

Department of
**THE CHIEF MINISTER
AND CABINET**

Annual Report 2022–23



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 who are living in the Northern Territory.

Please be aware that this report may contain images of Aboriginal people who have died.

Purpose of the Report

The 2022-23 Annual Report of the Northern Territory Department of the Chief Minister and Cabinet (CM&C) has been prepared by the Chief Executive Officer (CEO) in order to comply with annual reporting requirements under section 28 of the *Public Sector Employment and Management Act 1993* (PSEMA), section 11 of the *Information Act 2002* (IA) and section 12 of the *Financial Management Act 1995* (FMA).

Its primary purpose is to report to the Chief Minister on CM&C's performance in 2022-23 against approved budget outputs and performance measures. Other audiences include Members of the Legislative Assembly, the community, other government agencies, CM&C staff, stakeholders and the wider public.

Pursuant to section 28 of the PSEMA, CM&C must present a report to the Minister on its operations within three months from the end of the financial year, and it must contain:

- functions and objectives of the agency
- legislation administered
- organisation overview, including the number of employees of each designation and any variation in those numbers since the last report
- operations, initiatives and achievements relating to planning, efficiency, effectiveness, performance and service delivery to the community
- measures taken to ensure public sector principles were upheld
- management training and staff development programs
- occupational health and safety programs
- financial statements prepared in accordance with sections 11 and 12 of the FMA.

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Chief Executive Officer
GPO Box 4396
DARWIN NT 0801

The Hon Natasha Fyles 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 the 2022-23 annual report on the activities and achievements of the Department of the Chief Minister and Cabinet.

Pursuant to my obligations under section 24 of the *Public Sector Employment and Management Act 1993*, section 13 of the *Financial Management Act 1995* (FMA), section 131 of the *Information Act 2002* and in accordance with Treasurer's Direction R2.1.6, 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 FMA, 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 FMA
- 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 FMA, 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..
- g) the department is working in compliance with Part 9 of the *Information Act 2002*.

In addition, the Chief Executive Officer of the Department of Corporate and Digital Development (DCDD) has advised that, to the best of his knowledge and belief:

- h) Proper records are kept of transactions undertaken by DCDD on behalf of the department; and
- i) Employees under his control observe the provisions of the FMA, the Financial Management Regulations, Treasurer's Directions, and Part 9 of the *Information Act 2002*.

It is a requirement of the *Public Sector Employment and Management Act 1993* that you lay a copy of this report before the Legislative Assembly within six sitting days of you receiving it.

Yours sincerely



Dr Frank Daly

29 September 2023

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List of acronyms

| | |
|-------|--------------------------------------------------------------|
| AIS | Aboriginal Interpreter Services |
| ARMC | Audit and Risk Management Committee |
| CAF | Council for the Australian Federation |
| CDU | Charles Darwin University |
| CEO | Chief Executive Officer |
| CM&C | Department of the Chief Minister and Cabinet |
| CSIRO | Commonwealth Scientific and Industrial Research Organisation |
| DTF | Department of Treasury and Finance |
| ELT | Executive Leadership Team |
| ILUA | Indigenous Land Use Agreement |
| LDM | Local Decision Making |
| LGA | <i>Local Government Act 2009</i> |
| LGANT | Local Government Association of the Northern Territory |
| NGO | Non-government organisation |
| NTPS | Northern Territory Public Sector |
| NTG | Northern Territory Government |
| OCM | Office of the Chief Minister |
| OCPE | Office of the Commissioner for Public Employment |
| PSEMA | <i>Public Sector Employment and Management Act 1993</i> |
| RECS | Remote Engagement and Coordination Strategy |
| TERC | Territory Economic Reconstruction Commission |
| TRG | Territory Regional Growth |



The agency

1



The Agency - Chief Executive review



I am pleased to deliver my first annual report as the Chief Executive Officer of the Department of the Chief Minister and Cabinet (CM&C) for the year ending 30 June 2023. I would like to thank Ms Kathleen Robinson for her contribution as Acting Chief Executive Officer for CM&C at the beginning of the financial year.

During the last financial year, CM&C reviewed its organisational structure to better align CM&C's central agency functions and to ensure effective and efficient delivery of Government priorities. The functional realignment of CM&C divisions further improves its cross-agency and whole-of-government coordination, collaboration and engagement, and alleviates some pressure across those teams with larger operational requirements.

CM&C also reviewed its governance structure, with a commitment to drive cross-agency collaboration and engagement to achieve shared agency goals, and build leadership capabilities and capacities across CM&C. The governance arrangements provides an appropriate and sustained level of oversight and management of the department's functions to ensure we meet our strategic and business obligations, and to effectively respond to emerging issues and priority projects tasked to the department. CM&C's governance structure includes:

- Executive Management Group (EMG) comprising of the direct reports to the CEO, that meets weekly to discuss emerging issues and agency operations. The EMG also meets monthly to discuss strategy.
- Senior Leadership Board (SLB) that includes the CEO, Deputy CEOs and a number of the agency's Executive Directors. SLB members meet monthly and have responsibility for monitoring the delivery and implementation of the agency's Election Commitments; Commissioning Letter actions; Ministerial and Cabinet priorities; strategic priority projects and emerging issues.
- Three sub-committees of the SLB including:
 - o Strategic HR and Budget Committee
 - o Strategic Policy and Implementation Committee
 - o Audit, Risk and Integrity Committee.

