statements and notes to the financial statements are presented in Australian dollars and have been rounded to the nearest thousand dollars, with amounts of \$500 or less being rounded down to zero. Figures in the financial statements and notes may not equate due to rounding.

### e) Contributions by and distributions to government

The agency may receive contributions from government where the government is acting as owner of the agency. Conversely, the agency may make distributions to government. In accordance with the *Financial Management Act 1995* and Treasurer's Directions, certain types of contributions and distributions, including those relating to administrative restructures, have been designated as contributions by, and distributions to, government. These designated contributions and distributions are treated by the agency as adjustments to equity.

The statement of changes in equity provides additional information in relation to contributions by, and distributions to, government.

### 3. Comprehensive operating statement by output group

	Note	Advice and Coordination <sup>1</sup>	Office of the Territory Coordinator <sup>2</sup>	Government Support	Office of the Commissioner for Public Employment	Corporate and Shared Services	Total
		2025	2025	2025	2025	2025	2025
		\$000	\$000	\$000	\$000	\$000	\$000
<b>INCOME</b>							
Grants and subsidies revenue							
Current	4	1 044	-	-	-	-	1 044
Appropriation							
Output <sup>1</sup>	5	24 234	11 389	30 391	5 277	8 106	79 397
Commonwealth		1 620	-	-	-	-	1 620
Sales of goods and services	6	119	-	453	1 573	-	2 144
Goods and services received free of charge	7	-	-	-	-	9 927	9 927
Other income	8	1 497	9 344	319	12	98	11 270
<b>TOTAL INCOME</b>		<b>28 513</b>	<b>20 733</b>	<b>31 163</b>	<b>6 861</b>	<b>18 131</b>	<b>105 402</b>
<b>EXPENSES</b>							
Employee expenses	9	14 642	3 052	24 359	5 290	4 889	52 231
Administrative expenses							
Purchases of goods and services	10	7 214	17 210	6 727	1 761	1 883	34 795
Depreciation and amortisation		137	74	450	1	131	794
Other administrative expenses <sup>3</sup>	11	-	-	152	-	9 927	10 080
Grants and subsidies expenses							
Current	12	6 934	-	10	5	-	6 949
<b>TOTAL EXPENSES</b>		<b>28 927</b>	<b>20 335</b>	<b>31 698</b>	<b>7 057</b>	<b>16 831</b>	<b>104 848</b>
<b>NET (DEFICIT)/SURPLUS</b>		<b>(414)</b>	<b>398</b>	<b>(534)</b>	<b>(196)</b>	<b>1 301</b>	<b>554</b>
<b>OTHER COMPREHENSIVE INCOME</b>							
Changes in asset revaluation surplus		-	-	573	-	-	573
Other comprehensive income		(1 569)	-	-	-	-	(1 569)
<b>TOTAL OTHER COMPREHENSIVE INCOME</b>		<b>(1 569)</b>	<b>-</b>	<b>573</b>	<b>-</b>	<b>-</b>	<b>(996)</b>
<b>COMPREHENSIVE RESULT</b>		<b>(1 983)</b>	<b>398</b>	<b>39</b>	<b>(196)</b>	<b>1 301</b>	<b>(442)</b>

<sup>1</sup>As per Administrative Arrangements Order issued 10 September 2024, the department's operating statement reflects the actual period of 1 July 2024 to 30 June 2025, as the following functions transferred out i.e. Local Government, Aboriginal Interpreter Service, Regional Development, Territory Regional Growth, Advanced Manufacturing, Local Jobs Fund, Investment Attraction, Promotion Facilitation and Engagement, Law and Justice groups, the Liquor Commission, Activate Territory, Darwin Waterfront Corporation, Mining Development, Veterans support and engagement, Food Security and Alcohol Policy.

<sup>2</sup>Office of the Territory Coordinator is a new output group which resulted from Machinery of Government changes.

<sup>3</sup>Includes DCDD service charges and DLI repairs and maintenance service charges.

Considering the significant impact of Machinery of Government changes, no comparative information has been included.

This comprehensive operating statement by output group is to be read in conjunction with the notes to the financial statements.

## Notes to the financial statements

For the year ended 30 June 2025

The Department is predominantly funded by parliamentary appropriations for the provision of outputs. Outputs are the services provided, or goods produced by an agency for users external to the agency. They support the delivery of the agency's objectives and or statutory responsibilities. The above table disaggregates revenue and expenses that enable delivery of services by output group which form part of the balances of the agency.

#### 4. Grants and subsidies revenue

	2025		
	\$000	\$000	\$000
	Revenue from contracts with customers	Other	Total
Current grants	1 004	40	1 044
Capital grants	-	-	-
<b>Total grants and subsidies revenue</b>	<b>1 004</b>	<b>40</b>	<b>1 044</b>

Grants revenue is recognised at fair value exclusive of GST in accordance with the requirements of AASB 15 Revenue from Contracts with Customers or AASB 1058 Income of Not-for-Profit Entities.

To determine if a grant should be accounted for under AASB 1058 or AASB 15, the department must determine if the relevant agreement is 'enforceable' and contains 'sufficiently specific' performance obligations. When assessing whether the performance obligations are 'sufficiently specific', the department has applied significant judgement by performing a detailed analysis of the terms and conditions contained in the grant agreement, including accompanying documentation (e.g. activity work plans) and where necessary holding discussions with relevant parties.

Income recognition from grants received by the department has been appropriately accounted for under AASB 1058 or AASB 15 based on the assessment performed.

Where assessed as AASB 15, revenue is initially deferred as unearned contract revenue liability, included in Note 23 Other liabilities, when received in advance and recognised as or when the performance obligations are satisfied.

The agency has adopted a low value contract threshold of \$50,000 excluding GST and recognises revenue from contracts with a low value, upfront on receipt of income.

A financing component for consideration is only recognised if it is significant to the contract and the period between the transfer of goods and services and receipt of consideration is more than one year. For the 2024-25 reporting period, there were no adjustments for the effects of a significant financing component.

Where grant agreements do not meet criteria above, it is accounted for under AASB 1058 and is recognised upfront on receipt of funding.

Capital grants with enforceable contracts and sufficiently specific obligations are deferred as an unearned capital grants liability, included in Note 23 Other liabilities, when received and subsequently recognised progressively as revenue as or when the agency satisfies its obligations under the agreement. Where a non-financial asset is purchased, revenue is recognised at the point in time the asset is acquired and control transfers to the agency.

Grant revenue, passed on from a Territory Government-controlled entity with the exception of the Central Holding Authority, is recognised upfront on receipt, irrespective of which revenue accounting standard it may fall under in accordance with the Treasurer's Direction on income.

## Notes to the financial statements

For the year ended 30 June 2025

Grant agreements accounted as revenue from contracts with customers have been disaggregated below into categories to enable users of these financial statements to understand the nature, amount, timing and uncertainty of income and cash flows. These categories include a description of the type of product or service line, type of customer and timing of transfer of goods and services.

	2025
	\$000
<b>Type of good and service:</b>	
Service delivery	1 004
<b>Total revenue from contracts with customers</b>	<b>1 004</b>
<b>Type of customer:</b>	
Commonwealth Government	814
State and territory governments	190
Non-government entities	-
<b>Total revenue from contracts with customers</b>	<b>1 004</b>
<b>Timing of transfer of goods and services:</b>	
Overtime	1 004
Point in time	-
<b>Total revenue from contracts with customers</b>	<b>1 004</b>

## 5. Appropriation

Appropriation recorded in the operating statement includes output appropriation and Commonwealth appropriation received for the delivery of services.

	2025		
	\$000	\$000	\$000
	Revenue from contracts with customers	Other	Total
Output	-	79 397	79 397
Commonwealth	1 620	-	1 620
<b>Total appropriation in the operating statement</b>	<b>1 620</b>	<b>79 397</b>	<b>81 017</b>

No capital appropriation and Commonwealth capital appropriation for the delivery of assets were received.

Output appropriation is the operating payment to each agency for the outputs they provide as specified in the *Appropriation Act*. It does not include any allowance for major non-cash costs such as depreciation. Output appropriations do not have sufficiently specific performance obligations and recognised on receipt of funds.

Commonwealth appropriation follows from the intergovernmental agreement on federal financial relations, resulting in specific purpose payments (SPPs) and national partnership (NP) payments being made by the Commonwealth Treasury to state treasuries, in a manner similar to arrangements for GST payments. These payments are received by the Department of Treasury and Finance on behalf of the Central Holding Authority and then passed on to the relevant agencies as Commonwealth appropriation.

## Notes to the financial statements

For the year ended 30 June 2025

Where Commonwealth appropriation received has an enforceable contract with sufficiently specific performance obligations, the transaction is accounted for under AASB 15 as revenue from contracts with customers. In this case, revenue is recognised as and when goods and or services are transferred to the customer or third-party beneficiary. Otherwise revenue is recognised when the agency gains control of the funds.

Commonwealth appropriations accounted as revenue from contracts with customers have been disaggregated below into categories to enable users of these financial statements to understand the nature, amount, timing and uncertainty of income and cash flows. These categories include a description of the type of product or service line, type of customer and timing of transfer of goods and services.

	<u>2025</u>
	\$000
<b>Type of good and service:</b>	
Service delivery	1 620
<b>Total revenue from contracts with customers</b>	<u>1 620</u>
<b>Type of customer:</b>	
Commonwealth Government	1 620
<b>Total revenue from contracts with customers</b>	<u>1 620</u>
<b>Timing of transfer of goods and services:</b>	
Overtime	1 620
Point in time	-
<b>Total revenue from contracts with customers</b>	<u>1 620</u>

**Notes to the financial statements**  
For the year ended 30 June 2025

**5a. Summary of changes to budget appropriations**

The following table presents changes to budgeted appropriations authorised during the current financial year together with explanations for significant changes. It compares the amounts originally identified in the *Appropriation (2024–2025) Act 2024* with revised appropriations as reported in 2025-26 Budget Paper No. 3 Agency Budget Statements and the final end of year appropriation.

The changes within this table relate only to appropriation and do not include agency revenue (for example, goods and services revenue and grants received directly by the agency) or expenditure. Refer to Note 31 Budgetary information for detailed information on variations to the agency's actual outcome compared to budget for revenue and expenses.

	Original 2024-25 budget appropriation (a)	Revised 2024-25 budget appropriation (b)	Change to budget appropriation (b-a)	Note	Final 2024-25 budget appropriation (d)	Change to budget appropriation (d-b)	Note
Output	\$000 189 419	\$000 72 467	\$000 (116 952)	1	\$000 79 397	\$000 6 930	2
Commonwealth	22 295	4 115	(18 180)	1	4 115	-	
<b>Total appropriation</b>	<b>211 714</b>	<b>76 582</b>	<b>(135 132)</b>		<b>83 512</b>	<b>6 930</b>	

1. The variance mainly relates to Machinery of Government changes as per the Administrative Arrangements Order dated 10 September 2024.

2. The Treasurer approved a Treasurer's Advance for purchases of energy security and legal expenses for Aboriginal land rights and ICAC investigations.

Output and capital appropriations reflect funding as a direct result of government-approved decisions, with actual funding received by the Department of the Chief Minister and Cabinet in line with the budgeted amounts.

Commonwealth appropriation reflects funding anticipated to be received from the Commonwealth for both operational and capital purposes. As Commonwealth appropriations are largely recognised as or when performance obligations are satisfied, the actual amounts received by the Department and reported in these financial statements may vary from the budgeted amounts reported in this table.

## Notes to the financial statements

For the year ended 30 June 2025

### 6. Sales of goods and services

	2025		
	\$000	\$000	\$000
	Revenue from contracts with customers	Other	Total
Other goods and services revenue	2 026	118	2 144
<b>Total sales of goods and services</b>	<b>2 026</b>	<b>118</b>	<b>2 144</b>

#### Sale of goods and service delivery revenue

Sale of goods and service delivery revenue comprise income from rendering of services. These are recognised at fair value, exclusive of GST.

#### Rendering of services

Revenue from rendering of services is recognised when the agency satisfies the performance obligation by transferring the promised services which mainly include providing capability development training programs to NTG employees and the issuing of gazettes and instruments notifications by the Office of the Parliamentary Counsel for NTG agencies. The agency typically satisfies its performance obligations when the specific training is delivered on the specific date or when gazette/instrument notification is issued.

Sales of goods and services accounted as revenue from contracts with customers have been disaggregated below into categories to enable users of these financial statements to understand the nature, amount, timing and uncertainty of income and cash flows. These categories include a description of the type of product or service line, type of customer and timing of transfer of goods and services.

	2025
	\$000
<b>Type of good and service:</b>	
Service delivery	2 026
<b>Total revenue from contracts with customers</b>	<b>2 026</b>
<b>Type of customer:</b>	
Commonwealth Government	-
State and territory governments	2 014
Non-government entities	12
<b>Total revenue from contracts with customers</b>	<b>2 026</b>
<b>Timing of transfer of goods and services:</b>	
Point in time	2 026
<b>Total revenue from contracts with customers</b>	<b>2 026</b>

## 7. Goods and services received free of charge

	2025
	\$000
Corporate and information services <sup>1</sup>	9 478
Repairs and maintenance <sup>2</sup>	449
<b>Total goods and services received free of charge</b>	<b>9 927</b>

<sup>1</sup>DCDD service charges

<sup>2</sup>DLI repairs & maintenance service charges

Resources received free of charge are recognised as revenue when, and only when, a fair value can be reliably determined and the services would have been purchased if they had not been donated. Use of those resources is recognised as an expense. Resources received free of charge are recorded as either revenue or gains depending on their nature.

Repairs and maintenance expenses incurred on the agency's assets and costs associated with administration of these expenses are centralised and in the Department of Logistics and Infrastructure on behalf of the agency, and form part of goods and services received free of charge by the agency.

In addition, the following corporate services staff and functions are centralised and provided by Department of Corporate and Digital Development on behalf of the agency and form part of goods and services received free of charge by the agency:

- financial services including accounts receivable, accounts payable and payroll
- employment and workforce services
- information management services
- procurement services
- property leasing services.

## 8. Other income

	2025		
	\$000	\$000	\$000
	Revenue from contracts with customers	Other	Total
Miscellaneous revenue	9 374	1 896	11 270
<b>Total other income</b>	<b>9 374</b>	<b>1 896</b>	<b>11 270</b>

### Miscellaneous revenue

Miscellaneous revenue mainly includes sale of gas to Power and Water Corporation, refund of grant payments and recovery of cost. Where funding is received for agreements that are enforceable and contain sufficiently specific performance obligations for the agency to transfer goods or services to the grantor or third-party beneficiary, the transaction is accounted for under AASB 15 as revenue from contracts with customers. Where this criteria is not met, revenue is generally accounted for under AASB 1058 and income is generally recognised upfront on receipt of funding.

## Notes to the financial statements

For the year ended 30 June 2025

Other income accounted for as revenue from contracts with customers have been disaggregated below into categories to enable users of these financial statements to understand the nature, amount, timing and uncertainty of income and cash flows. These categories include a description of the type of product or service line, type of customer and timing of transfer of goods and services.