As part of the broader governance arrangements, the department continues to work collegiately and collaboratively across the agency and government to drive delivery and implementation of priorities that span multiple agencies. The Chief Executive Officer, Deputy Chief Executive Officers and Regional Coordination Committees have continued to meet regularly to ensure our priority targets are being met, and working together to tackle emerging issues as they arise.

During 2022-23, CM&C continued to provide high quality apolitical advice and support to the following Ministers and their portfolios:

- The Hon Natasha Fyles MLA, Chief Minister; Minister for Alcohol Policy; Minister for Major Projects; Minister for Defence
- The Hon Nicole Manison, Deputy Chief Minister; Minister for Advanced Manufacturing
- The Hon Selena Uibo MLA, Minister for Aboriginal Affairs; Minister for Treaty and Local Decision Making
- The Hon Chansey Paech MLA, Minister for Local Government
- The Hon Paul Kirby MLA, Minister for Veterans Affairs.

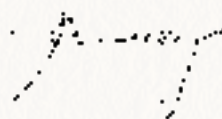
This department has a diverse range of functions, services and subject matters including strategic policy reform; Aboriginal Affairs; strengthening our regional and remote communities to facilitate investment opportunities for the Northern Territory; supporting Government through cross-jurisdictional fora; and showcasing the Territory as a key defence and national security hub for Australia.

This Annual Report highlights the significant achievements of the department during a very busy year. Some of the key achievements include, but are not limited to:

- Established the Office of the Central Australia Regional Controller to coordinate the Commonwealth and NT Government's response to social issues in Alice Springs and remote communities of Central Australia, and commenced development of the medium to long-term plan for the region.
- Led emergency recovery efforts across the Territory.
- Undertook significant legislative reform including: amendments to the *Public and Environmental Health Act 2011*, Independent Commissioner Against Corruption Exposure Draft Bill, ensuring a public holiday for the Queen's Mourning, the *Statute Law Amendment (Succession of the Crown) Act 2023* and *Statute Law Amendment (National Cabinet) Act 2023*.
- Chaired the Council of the Australian Federation (CAF) First Secretaries Group and First Deputies Group in support of the Chief Minister's chairing of the CAF.
- Progressed policy reform initiatives to reduce alcohol-related harm in the NT.
- Coordinated the implementation of all 138 recommendations of the scientific inquiry into Hydraulic Fracturing and delivered the final report.
- Launched the Aboriginal Interpreter Service campaign to increase the AIS workforce.
- Delivered the 2022 NT Aboriginal Leadership and Governance Forum in Alice Springs, with 300 Aboriginal leaders and delegates from across the NT and interstate.
- Delivered actions under the NT Closing the Gap Implementation Plan.
- Progressed the NT Aboriginal Land and Sea Action Plan, including the release of the annual progress report.
- Delivered the fourth Darwin International Laksa Festival, the sixth annual Darwin Street Art Festival and in partnership with the City of Darwin, the first Darwin Christmas Pageant (for more than 40 years) in Darwin city.
- Established a new three-year Community Places for People grant, open to regional and shire councils to fund projects that improve liveability in regional and remote communities.
- Launched the Activate Alice project, with support from the Alice Springs Town Council, Chamber of Commerce and Tourism Central Australia.
- Implemented Local Decision Making policy in East Arnhem in partnership with regional and local organisations and community leaders.
- Finalised the Top End Region Economic Growth Plan in consultation with industry representatives, key regional stakeholders and NT Government agencies.
- Progressed 14 major projects with a combined forecast annual expenditure in excess of \$25 billion.
- Finalisation of the Northern Australian Infrastructure Facility (NAIF) and Local Jobs Fund (LJF) \$66 million on-lending partnership creating a new product, Territory Infrastructure Loans.
- Commenced the Accelerated Regional Accommodation Project to facilitate housing development in Alice Springs, Katherine and Nhulunbuy.
- Drafted 2,220 pages of legislation on schedule, including 31 Government Bills introduced, 6 Government Assembly Amendments drafted, 37 items of subordinate legislation settled and 351 statutory instruments settled.
- Led the Public Information Group during the wet season as part as of the Territory Emergency Operations Centre supporting the response to ex-Tropical Cyclone Ellie, southern region weather events and two major flood events impacting the Victoria Daly Region.

I am incredibly proud of the significant work of CM&C during the last financial year and would like to take this opportunity to thank my CM&C colleagues for their hard work and commitment.

We have an exciting year ahead and I look forward to working together and continuing to deliver the priorities of government over the coming year.



Dr Frank Daly

29 September 2023

The Department

Our vision

Our vision is to develop the Northern Territory by partnering, coordinating, and leading quality government policy, programs and services for all Territorians.

Our role

The Department of the Chief Minister and Cabinet's (CM&C) role is to provide the highest quality support to the Chief Minister that is apolitical and responsive. Good government cannot happen in a Westminster system of government without a high functioning and effective Cabinet process and CM&C is responsible for delivering this.