	2025
	\$000
<b>Type of good and service:</b>	
Sales of goods	9 337
Service delivery	36
<b>Total revenue from contracts with customers</b>	<b>9 374</b>
<b>Type of customer:</b>	
Commonwealth Government	-
State and territory governments	9 306
Non-government entities	67
<b>Total revenue from contracts with customers</b>	<b>9 374</b>
<b>Timing of transfer of goods and services:</b>	
Point in time	9 374
<b>Total revenue from contracts with customers</b>	<b>9 374</b>

### 9. Employee benefits expense

	2025
	\$000
Salaries and wages	44 360
Superannuation expenses	4 806
Fringe benefits tax	545
Payroll tax	2 520
<b>Total employee benefits expense</b>	<b>52 231</b>

The number of full-time equivalent employees for 2024-25 was 294.50.

Salaries and wages are recognised in the reporting period when the employee renders services to the Territory Government. It includes recreation leave, labour hire costs, allowances and other benefits, which are recognised in the reporting period when employees are entitled to the benefit or when incurred.

The recognition and measurement policy for employee benefits is detailed in Note 20: Payables and Note 22: Provisions.

## Notes to the financial statements

For the year ended 30 June 2025

### 10. Purchases of goods and services

	2025
	<u>\$000</u>
The net surplus/(deficit) has been arrived at after charging the following expenses:	
<b>Goods and services expenses:</b>	
Consultants <sup>1</sup>	5 109
Advertising <sup>2</sup>	-
Marketing and promotion <sup>3</sup>	1 476
Document production	152
Legal expenses <sup>4</sup>	1 544
Recruitment <sup>5</sup>	224
Training and study	442
Official duty fares	1 056
Travelling allowance	314
Property Management	1 618
Information technology charges and communications	2 587
Agent service arrangements <sup>6</sup>	14 830
Other	5 179
<b>Total purchases of goods and services</b>	<b><u>34 795</u></b>

<sup>1</sup> Includes marketing, promotion and IT consultants.

<sup>2</sup> Does not include recruitment related advertising or advertising for marketing and promotion.

<sup>3</sup> Includes advertising for marketing and promotion but excludes marketing and promotion consultants' expenses, which are incorporated in the consultants' category.

<sup>4</sup> Includes legal fees, claim and settlement costs.

<sup>5</sup> Includes recruitment-related advertising costs.

<sup>6</sup> Contract arrangements

Purchases of goods and services generally represent the day-to-day running costs incurred in normal operations, including supplies and service costs recognised in the reporting period in which they are incurred.

### 11. Other administrative expenses

	2025
	<u>\$000</u>
Assets written down	152
Corporate and information services <sup>1</sup>	9 478
Repairs and maintenance <sup>2</sup>	449
<b>Total other administrative expenses</b>	<b><u>10 080</u></b>

<sup>1</sup>DCDD service charges

<sup>2</sup>DLI repairs & maintenance service charges

## 12. Grant and subsidies expenses

### Current grant and subsidy expense

	2025
	\$000
<b>Current grant</b>	
Local government	1 240
NT Govt Schools	4
Private and not-for-profit sector	3 337
Other	2 368
<b>Total current grants expense</b>	<b>6 949</b>

Current grants expenses are intended to finance the current activities of the recipient for which no economic benefits of equal value are receivable in return. Current grant expenses largely comprise local government grant program, peak bodies funding and community support grants program.

No subsidies were paid by the agency.

Current grant and subsidy expenses are recognised as an expense in the reporting period in which they are paid or payable, exclusive of the amount of GST.

## 13. Write-offs, postponements, waiver, gifts and ex gratia payments

The following table presents all write-offs, waivers, postponements, gifts and ex gratia payments approved under the *Financial Management Act 1995* or other legislation that the agency administers.

	Agency	
	2025	No. of trans.
	\$000	
<b>Authorised under the <i>Financial Management Act 1995</i></b>		
<b><i>Write-offs, postponements and waivers approved by delegates</i></b>		
Value of public property written off	-	82
<b>Total write-offs, postponements and waivers approved by delegates</b>	<b>-</b>	<b>82</b>
Gifts approved by the Treasurer	-	-
Gifts approved by delegate	2	19
<b>Total gifts</b>	<b>2</b>	<b>19</b>
Ex gratia payments	-	-
<b>Total authorised under the <i>Financial Management Act 1995</i></b>	<b>2</b>	<b>101</b>
<b>Authorised under other legislation</b>		
Write-offs, postponements and waivers	-	-
Gifts	-	-
<b>Total authorised under other legislation</b>	<b>-</b>	<b>-</b>

## Notes to the financial statements

For the year ended 30 June 2025

### Write-off

Write-offs reflect the removal from accounting records the value of public money or public property owing to, or loss sustained by the Territory or agency. It refers to circumstances where the Territory or an agency has made all attempts to pursue the debt, however, is deemed irrecoverable due to reasons beyond the Territory or an agency's control. Write-offs result in no cash outlay and are accounted for under 'Other administrative expenses' in the comprehensive operating statement.

### Waiver

Waivers reflect the election to forego a legal right to recover public money or receive public property. Once agreed with and communicated to the debtor, it will have the effect of extinguishing the debt and renouncing the right to any future claim on that public money or public property. Waivers result in no cash outlay, and are accounted for under 'Current grants and subsidies expense' in the comprehensive operating statement.

### Postponement

A postponement is a deferral of a right to recover public money or receipt of public property from its due date. This has no effect on revenues or expenses recognised but may affect cash inflows or assets in use.

### Gifts

A gift is an asset or property, deemed surplus to government's requirements, transferred to a suitable recipient, without receiving any consideration or compensation, and where there is no constructive or legal obligation for the transfer. Gifted property is accounted under 'Other administrative expenses' in the comprehensive operating statement.

### Ex gratia

Ex gratia payments or act-of-grace payments are gratuitous payments where no legal obligation exists. All ex gratia payments are approved by the Treasurer. Ex gratia payments result in cash outlay and are accounted for under 'Purchases of goods and services' in the comprehensive operating statement.

## 14. Cash and deposits

	2025
	<u>\$000</u>
Cash at bank	15 118
Total cash and deposits	<u>15 118</u>

For the purposes of the balance sheet and the cash flow statement, cash includes cash on hand, cash at bank and cash equivalents.

## 15. Cash flow reconciliation

### a) Reconciliation of cash

The total of agency 'Cash and deposits' of \$15.118 million recorded in the balance sheet is consistent with that recorded as 'Cash' in the cash flow statement.

## Notes to the financial statements

For the year ended 30 June 2025

### Reconciliation of net surplus/deficit to net cash from operating activities

	2025
	<u>\$000</u>
<b>Net surplus/deficit</b>	<b>554</b>
<b>Non-cash items:</b>	
Depreciation and amortisation	794
Asset write-offs/write-downs	152
<b>Changes in assets and liabilities:</b>	
Decrease/(increase) in receivables	3 205
(Decrease)/increase in payables	(20)
(Decrease)/increase in provision for employee benefits	(2 668)
(Decrease)/increase in other provisions	(531)
(Decrease)/increase in other deferred income	(9 684)
<b>Net cash from/(used in) operating activities</b>	<b><u>(8 198)</u></b>

#### b) Reconciliation of liabilities arising from financing activities

The agency has no liabilities arising from financing activities during 2024-25.

#### c) Non-cash financing and investing activities

The agency has no non-cash financing and investing activities during 2024-25.

## 16. Receivables

	2025
	<u>\$000</u>
<b>Current</b>	
Accounts receivable	121
Less: loss allowance	-
	<u>121</u>
GST receivables	138
Prepayments	303
Other receivables	331
	<u>773</u>
<b>Total receivables</b>	<b><u>894</u></b>

Receivables are initially recognised when the agency becomes a party to the contractual provisions of the instrument and are measured at fair value less any directly attributable transaction costs. Receivables include contract receivables, accounts receivable, accrued contract revenue and other receivables.

Receivables are subsequently measured at amortised cost using the effective interest method, less any impairments.

Accounts receivable, contract receivables and other receivables are generally settled within 30 days.

The loss allowance reflects lifetime expected credit losses and represents the amount of receivables the agency estimates are likely to be uncollectible and are considered doubtful.

## Notes to the financial statements

For the year ended 30 June 2025

### Credit risk exposure of receivables

Receivables are monitored on an ongoing basis to ensure exposure to bad debts is not significant. The entity applies the simplified approach to measuring expected credit losses. This approach recognises a loss allowance based on lifetime expected credit losses for all accounts receivables, contracts receivables and accrued contract revenue. To measure expected credit losses, receivables have been grouped based on shared risk characteristics and days past due.

The expected loss rates are based on historical observed loss rates, adjusted to reflect current and forward-looking information.

In accordance with the provisions of the FMA, receivables are written off when based on demonstrated actions to collect, there is no reasonable expectation of recovery for reasons beyond the agency's control.

Ageing analysis and reconciliation of loss allowance for receivables as at the reporting date are disclosed below.

Internal receivables reflect amounts owing from entities controlled by the Northern Territory Government such as other agencies, government business divisions and government owned corporations. External receivables reflect amounts owing from third parties which are external to the Northern Territory Government.

### Ageing analysis

	2025			
	Gross Receivables	Loss rate	Expected credit losses	Net receivables
	\$000	%	\$000	\$000
<b>Internal receivables</b>				
Not overdue	1	-	-	1
Overdue for less than 30 days	-	-	-	-
Overdue for 30 to 60 days	-	-	-	-
Overdue for more than 60 days	-	-	-	-
<b>Total internal receivables</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>1</b>
<b>External receivables</b>				
Not overdue	108	-	-	108
Overdue for less than 30 days	11	-	-	11
Overdue for 30 to 60 days	-	-	-	-
Overdue for more than 60 days	1	-	-	1
<b>Total external receivables</b>	<b>120</b>	<b>-</b>	<b>-</b>	<b>120</b>

Total amounts disclosed exclude statutory amounts and prepayments as these do not meet the definition of a financial instrument and therefore will not reconcile the receivables note. It also excludes accrued contract revenue where no loss allowance has been provided.

### Reconciliation of loss allowance for receivables

There is no loss allowance for receivables as at 30 June 2025.

## Notes to the financial statements

For the year ended 30 June 2025

### 17. Property, plant and equipment

#### a) Total property, plant and equipment

	2025
	\$000
<b>Land</b>	
At fair value	17 400
<b>Buildings</b>	
At fair value	21 871
Less: accumulated depreciation	(7 620)
	14 251
<b>Plant and equipment</b>	
At fair value	4 567
Less: accumulated depreciation	(2 798)
	1 769
<b>Total Property, Plant and Equipment</b>	<b>33 420</b>

#### Reconciliation of carrying amount of property, plant and equipment

A reconciliation of the carrying amount of property, plant and equipment at the beginning and end year is set out below:

	Land	Buildings	Plant and Equipment	Total
	\$000	\$000	\$000	\$000
<b>Carrying amount as at 1 July 2024</b>	<b>18 625</b>	<b>13 884</b>	<b>1 698</b>	<b>34 207</b>
Additions	-	-	51	51
Disposals	-	-	-	-
Depreciation	-	(398)	(326)	(723)
Additions/(Disposals) from administrative restructuring	(4 050)	-	-	(4 050)
Additions/(Disposals) from asset transfers	-	456	345	801
Revaluation increments/(decrements)	2 825	309	-	3 134
Impairment losses	-	-	-	-
Impairment losses reversed	-	-	-	-
<b>Carrying amount as at 30 June 2025</b>	<b>17 400</b>	<b>14 251</b>	<b>1 769</b>	<b>33 420</b>

## Notes to the financial statements

For the year ended 30 June 2025

### Acquisitions

Property, plant and equipment are initially recognised at cost.

Items of property, plant and equipment with a cost or other value, equal to or greater than \$10,000 are recognised in the year of acquisition and depreciated as outlined below. Items of property, plant and equipment below the \$10,000 threshold are expensed in the year of acquisition.

Major items of plant and equipment comprising a number of components that have different useful lives are accounted for as separate assets. Individual components may be replaced during the useful life of the complex asset.

### Construction (work in progress)

As part of the financial management framework, the Department of Logistics and Infrastructure is responsible for managing general government capital works projects on a whole of government basis. Therefore appropriation for capital works is provided directly to the Department of Logistics and Infrastructure and the cost of construction work in progress is recognised as an asset of that department. Once completed, capital works assets are transferred to the agency.

### Revaluation of assets

Subsequent to initial recognition, assets belonging to the following classes of non-financial assets are revalued with sufficient regularity to ensure the carrying amount of these assets does not differ materially from their fair value at reporting date:

- land
- buildings

Plant and equipment are stated at historical cost less depreciation, which is deemed to equate to fair value.

The latest revaluations as at 30 June 2025 were independently conducted. The valuer was Territory Property Consultants Pty Ltd. Refer to Note 25: Fair value for additional disclosures.

### Impairment of assets

An asset is said to be impaired when the asset's carrying amount exceeds its recoverable amount.

Materially significant non-financial assets are assessed for indicators of impairment annually. If any indicator of impairment exists, the agency determines the asset's recoverable amount. The asset's recoverable amount is determined as the higher of the asset's current replacement cost and fair value less costs to sell. Any amount by which the asset's carrying amount exceeds the recoverable amount is recorded as an impairment loss.

Impairment losses are recognised in the comprehensive operating statement. They are disclosed as an expense unless the asset is carried at a revalued amount. Where the asset is measured at a revalued amount, the impairment loss is offset against the asset revaluation surplus for that class of asset to the extent an available balance exists in the asset revaluation surplus.

In certain situations, an impairment loss may subsequently be reversed. Impairment loss may only be reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount. The reversal is limited so that the carrying amount of the asset does not exceed the revised estimate of its recoverable amount, nor exceed the net carrying amount that

## Notes to the financial statements

For the year ended 30 June 2025

would have been determined had not impairment loss been recognised for the asset in the prior years. Where an asset is carried at a revalued amount, impairment reversal is recognised in the comprehensive operating statement as income to the extent that an impairment loss was previously recognised in the profit or loss, otherwise, impairment reversal results in an increase in the asset revaluation surplus.

Agency property, plant and equipment assets were assessed for impairment as at 30 June 2025. No impairment adjustments were required as a result of this review.

### Depreciation and amortisation expense

Items of property, plant and equipment, including buildings but excluding land, have limited useful lives and are depreciated using the straight-line method over their estimated useful lives. Assets are depreciated from the date of acquisition or from the time an asset is completed and held ready for use.

The estimated useful lives for each class of asset are in accordance with the agency's determination as follows:

	2025
Buildings	40 - 100 years
Plant and equipment	5 - 15 years

### Inter-governmental leases

The agency applies the inter-governmental leases recognition exemption as per the Treasurer's Direction – Leases and recognises these as an expense on a straight-line basis over the lease term. These largely relate to the lease of motor vehicles from NT Fleet. Leases of commercial properties for office accommodation are centralised with the Department of Corporate and Digital Development (DCDD). Consequently all lease liabilities and right-of-use assets relating to these arrangements are recognised by DCDD and not disclosed within these financial statements.

## 18. Intangibles

### a) Total intangibles

	2025
	\$000
<b>Computer Software</b>	
At fair value	310
Less: accumulated depreciation	(230)
	<u>81</u>

The agency's intangibles comprise of computer software.