As the first minister's department, CM&C will often be asked to lead and coordinate agendas where outcomes can only be achieved with multiple agencies working together. CM&C is a primary source of the highest quality policy advice to government, both responding to issues and providing strategic advice on emerging issues over the horizon.

CM&C also plays a critical role by supporting agencies across government to drive the implementation of the government's policy agenda.

CM&C provides expertise and builds capability across government by engaging in the right way at the right time and supporting the government's strong emphasis on involving stakeholders in the design of policy and delivery.

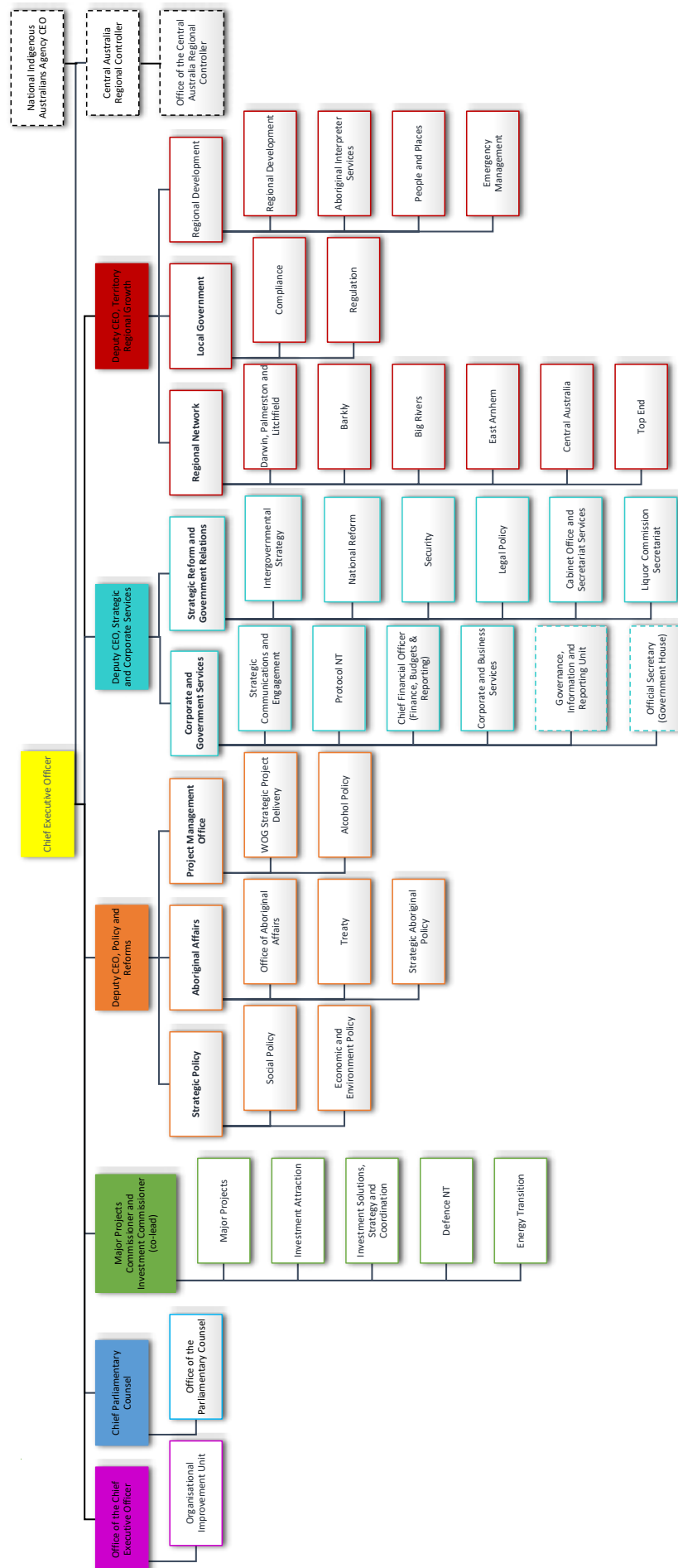
Organisation

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.