Intangible assets are initially measured at cost. Where an asset is acquired at no or nominal cost, the cost is the fair value as at the date of acquisition.

There is no active market for any of the agency's intangible assets. As such, intangible assets are subsequently recognised and carried at cost less accumulated amortisation and any accumulated impairment losses.

## Notes to the financial statements

For the year ended 30 June 2025

Intangibles with limited useful lives are amortised using the straight-line method over their estimated useful lives, which reflects the pattern of when expected economic benefits are likely to be realised.

The estimated useful lives for finite intangible assets are determined in accordance with the Treasurer's Directions and are determined as follows:

	2025
Computer software	<u>2 to 5 years</u>

Intangible assets with finite useful life are assessed for indicators of impairment on an annual basis. If any indicator of impairment exists, the agency determines the asset's recoverable amount. If the recoverable amount is less than its carrying amount, the carrying amount is reduced to recoverable amount and the reduction is recognised as an impairment loss.

Agency intangible assets were assessed for impairment as at 30 June 2025. No impairment adjustments were required as a result of this review.

### b) Reconciliation of carrying amount of intangibles

	Computer Software \$000
<b>Carrying amount as at 1 July 2024</b>	-
Additions	151
Depreciation	(70)
<b>Carrying amount as at 30 June 2025</b>	<u>81</u>

## 19. Heritage and cultural assets

	2025 \$000
<b>Carrying amount</b>	
At Valuation	21
Less: accumulated depreciation	-
Written down value – 30 June	<u>21</u>
<b>Reconciliation of movements</b>	
<b>Carrying amount as at 1 July 2024</b>	-
Additions	21
Depreciation	-
<b>Carrying amount as at 30 June 2025</b>	<u>21</u>

The agency's heritage and cultural assets comprise of works of art.

Heritage and cultural assets are initially measured at cost. Where an asset is acquired at no or nominal cost, the cost is the fair value as at the date of acquisition.

Heritage and cultural assets are subsequently recognised at fair value which is assumed to be equal to their carrying cost. Refer to Note 25: Fair value measurement for additional disclosures.

## Notes to the financial statements

For the year ended 30 June 2025

Heritage and cultural assets are depreciated using the straight-line method over their estimated useful lives.

The estimated useful life of heritage and cultural assets was 100 years in 2024-25.

The agency's accounting policies on impairment for property, plant and equipment disclosed in Note 17 also apply to heritage and cultural assets.

Agency heritage and cultural assets were assessed for impairment as at 30 June 2025. No impairment adjustments were required as a result of this review.

### 20. Payables

	2025
	\$000
Accounts payable	82
Accrued salaries and wages	1 271
Other accrued expenses	3 022
<b>Total payables</b>	<b>4 375</b>

Liabilities for accounts payable and other amounts payable are carried at amortised cost, which is the fair value of the consideration to be paid in the future for goods and services received, whether or not billed to the agency. Accounts payable are normally settled within 20 days from receipt of valid of invoices under \$1 million or 30 days for invoices over \$1 million.

Salaries and wages that are expected to be settled wholly within 12 months after the end of the period in which the employees render the service are recognised and measured at the amounts expected to be paid.

### 21. Borrowings and advances

Future minimum lease payments under non-cancellable leases not recorded as liability are as follows:

	2025	
	Internal	External
	\$000	\$000
Not later than one year	669	-
Later than one year and not later than five years	984	-
Later than five years	-	-
<b>Total non-cancellable leases</b>	<b>1 653</b>	<b>-</b>

## 22. Provisions

	2025
	<u>\$000</u>
<b>Current</b>	
<i>Employee benefits</i>	
Recreation leave	5 119
Leave loading	479
<i>Other current provisions</i>	
Fringe Benefit Tax	66
Payroll Tax	381
Superannuation	713
Other	<u>38</u>
<b>Total provisions</b>	<b><u>6 796</u></b>

### Employee benefits

Provision for employee benefits include wages and salaries and recreation leave accumulated as a result of employees rendering services up to the reporting date. Liabilities arising in respect of recreation leave and other employee benefit liabilities that fall due within 12 months of the reporting date are classified as current liabilities and are measured at amounts expected to be paid. Non-current employee benefit liabilities that fall due after 12 months of the reporting date are measured at the present value of estimated future cash flows, calculated using the appropriate government bond rate and taking into consideration expected future salary and wage levels, experience of employee departures and periods of service.

All recreation leave is classified as a current liability.

No provision is made for sick leave, which is non-vesting, as the anticipated pattern of future sick leave to be taken is less than the entitlement accruing in each reporting period.

Employee benefit expenses are recognised on a net basis in respect of the following categories:

- wages and salaries, non-monetary benefits, recreation leave and other leave entitlements
- other types of employee benefits.

As part of the financial management framework, the Central Holding Authority assumes the long service leave liabilities of government agencies, including agency and therefore no long service leave liability is recognised within these financial statements.

## 23. Other liabilities

	2025
	<u>\$000</u>
<b>Current</b>	
Unearned contract revenue	<u>2 921</u>
<b>Total other liabilities</b>	<b><u>2 921</u></b>

## Notes to the financial statements

For the year ended 30 June 2025

### Unearned contract revenue liability

Unearned contract revenue mainly relate to consideration received in advance from the Commonwealth under the National Partnership Agreements for Disaster Risk Reduction.

The agency anticipates to recognise as revenue, unearned contract revenue liability in accordance with the following time bands:

	2025
	\$000
Not later than one year	2 921
Later than one year and not later than five years	-
Later than five years	-
<b>Total</b>	<b>2 921</b>

### Superannuation

Employees' superannuation entitlements are provided through the:

- Northern Territory Government and Public Authorities Superannuation Scheme (NTGPASS)
- Commonwealth Superannuation Scheme (CSS)
- or non-government employee nominated schemes for those employees commencing on or after 10 August 1999.

The agency makes superannuation contributions on behalf of its employees to the Central Holding Authority or non-government employee-nominated schemes. Superannuation liabilities related to government superannuation schemes are held by the Central Holding Authority and therefore not recognised in agency financial statements.

## 24. Capital commitments

Capital commitments represent future obligations or cash outflows primarily related to the development of database that can be reliably measured and arise out of a contractual arrangement and typically binds the agency to performance conditions. Commitments are not recognised as liabilities on the balance sheet.

Commitments may extend over multiple reporting periods and may result in payment of compensation or return of funds if obligations are breached. These contracts are expected to be payable as follows(s):

	2025
	\$000
Not later than one year	390
Later than one year and not later than five years	-
Later than five years	-
<b>Total capital expenditure commitments (exclusive of GST)</b>	<b>390</b>
<i>Plus: GST recoverable</i>	<i>39</i>
<b>Total capital expenditure commitments (inclusive of GST)</b>	<b>429</b>

## 25. Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

When measuring fair value, the valuation techniques used maximise the use of relevant observable inputs and minimise the use of unobservable inputs. Unobservable inputs are used to the extent that sufficient relevant and reliable observable inputs are not available for similar assets/liabilities.

Observable inputs are publicly available data relevant to the characteristics of the assets/liabilities being valued. Observable inputs used by the agency include, but are not limited to, published sales data for land and general office buildings.

Unobservable inputs are data, assumptions and judgments not available publicly but relevant to the characteristics of the assets/liabilities being valued. Such inputs include internal agency adjustments to observable data to take account of particular and potentially unique characteristics/functionality of assets/liabilities and assessments of physical condition and remaining useful life.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the following fair value hierarchy based on the inputs used:

Level 1 – inputs are quoted prices in active markets for identical assets or liabilities

Level 2 – inputs are inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3 – inputs are unobservable.

All the agency’s non-financial assets are measured at Level 3 and are held primarily for service potential rather than to generate cash inflows. Carrying amounts and reconciliation of movements are disclosed in Note 17, Property, Plant and Equipment. These assets are measured using inputs not based on observable market data.

### Valuation techniques and inputs

Valuation techniques and significant unobservable inputs used to measure fair value in 2024-25 are as follows:

Asset classes	Level 3 techniques
Land (Note 17)	Market approach
Buildings (Note 17)	Replacement Cost approach
Plant & equipment (Note 17)	Cost approach
Intangible assets (Note 18)	Cost approach
Cultural assets (Note 19)	Cost approach

### Sensitivity analysis

Land – there is a restriction on the purpose for which the land may be used and that has an impact on the fair value.

## Notes to the financial statements

For the year ended 30 June 2025

Buildings – unobservable inputs used in computing the fair value of buildings include the historical cost and the consumed economic benefit for each building. It is not practical to compute a relevant summary measure for the unobservable inputs. In respect of sensitivity of fair value to changes in input value, a higher historical cost results in a higher fair value and greater consumption of economic benefit lowers fair value.

Plant and equipment – unobservable inputs used in computing the fair value of plant and equipment include the historical cost and the consumed economic benefit. In respect of sensitivity of fair value to changes in input value, a higher historical cost results in a higher fair value and greater consumption of economic benefit lowers fair value.

### 26. Financial instruments

A financial instrument is a contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

The agency's financial instruments include cash and deposits; receivables; deposits held and payables. These items represent noncomplex and standard financial instruments, with limited or no exposure to credit, market or liquidity risks.

### 27. Related parties

#### a) Related parties

The Department of the Chief Minister and Cabinet is a government administrative entity and is wholly owned and controlled by the Territory Government. Related parties of the department include:

- the portfolio minister and key management personnel (KMP) because they have authority and responsibility for planning, directing and controlling the activities of the department directly
- close family members of the portfolio minister or KMP including spouses, children and dependents
- all public sector entities that are controlled and consolidated into the whole of government financial statements
- any entities controlled or jointly controlled by KMP's or the portfolio minister, or controlled or jointly controlled by their close family members.

#### b) Key management personnel (KMP)

Key management personnel of the Department are those persons having authority and responsibility for planning, directing and controlling the activities of Department. These include the Chief Minister, agency portfolio ministers, the Chief Executive Officer and the executive team of the Department.

#### c) Remuneration of key management personnel

The details below exclude the salaries and other benefits of Chief Minister and agency portfolio ministers as the minister's remunerations and allowances are payable by the Department of the Legislative Assembly and consequently disclosed within the Treasurer's annual financial statements.

## Notes to the financial statements

For the year ended 30 June 2025

The aggregate compensation of key management personnel of the Department is as follows:

	2025
	\$000
Short-term benefits	2 624
Post-employment benefits	234
Long-term benefits	-
Termination benefits	-
<b>Total remuneration of key management personnel</b>	<b>2 858</b>

### d) Related party transactions: Transactions with Northern Territory Government-controlled entities

The department's primary ongoing source of funding is received from the Central Holding Authority in the form of output and capital appropriation and on-passed Commonwealth national partnership and specific-purpose payments.

The following table provides quantitative information about related party transactions entered into during the year with all other Northern Territory Government-controlled entities.

#### 2024-25

Related party	Revenue from related parties	Payments to related parties	Amounts owed by related parties	Amounts owed to related parties
	\$000	\$000	\$000	\$000
All Territory Government departments	13 295	18 849	285	1 028
Subsidiaries	10 269	2 149	4	85
<b>Total</b>	<b>23 564</b>	<b>20 998</b>	<b>289</b>	<b>1 113</b>

The department's transactions with other government entities are not individually significant.

#### Other related party transactions are as follows:

Given the breadth and depth of Territory Government activities, related parties will transact with the Territory public sector in a manner consistent with other members of the public including paying stamp duty and other government fees and charges and therefore these transactions have not been disclosed. There are no other related party transactions in excess of \$10 000 or on non-standard terms and conditions that may be reported.

## 28. Contingent liabilities and contingent assets

### a) Contingent liabilities

The agency did not have quantitatively material contingent liabilities as at 30 June 2025. In relation to the reporting of contingent liabilities, the Treasurer has determined a materiality threshold of \$5 million.

## Notes to the financial statements

For the year ended 30 June 2025

Details of unquantifiable but material contingent liabilities as at 30 June 2025 granted by the agency are presented as follows:

### North East Gas Interconnector Project

Contingent considerations in relation to the North East Gas Interconnector Project Development Agreement are considered unlikely and consequently no contingent liabilities have been disclosed at the reporting date. The Territory will continue to assess any risks under the arrangement and determine whether any future disclosure is required.

### Strategic gas agreements

The Territory has entered into agreements to facilitate gas supply for the Territory. The agreements commit the Territory to pricing, volumes and timing of gas supply to meet forecast future requirements. The risks to the Territory are outweighed by the broader benefits of gas security and ability to mitigate risk by selling excess gas to the east coast gas market.

### b) Contingent assets

The agency had no contingent assets as at 30 June 2025.

## 29. Events subsequent to balance date

No events have arisen between the end of the financial year and the date of this report that require adjustment to, or disclosure in these financial statements.

## 30. Schedule of administered Territory items

The agency does not have any Territory items (refer to Note 2e).

## Notes to the financial statements

For the year ended 30 June 2025

### 31. Budgetary information

The following tables present the variation between the 2024-25 Mid-Year Report as at November 2024 and the 2024-25 actual amounts reported in the financial statements, together with explanations for significant variations.

The Mid-Year budget, published in November 2024, reflects the initial effects of this administrative restructuring. Accordingly, the Department, within its discretion, chose this published budget as the point of comparison as it affords more meaningful evaluation of end of year results.

The variations within these tables do not include changes to budgeted appropriations from 2024-25 original budget to 2024-25 final budget. Refer to Note 5a for summary changes to budget appropriations.

Comprehensive operating statement	2024-25 Actual \$000	2024-25 Mid Year Budget \$000	Variance \$000	Note
<b>INCOME</b>				
Grants and subsidies revenue				
Current	1 044	710	334	
Appropriation				
Output	79 397	71 550	7 847	
Commonwealth	1 620	2 897	(1 277)	1
Sales of goods and services	2 144	1 860	284	
Goods and services received free of charge	9 927	9 542	385	
Other income	11 270	379	10 891	2
<b>TOTAL INCOME</b>	<b>105 402</b>	<b>86 938</b>	<b>18 464</b>	
<b>EXPENSES</b>				
Employee expenses	52 231	52 801	(570)	
Administrative expenses				
Purchases of goods and services	34 795	19 833	14 962	2
Depreciation and amortisation	794	585	209	
Other administrative expenses	10 079	9 542	537	
Grants and subsidies expenses				
Current	6 949	6 980	(31)	
<b>TOTAL EXPENSES</b>	<b>104 848</b>	<b>89 741</b>	<b>15 107</b>	
<b>NET SURPLUS/(DEFICIT)</b>	<b>554</b>	<b>(2 803)</b>	<b>3 357</b>	
<b>OTHER COMPREHENSIVE INCOME</b>				
Changes in asset revaluation surplus	573	-	573	
Other comprehensive income	(1 569)	-	(1 569)	
<b>TOTAL OTHER COMPREHENSIVE INCOME</b>	<b>(996)</b>	<b>-</b>	<b>(996)</b>	
<b>COMPREHENSIVE RESULT</b>	<b>(442)</b>	<b>(2 803)</b>	<b>2 361</b>	

## Notes to the financial statements

For the year ended 30 June 2025

As a consequence of Administrative Arrangements Order issued on 10 September 2024, the Department of the Chief Minister and Cabinet outputs reflect the actual period of 1 July 2024 to 30 June 2025 as the following functions transferred out i.e. Local Government, Aboriginal Interpreter Service, Regional Development, Territory Regional Growth, Advanced Manufacturing, Local Jobs Fund, Investment Attraction, Promotion Facilitation and Engagement, Law and Justice groups, the Liquor Commission, Activate Territory, Darwin Waterfront Corporation, Mining Development, Veterans support and engagement, Food Security and Alcohol Policy.