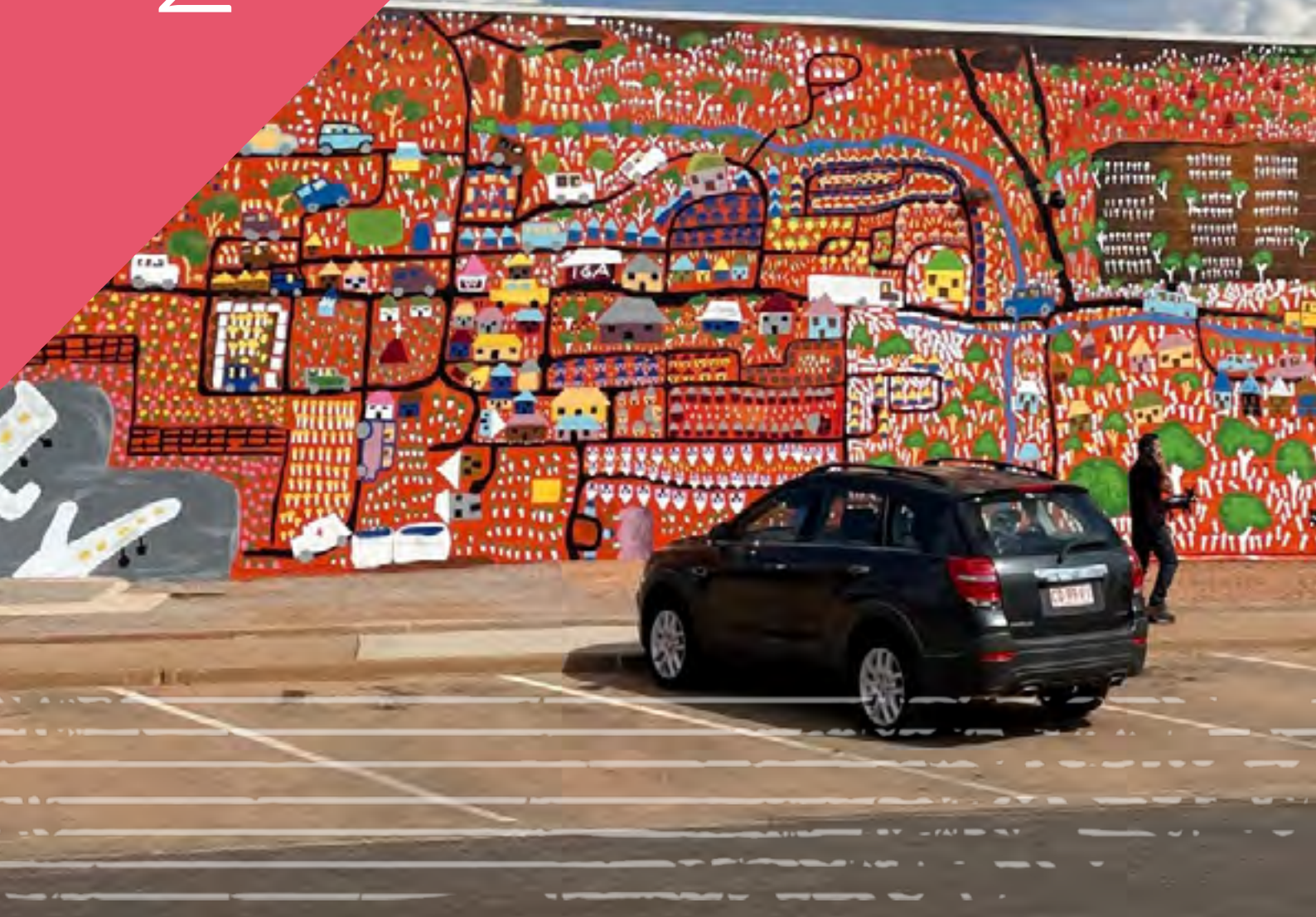
DEPARTMENT OF THE CHIEF MINISTER & CABINET ORGANISATIONAL STRUCTURE

MAY 2023



Performance and achievements

2



Output performance reporting

This section describes CM&C's performance against planned outcomes for 2022-23. Reporting on performance is against outputs identified in the May 2023 Budget Paper No 3.

In 2022-23, CM&C operated to a final budget of \$273.7 million across all output groups with CM&C's reported total actual expenditure for the financial year of \$242.8 million.

The Budget movement and expenses by output for 2022-23 are outlined in the following table:

| Output | 2022-23 published budget \$000 | 2022-23 final budget \$000 | 2022-23 actuals \$000 | Note |
|---------------------------------------------------------------|--------------------------------------|----------------------------------|-----------------------------|----------|
| Advice and coordination^a | 14,630 | 16,252 | 14,424 | 1 |
| Strategic policy coordination and engagement | 14,630 | 16,252 | 14,424 | |
| Territory regional growth^a | 97,644 | 140,630 | 120,357 | 2 |
| Regional development, local government and aboriginal affairs | 97,644 | 140,630 | 120,357 | |
| Investment Territory | 22,072 | 37,447 | 27,897 | 3 |
| Major, significant and government-facilitated projects | 22,072 | 37,447 | 27,897 | |
| Darwin Waterfront Corporation | 21,647 | 22,047 | 22,077 | |
| Darwin Waterfront Corporation | 21,647 | 22,047 | 22,077 | |
| Government support^a | 30,373 | 31,632 | 32,579 | |
| Support to ministers and Leader of the Opposition | 16,826 | 16,905 | 17,260 | |
| Support to the Administrator | 2,903 | 2,669 | 3,624 | |
| Government services | 10,644 | 12,058 | 11,695 | |
| Office of the Commissioner for Public Employment | 6,358 | 6,702 | 6,304 | |
| Employee and industrial relations | 2,020 | 2,152 | 2,202 | |
| Workforce planning and development | 2,689 | 2,731 | 2,447 | |
| Aboriginal employment and career development | 838 | 924 | 821 | |
| Public sector appeals and grievance reviews | 811 | 895 | 834 | |
| Corporate and governance | 17,016 | 19,037 | 19,152 | |
| Corporate and governance | 7,307 | 9,328 | 8,472 | |
| Shared services received | 8,775 | 8,775 | 9,746 | |
| Shared services provided | 934 | 934 | 934 | |
| Agency total ^b | 209,740 | 273,747 | 242,791 | |

a. The 2022-23 published budget figures have been backcast to reflect an internal restructure to better align with government priorities and the function transfer into Government services output for the Liquor Commission from Department of Industry, Tourism and Trade.