Notes:

The following note descriptions relate to variances greater than 20%:

1. The variance mainly relates to the timing of the Northern Territory Risk Reduction Program, and the Northern Territory Remote Aboriginal Investment - service evaluation, monitoring and reform.
2. The variation is predominately due to one-off funding arrangements to support gas purchasing arrangements, on behalf of the Power and Water Corporation (PWC), for energy security.

## Notes to the financial statements

For the year ended 30 June 2025

<b>Balance Sheet</b>	Actual	Mid Year	Variance	Note
	\$000	Budget	\$000	
<b>ASSETS</b>				
<b>Current assets</b>				
Cash and deposits	15 118	47 044	(31 926)	1
Receivables	590	3 383	(2 793)	1
Prepayments	303	711	(408)	
Property, plant and equipment	33 420	33 624	(204)	
Other Assets	101	-	101	
<b>TOTAL ASSETS</b>	<b>49 533</b>	<b>84 762</b>	<b>(35 230)</b>	
<b>LIABILITIES</b>				
<b>Current liabilities</b>				
Deposits held	-	38 119	(38 119)	1
Payables	4 375	4 356	19	
Provisions	6 796	9 996	(3 200)	1
Other liabilities	2 921	6 166	(3 245)	2
<b>TOTAL LIABILITIES</b>	<b>14 093</b>	<b>58 637</b>	<b>(44 545)</b>	
<b>NET ASSETS</b>	<b>35 440</b>	<b>26 125</b>	<b>9 315</b>	
<b>EQUITY</b>				
<b>Capital</b>				
Opening balance	105 346	105 346	-	
Equity injections/withdrawals	(27 455)	(32 839)	5 384	
Reserves	12 653	12 079	574	
<b>Accumulated funds</b>				
Opening balance	(55 658)	(55 658)	-	
Current year surplus/(deficit)	554	(2 803)	3 357	
<b>TOTAL EQUITY</b>	<b>35 440</b>	<b>26 125</b>	<b>9 315</b>	

Notes:

The following note descriptions relate to variances greater than 20%:

1. The variance mainly relates to Machinery of Government changes as per the Administrative Arrangements Order dated 10 September 2024.
2. The variance mainly relates to unearned revenue for the Northern Territory Risk Reduction Program, Living Safe Together Intervention Program Expansion and CVE High Risk Program.

## Notes to the financial statements

For the year ended 30 June 2025

Cash flow statement	2024-25	2024-25	Variance	Note
	Actual	Mid Year		
	\$000	Budget \$000	\$000	
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
<b>Operating receipts</b>				
Grants and subsidies received				
Current	1 044	710	334	
Appropriation				
Output	79 397	71 550	7 847	
Commonwealth	(1 521)	(3 067)	1 546	1
Receipts from sales of goods and services	12 973	1 769	11 204	2
Interest received				
<b>Total operating receipts</b>	<b>91 893</b>	<b>70 962</b>	<b>20 931</b>	
<b>Operating payments</b>				
Payments to employees	55 706	52 801	2 905	
Payments for goods and services	37 435	19 876	17 559	2
Grants and subsidies paid				
Current	6 949	6 980	(31)	
Capital				
<b>Total operating payments</b>	<b>100 090</b>	<b>79 657</b>	<b>20 433</b>	
<b>Net cash from/(used in) operating activities</b>	<b>(8 197)</b>	<b>(8 695)</b>	<b>498</b>	
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
<b>Investing receipts</b>				
Repayment of advances	-	10	(10)	
<b>Total investing receipts</b>	<b>-</b>	<b>10</b>	<b>(10)</b>	
<b>Investing payments</b>				
Purchases of assets	222	-	222	
Advances and investing payments				
Equity acquisitions				
<b>Total investing payments</b>	<b>222</b>	<b>-</b>	<b>222</b>	
<b>Net cash from/(used in) investing activities</b>	<b>(222)</b>	<b>10</b>	<b>(232)</b>	
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
<b>Financing receipts</b>				
Proceeds of borrowings				
Deposits received	(38 119)	-	(38 119)	3
Equity injections				
Other equity injections	46 214	50 250	(4 036)	
<b>Total financing receipts</b>	<b>8 095</b>	<b>50 250</b>	<b>(42 155)</b>	
<b>Financing payments</b>				
Repayment of borrowings				
Equity withdrawals	67 167	77 131	(9 964)	
<b>Total financing payments</b>	<b>67 167</b>	<b>77 131</b>	<b>(9 964)</b>	
<b>Net cash from/(used in) financing activities</b>	<b>(59 072)</b>	<b>(26 881)</b>	<b>(32 191)</b>	
Net increase/(decrease) in cash held	(67 492)	(35 566)	(31 925)	
Cash at beginning of financial year	82 610	82 610	-	
<b>CASH AT END OF FINANCIAL YEAR</b>	<b>15 118</b>	<b>47 044</b>	<b>(31 925)</b>	

## Notes to the financial statements

For the year ended 30 June 2025

Notes:

The following note descriptions relate to variances greater than 20%:

1. The variance mainly relates to the timing of the Northern Territory Risk Reduction Program, and the Northern Territory Remote Aboriginal Investment - service evaluation, monitoring and reform.
2. The variation is predominately due to one-off funding arrangements to support gas purchasing arrangements, on behalf of the Power and Water Corporation (PWC), for energy security.
3. The variance mainly relates to Machinery of Government changes as per the Administrative Arrangements Order dated 10 September 2024.

# Appendices

# 6

# Appendix 1: Grants paid in 2024-25

## Community support grants

Organisation	Description	Amount paid \$
Australia Day Council NT Inc	Funding for the Council to administer Celebrating the Aboriginal Culture Day events in the Northern Territory	40,000
Australia Day Council NT Inc	Provide Peak body funding to promote Australia Day across the Northern Territory	163,939
Autism NT	2024 Autism NT Luncheon	5,000
Awards Australia Pty Ltd	2024 NT Community Achievement Awards	1,600
Baseball Northern Territory	NT Buffalo's Junior Baseball Representative Teams	2,000
Blatherskite Park Trustees	Long-term viability of the Blatherskite Park Reserve.	50,000
Chung Wah Society Inc	'No Fuss' Conference	2,000
Council for Aboriginal Alcohol Program Services Inc	40th Anniversary Open Day	1,500
Countrywide Austral Pty Ltd	NT Streetsmart Handbook	400
Darwin Cycling Club	Support for the 2025 Sunbuild Top End Gran Fondo	50,000
Exposure Productions	Cyclone Tracy documentary	10,000
Indian Cultural Society Inc	2024 India@Mindil	15,000
Islamic Society of Darwin	Repairs to the gate at the Society's premises	2,500
Kirk, Miss Taleisha May	Hungarian Kickboxing World Cup	1,000
Larrakia Nation Aboriginal Corporation	2024 NAIDOC Week celebrations	45,000
Latvian Association of Darwin Inc	Banners depicting Latvia's history	1,000
Mcdonald, Miss Grace	High School Rodeo World Finals & Youth Rodeo	1,000
Mcdonald, Mrs Candice	Darcy McDonald - Youth Rodeo	1,000
Northern Territory Council of Social Service	Peak Body Funding - NT Council for Social Services	800,281
Remembering Cyclone Tracy Inc	Cyclone Tracy Memorial	100,000
Remembering Cyclone Tracy Inc	Remembering Cyclone Tracy Welcome Event for Survivors	74,000
Rykers, Mrs Leea Katrina	Kailee Rykers - National High School Finals Rodeo	1,000
The Christmas Party	2025 Darwin Christmas Party	8,181
The Tamil Society of the Northern Territory Inc	Purchase of Tamil musical instruments	5,000
Top End Calisthenics Club Inc	Emma Secrett - AUSCalnCarnivale 2025	300
Top End Mud Racing Association	Upgrade public access at Downes Park Hidden Valley Sports Complex	13,320
Two Two One Mental Health Charity	Youth safe space at 2024 Eden Festival	2,000
Unions NT	2024-25 Peak Body Funding	260,899
Variety NT	2025 50th National Variety Bash	7,000
Volunteering SA and NT Inc	Support NT Volunteer of the Year Awards	55,000
Yogi's Way	2024 Dumpling Festival	11,000
	<b>Total</b>	<b>1,730,921</b>