Key variances from the final budget to actual outcome in 2022-23 are:

1. Lower due to timing of expenditure mainly for Closing the Gap and hydraulic fracturing reforms.
2. Lower expenditure mainly due to timing of payments for Future of Jabiru and Kakadu, Barkly Regional Deal, Rio Tinto Jabiru Social Infrastructure Fund, Gove Futures and Commonwealth National Partnership funding for NT Remote Aboriginal Investment and Disaster Risk Reduction.
3. Lower expenditure mainly due to timing of payments for Local Jobs Fund.

b. The budget increase of \$64 million from the 2022-23 original budget of \$209.7 million to the final budget of \$273.7 million includes:

- \$12 million continuation of community safety initiatives.
- \$9.9 million for Local Jobs Fund.
- \$7 million for Commonwealth National Partnership for NT Remote Aboriginal Investment Remote Community Stores.
- \$7 million for relocation of the NT Library to the Education and Community.
- \$5.3 million for Northern region flooding disaster recovery event.
- \$5 million Gas Taskforce forward work program.
- \$4.8 million Commonwealth National Partnership for Barkly Regional Deal.
- \$4.8 million for Rio Tinto Jabiru Social Infrastructure Fund.
- \$1.7 million for Jabiru and Kakadu Futures.
- \$1.5 million for manufacturing studies.
- \$1.4 million for COVID-19 related expenses such as pandemic leave disaster payments.
- \$1 million for Groote Archipelago Local Decision Making Agreement.
- \$1 million Wadeye swimming pool.

Output Group - Advice and Coordination

Objective:

Informed strategic, economic and social policy decisions and effective implementation of priorities across government.

Key performance indicators¹ 2022-23

Client satisfaction

| KPI | Actual |
|------|--------|
| >90% | 84% |

| KPI | Actual |
|------|--------|
| >90% | 100% |

Output: Strategic policy coordination and engagement

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, support and progress the Territory's participation in National Cabinet. Facilitate, negotiate and monitor the Territory's participation and input into national and international agreements, reviews and inquiries.

Coordinate and lead the development and implementation of the Territory's Aboriginal affairs policy, including government's local decision-making agenda in partnership with Aboriginal organisations, ensuring land and sea ownership delivers on the economic and social aspirations of Aboriginal Territorians, and progressing Treaty and truth-telling in the Territory.

Provide funding through the Community Support Grant Program to support communities and promote participation to improve social connections between people with different backgrounds, language groups, genders and ages.

¹ Key Performance Indicators as per original 2022-23 budget as published in the May 2022 Budget

Strategic Coordination and National Reform Unit

The Strategic Coordination and National Reform unit leads the development and implementation of policy and strategic initiatives to position the Northern Territory's (NT) interests and drive its active participation in the Australian Federation. In 2023, this included supporting the Chief Minister as the Chair of the Council for the Australian Federation (CAF) as well as providing advice for National Cabinet and the National Coordination Mechanism (NCM), input into Federal Financial Agreements (FFAs) and Free Trade Agreements (FTAs), and legal policy advice.

Key achievements in 2022-23

- Provided whole-of-government coordination and input for the NT's participation in national and intergovernmental meetings, including support for 9 meetings of the National Cabinet, 5 CAF meetings, and a number of other intergovernmental forums.
- Worked with the Department of Treasury and Finance and relevant portfolio agencies to review agreements under the FFA Framework, including the FFA schedules for: Social Housing Accelerator Payment; NT Remote Housing; Primary Care Pilot; Family, Domestic and Sexual Violence Responses; and other multilateral and bilateral agreements for the NT.
- Coordinated NT input to help position Australia's interests in international treaties, conventions and FTAs, including Indo-Pacific Economic Framework and the Australia-European FTA.
- Undertook significant legislative reform, including amendments to the *Public and Environmental Health Act 2011*; the Independent Commissioner Against Corruption Exposure Draft Bill; the *Statute Law Amendment (Succession of the Crown) Act 2023*; and *Statute Law Amendment (National Cabinet) Act 2023*.
- Led negotiations for, and delivered on, the Centre for National Resilience Lease Agreement with the Australian Government, Department of Defence.

Priorities for 2023-24

- Continue to prioritise outcomes for the NT through national and intergovernmental forums, including National Cabinet and CAF.
- Collaborate with relevant portfolio agencies on priority national reforms and negotiations of strategic value, including Health, Skills and Workforce, Housing, Education and Disaster Recovery Funding Arrangements.
- Progress priority legislative reform including amendments to the *Independent Commission Against Corruption Act 2017*.

Alcohol Policy Coordination Unit

In August 2022, the Alcohol Policy Coordination Unit (APCU) was established to provide a central point of coordination for alcohol policy initiatives across government. The APCU works in collaboration with key stakeholders and communities to reduce alcohol-related harm in the NT.

Key achievements in 2022-23

- Progressed identified policy reform initiatives to reduce alcohol-related harm in the NT, including:
 - o the interim alcohol protected area opt-out model and guidance on the development of community alcohol plans to support communities with their local alcohol aspirations
 - o the voluntary buy-back scheme of grocery store licences
 - o implementing quarterly reporting against the 25% cap on grocery store liquor sales
 - o the declaration of high risk areas under the *Liquor Act 2019*, enabling police to issue banning notices to prevent and reduce further occurrences of alcohol-related violence in the area
 - o extension of the takeaway liquor licence moratorium.
- Conducted public consultation on the:
 - o Three-year review of the *Liquor Act 2019*.
 - o Draft 2023-2025 NT Alcohol Action Plan.
- Launched the Alcohol Policy website and commenced quarterly public reporting of alcohol-related harm indicators.
- In partnership with key stakeholders, provided Chair and Secretariat functions to the Alcohol Data Monitoring Group and the Community Identified Alcohol Aspirations Steering Group.

Priorities for 2023-24

- Progress priority legislative amendments to the *Liquor Act 2019* as part of the three year review.
- Work with internal and external stakeholders to facilitate the development of Community Alcohol Plans for interim alcohol protected area communities in the NT.
- Implement actions and priorities from the 2023-2025 NT Alcohol Action Plan.
- Deliver the Alcohol Data Dashboard to inform operational intelligence, alcohol policy development and community alcohol planning.

Strategic Policy Division

The Strategic Policy division comprises the Social Policy and the Economic and Environment Policy units. Together they provide high quality, objective advice on policy issues to government and through inter-agency or intergovernmental projects. Each unit works to provide timely, expert advice on current and emerging policy matters, contributing to the development and implementation of whole-of-government priorities focused on improving social, economic and environmental outcomes.

Social Policy also facilitates funding assistance to organisations and groups fostering social cohesion through the Community Support Grants program. Economic and Environment Policy contributes to the whole-of-government regulation-making process by undertaking regulation impact assessments of legislation.

Key achievements in 2022-23

- Coordinated the implementation of all 138 recommendations of the Scientific Inquiry into Hydraulic Fracturing and delivered the Final Implementation Report.
- Oversaw the social, cultural and economic study delivered by the University of Queensland for the Strategic Regional Environmental Baseline Assessment for the Beetaloo Sub-Basin.
- Launched the *My Territory Connections* social survey and the Territory's first Social Capital Index to provide an evidence-base for social policy decision-making into the future.
- Refreshed the structure of the Charles Darwin University/Northern Territory Government Partnership Agreement, strengthening the relationship between CDU and NTG by identifying common strategic objectives.

Priorities for 2023-24

- Continue to implement the NT Social Outcomes Framework with the launch of a publically available data dashboard by the end of 2023. Continue to embed an outcomes approach across NTG, with agreed domains, outcomes, indicators, measures and priorities.
- Deliver the third update of *The Story of Our Children and Young People*; a biennial publication, presenting data regarding the wellbeing of NT children and young people. Over 100 updated measures of collated, dis-aggregated health and wellbeing, related data for the six regions will be publically available online via an interactive data dashboard, integrated with the measures for the NT Social Outcomes Framework.
- Continue to support the impact assessment processes of the NT Environment Protection Authority through the provision of social impact assessments.

Economic and Environment Policy

Key achievements in 2022-23

- Delivered a Material Flow Analysis, analysing the volume and flow of different materials across the Territory's regions and industry sectors, to identify opportunities to recover these materials in a circular economy and avoid their disposal in landfill.
- Developed the Scientific Inquiry into Hydraulic Fracturing Final Implementation Report, which reported the NT Government's completed implementation of the Inquiry's recommendations and set out the NT Government's ongoing role in monitoring and regulating onshore gas industry activity.
- Provided strategic analysis and evidence-based advice to guide the delivery of key economic and environmental priorities, including through NT Government and cross-government partnerships such as the Regulatory Impact Committee, NT Environmental Protection Authority, and the Foreign Investment Review Board.

Priorities for 2023-24

- Deliver the combined Social, Economic and Environmental Outcomes Framework, in collaboration with the Social Policy unit, to support the continued development of whole-of-government economic and environment policy designed to achieve an agreed vision for the Territory.
- Deliver the Circular Economy Indicators Framework, a commitment under the NT Circular Economy Strategy, to enable the NT Government to monitor, record and report the status of the Territory's transition to a circular economy.
- Provide research, analysis and strategic advice on emerging trends and issues impacting the Northern Territory, including the green economy, blue economy, and smart specialisation.
- Continue to work with NT Government agencies to advance economic and environmental policy priorities, including the circular economy, responding to climate change, and water security.



Output Group - Territory Regional Growth

Objective:

Improved decision-making and outcomes at the local level across the Territory.

Key performance indicators¹ 2022-23

Client satisfaction

| KPI | Actual |
|------|--------|
| >90% | 85% |

Grant payments within agreed timeframes

| KPI | Actual |
|------|--------|
| >90% | 100% |

Aboriginal interpreting assignments completed

| KPI | Actual |
|------|------------------|
| >70% | 55% ² |

Aboriginal interpreting hours provided by qualified and accredited interpreters.

| KPI | Actual |
|------|--------|
| >76% | 76% |

1. Key Performance Indicators as per original 2022-23 budget as published in the May 2022 Budget

Output: Regional development, local government and Aboriginal affairs

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

Support and regulate the local government sector through a contemporary legislative framework by enabling services to communities that promote effective remote community engagement and by facilitating local community development initiatives.