# Appendix 2: Northern Territory Ministerial Portfolios as at June 2025

## **The Hon. Lia Emele Finocchiaro MLA**

Chief Minister  
Minister for Police  
Minister for Fire and Emergency Services  
Minister for Defence NT  
Minister for Territory Coordinator

## **The Hon. Gerard Phillip Maley MLA**

Deputy Chief Minister  
Minister for Agriculture and Fisheries  
Minister for Mining and Energy  
Minister for Corrections  
Minister for Renewables  
Minister for Recreational Fishing

## **The Hon. William (Bill) Carl Yan MLA**

Treasurer  
Minister for Logistics and Infrastructure  
Minister for Housing Construction

## **The Hon. Marie-Clare Joy Boothby MLA**

Attorney-General  
Minister for Tourism and Hospitality  
Minister for Major Events  
Minister for Parks and Wildlife  
Minister for Racing

## **The Hon. Steven (Steve) Mark Edgington MLA**

Minister for Health  
Minister for Mental Health  
Minister for Alcohol Policy  
Minister for Aboriginal Affairs  
Minister for Housing, Local Government and Community Development  
Minister for Essential Services

## **The Hon. Joshua (Josh) Roland Burgoyne MLA**

Minister for Lands, Planning and Environment  
Minister for Corporate and Digital Development  
Minister for Water Resources

## **The Hon. Jo-Anne (Jo) Hersey MLA**

Minister for Education and Training  
Minister for Early Education  
Minister for Public Service

## **The Hon. Robyn Patricia Cahill OAM MLA**

Minister for Trade, Business and Asian Relations  
Minister for International Education, Migration and Population  
Minister for Workforce Development  
Minister for Advanced Manufacturing  
Minister for Children and Families  
Minister for Child Protection  
Minister for Prevention of Domestic Violence

## **The Hon. Jinson Anto Charls MLA**

Minister for People, Sport and Culture  
Minister for Disability  
Minister for Arts  
Minister for Youth, Seniors and Equality  
Minister for Multicultural Affairs  
Minister for Veterans

# Appendix 3: Operational expenditure for the Northern Territory ministry and Leader of the Opposition

The table below outlines employee and operational expenditure in 2024-25 for the current NT ministry, ministerial support and the Office of the Leader of the Opposition.

September 2024 to 30 June 2025 ministerial expenditure reflecting 10 months of the financial year:

Minister	\$000
<b>Hon L Finocchiaro (Chief Minister)</b>	<b>5 603</b>
Employee	4,974
Operational	629
<b>Hon G Maley</b>	<b>1 037</b>
Employee	903
Operational	134
<b>Hon W Yan</b>	<b>629</b>
Employee	536
Operational	93
<b>Hon M Boothby</b>	<b>726</b>
Employee	673
Operational	54
<b>Hon S Edgington</b>	<b>819</b>
Employee	670
Operational	148
<b>Hon J Burgoyne</b>	<b>896</b>
Employee	797
Operational	98
<b>Hon J Hersey</b>	<b>781</b>
Employee	671
Operational	110
<b>Hon R Cahill</b>	<b>762</b>
Employee	610
Operational	152
<b>Hon J Charls</b>	<b>649</b>
Employee	544
Operational	105
<b>Leader of the Opposition (ALP)</b>	<b>1 285</b>
Employee	1 051
Operational	234
<b>Total</b>	<b>13 186</b>
Employee	11 430
Operational	1 757

The table below outlines employee and operational expenditure in 2024-25 for the former NT ministry, ministerial support and the Office of the Leader of the Opposition.

July 2024 – August 2024 ministerial expenditure reflecting 2 months of the financial year:

Minister	\$000
<b>Hon E Lawler (Chief Minister)</b>	<b>1 168</b>
Employee	963
Operational	204
<b>Hon C Paech</b>	<b>307</b>
Employee	268
Operational	38
<b>Hon K Worden</b>	<b>184</b>
Employee	157
Operational	27
<b>Hon N Ah Kit</b>	<b>109</b>
Employee	101
Operational	8
<b>Hon S Uiibo</b>	<b>311</b>
Employee	246
Operational	65
<b>Hon B Potter</b>	<b>187</b>
Employee	180
Operational	7
<b>Hon J Bowden</b>	<b>198</b>
Employee	178
Operational	20
<b>Hon M Monaghan</b>	<b>221</b>
Employee	200
Operational	21
<b>Leader of the Opposition (CLP)</b>	<b>187</b>
Employee	131
Operational	55
<b>Total</b>	<b>2 869</b>
Employee	2 425
Operational	445

*Note: Totals may not correspond precisely with the sum of individual components due to rounding.*

# Appendix 4: Events held by Protocol NT at Parliament House

Event Name	Event Name
Territory Day	St Patrick's Day
Chief Minister's NT History Books	NT Youth Week 25th Anniversary
Pitch Black Welcome Reception	Food Futures Conference
Northern Territory Edition of Parity	Sikh Association Reception
16th Anniversary Blue Mud Bay High Court Decision	NT AgriFutures Rural Women's Award
Healthy, Well and Thriving	Northern Australia Defence Summit Welcome
Vaisakhi	Duke of Edinburgh's in Australia
Seniors Morning Tea	Filipino Celebration
Landcare Volunteer Recognition Reception	Law Week - Darwin
Portrait of a Senior Territorian	Red Cross
Darwin Cup	Darwin Fusion Reception
NT Resources Week Reception	National Volunteer Week Reception
Olympic Welcome Home Reception	Friends of School Sport Reception
NT Mental Health Awards Darwin	National Planning Institute of Australia Welcome Reception
National War Widow's Day Reception	Italian Independence Day
Welcome reception for the 10th Melioidosis Congress	Darwin Pride Festival
Dashain & Tihar	World Elder Abuse Awareness Day Reception
ONAM	Thai Festival
Deepavali	
Digital Excellence Awards	
28th Australian New Zealand prevocational medical education welcome reception 2024	
Duke of Edinburgh Awards	
Study NT International Student Awards	
Hindu New Year and Annakut Celebrations	
Business Professional Women Reception	
St John NT Excellence Awards	
First Circles Leadership 10 year Anniversary Reception	
NT Consular Corp Networking Morning Tea	
Chief Ministers Reading Challenge	
Study NT Ambassador Graduation Ceremony	
NTCET Top 20 NT	
Northern Territorian Australian of the Year	
Lunar New Year - Year of the Snake	
NT Board of Studies	
Multifaith Reception	
83rd Bombing of Darwin	
Orthodox Great Lent	
Harmony Day	

# Contacts

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Top End



Big Rivers region



Barkly region



Central Australia