Provide Aboriginal interpreter services to overcome language barriers for Aboriginal people accessing government services.

Provide strategic coordination and facilitation for counter-disaster recovery management for the Territory.

Scheduled local government compliance reviews conducted

| KPI | Actual |
|-----|--------|
| 4 | 4 |

Training and workshop sessions provided to improve council capabilities

| KPI | Actual |
|-----|--------|
| 10 | 71 |

2. Ongoing challenges in completing all interpreting jobs due to interpreter availability.

Territory Regional Growth

Territory Regional Growth (TRG) is responsible for delivering NTG priorities and progressing the Northern Territory's growth agenda in regional, remote and urban communities. The TRG division works closely with all levels of government, communities and regional stakeholders to respond to their priorities and aspirations and facilitate development and enhanced liveability where Territorians live.

TRG seeks to improve the economic and social development of regional, remote and urban NT, including strategic whole-of-government coordination through the Regional Network, Regional Development, Aboriginal Interpreter Service, Local Government, and People and Places.



Aboriginal Interpreter Service

The Aboriginal Interpreter Service (AIS) was established in 2000 to provide interpreting services for Aboriginal people in the Northern Territory. AIS provides face-to-face interpreting, telephone and audio-visual interpreting services as well as producing messaging in Aboriginal languages through the Recordings and Production team.

The AIS provides service delivery out of six regional offices; Top End, Darwin, Palmerston & Litchfield (DPL), East Arnhem, Big Rivers, Barkly and Central Australia including services to the Anangu Pitjantjatjara Yankunytjatjara Lands in South Australia and Ngaanyatjarra Lands in Western Australia through a cross-border agreement, as well as other interstate locations.

Key achievements in 2022-23

- On 27 March 2023, the Commissioner for Public Employment approved the proposed Aboriginal Language Interpreters – Casual Employment Determination primarily resulting in an augmented casual pay rate and changes to the duties of Aboriginal Interpreters.
- In April 2023, the AIS recruitment campaign was launched. The campaign was designed to inspire more Aboriginal language speakers to become professional interpreters; increase the number of qualified Aboriginal interpreters across all regions and cross borders, and promote the AIS to internal and external stakeholders.
- AIS partnered with Northern Territory Primary Health Network (NTPHN) to develop a plain English health dictionary; a culturally appropriate resource to support Aboriginal interpreters, other organisations and health services throughout the Northern Territory to improve communications, engagement and overall health literacy.
- Between the period 1 July 2022 to 30 June 2023, the AIS has:
 - o completed 375 recording assignments, and
 - o employed 117 active interpreters.

Priorities for 2023-24

- Finalise the Aboriginal Interpreter Career Pathway handbook.
- Drive employment, recruitment, training and support for Aboriginal interpreters through the recent recruitment campaign.
- Review the Aboriginal Languages Services Policy 2019-2023.

Local Government Unit

The Local Government Unit supports the Minister for Local Government with the administration of the *Local Government Act 2019*, and other requirements relevant to the local government sector. Responsibilities include the development and implementation of policy and legislation and the administration of grant funding for the local government sector. The unit provides capability building and compliance support to local government councils and subsidiaries to build practices of good governance.

Key achievements in 2022-23

- Implementation of compulsory core governance training on the responsibilities of members of a Council. Delivered the training to all 17 councils across the NT with 71 sessions involving 169 councillors delivered face-to-face and additional accessibility provided via an online portal.
- Training on the Role of the chair and Working together for local authorities delivered to 4 councils and 6 local authorities.
- Conducted extensive consultation to inform the Local Authority Review, aiming to strengthen and further connect regional councils and their communities. The review commenced in early 2022 and continued throughout the 2022-23 financial year. The consultation has been supported with guidance and advice from a Local Government Sector Reference Group.
- Progression of the Groote Archipelago LDM Agreement in collaboration with the East Arnhem Regional Council and the Anindilyakwa Land Council with the establishment of a prospective regional council and appointed manager via a Gazette Notice. \$3 million has been allocated in additional funding for 2022-23 to 2024-25 to assist in establishing a new regional council in the Groote Archipelago.
- Commencement of the *Burial and Cremation Act 2022* which provides for permanent records of burials to be kept, and recognises and respects traditional burial practices and cultural decision-making.
- Expansion of the City of Palmerston municipal boundary to incorporate Tivendale, Wishart, most of Elrundie and part of Berrimah, enabling these areas to enjoy the benefits of local government services and representation.
- Establishment of a new a 3 year Community Places for People grant open to regional and shire councils to fund projects which improve liveability in regional and remote communities with \$2.85 million allocated in 2022-23.
- \$55.52 million was administered under nine separate local government grant programs including:
 - o NT Operational Subsidy – untied funding provided to regional and shire councils.
 - o Indigenous Jobs Development Funding – provided to regional councils and the Belyuen Community Government Council to support 50% of the cost of employing Aboriginal staff.
 - o Local Authority Project Funding.
 - o Community Places for People, Waste and Resource Management, Reserves and Other Organisations and Prospective Council funding.

Priorities for 2023-24

- Finalisation of a new regulatory framework to oversee the regulation of and support to local government with a risk-based regulatory practice guide to support the transition to the new regulatory approach.
- Further development of culturally strong training, responsive to the needs of councils and local authorities to support best practice governance and community led decision-making.
- Implementation and review of the local authority reforms as a result of consultation and sector advice.
- The actioning of the cross-government guiding principles to improve collaboration and best practice communications between the NT Government and local government councils supporting cooperative processes in projects and future planning.
- Completion of a Financial Sustainability Report relating to the NT's local government sector.



Office of Aboriginal Affairs

The Office of Aboriginal Affairs (OAA) is responsible for providing support, engagement and advice to Aboriginal people and government on significant Aboriginal Affairs priorities through strategic Aboriginal policy matters, key projects and meaningful engagement and partnerships. OAA comprises Aboriginal Affairs Strategic Partnerships and the Aboriginal Interpreter Services.

Key achievements in 2022-23

- Delivered the 2022 NT Aboriginal Leadership & Governance Forum in Alice Springs attended by 300 Aboriginal leaders and delegates from across the NT and interstate..
- Developed and delivered the publicly available Closing the Gap online training module via the MyLearning platform.
- Supported the Celebrating Aboriginal Culture (Australia Day) grant that provides funding to Aboriginal communities, individuals and groups for a diverse range of events and activities to celebrate Aboriginal culture, language history and achievements as part of the Northern Territory's Australia Day celebrations. In 2022-23:
 - o 15 grant applications were received
 - o 13 grant applications were successful.
- Delivered actions under the NT Closing the Gap Implementation Plan:
 - o 20 actions from the first Implementation Plan have been completed, with all remaining actions carried over to the second Implementation Plan.
 - o tabled the progress report and Implementation Plan Annual Report in November 2022 in the NT Legislative Assembly.
 - o released the 2022 Everyone Together Annual report in September showing how the NT Government is progressing wellbeing measures of Aboriginal families' children and communities.

Priorities for 2023/24

- Deliver the next Aboriginal Leadership and Governance Forum on 14 September 2023.
- Continue to deliver the First Circles Leadership program.
- Continue to develop an Aboriginal Grants Policy and Cultural Responsiveness Framework.
- Conduct a joint review of the LDM Framework with the Aboriginal Peak Organisations of the NT (APONT) under Closing the Gap in the NT.

People and Places Unit

The People and Places unit delivers a program of work including City Deals and Activate Territory. Until 30 June 2023, the unit also included the Anti-Social Behaviour (ASB) Central Coordination unit.

The City Deals team coordinates the delivery of NT Government initiatives of the Darwin City Deal and supports the Barkly Regional Office deliver the Barkly Regional Deal. The Activate Territory team supports the regions to revitalise and enhance their community centres, including Activate Darwin.

The ASB team provided strategic whole-of-government leadership and coordination in the delivery of a range of ASB deterrence and response measures across the NT. The unit worked in close partnership with local government, NT and Australian government agencies, peak Aboriginal organisations, industry groups, businesses and NGOs, to ensure tailored ASB services were available in emerging hotspot locations, and also supported the work of the Social Order Response Team in Darwin's northern suburbs in 2022-23. The ASB coordination function will transition to NT Police, Fire and Emergency Services from 1 July 2023.

Key achievements in 2022-23

- Administered the Safer Territory Places grant program, allocating \$2 million across 14 separate grants. Recipients have included local governments, sporting and social clubs, businesses, Aboriginal organisations and an association representing market holders.
- Continued to coordinate the implementation of the Darwin City Deal across the NT Government, and led and support specific initiatives including the Education and Community Precinct, laneways and small streets revitalisation, heat mitigation and adaptation, Civic and State Square redevelopment and the NT Art Gallery.
- Delivered the fourth Darwin International Laksa Festival, the sixth annual Darwin Street Art Festival, which in 2022 included the first large-scale ground mural by nationally-renowned artist Kitt Bennett and, in partnership with the City of Darwin, the first Darwin Christmas Pageant for more than 40 years in Darwin city.
- Continued to work closely with Larrakia Nation Aboriginal Corporation to support the Larrakia Hosts program and Larrakia Cultural Protocols including through the cruise activation and welcome program.

Priorities for 2023-24

- Continue to work with delivery partners to implement Darwin City Deal initiatives and undertake further projects that enhance liveability and place.
- Support the delivery of activations, events and place making in the regions to enhance and revitalise regional centres, including street art festivals in Katherine and Alice Springs.
- Deliver city events including the Darwin International Laksa Festival, Darwin Street Art Festival and Darwin Christmas Pageant, and deliver a new Darwin Kite Festival.
- Ongoing support for Larrakia Cultural Protocols and the Larrakia Hosts program.

Regional Development Unit

The Regional Development Unit includes the Remote Information and Engagement team and the Regional Development Unit. The Regional Development Unit supports the department and other NT Government agencies in delivering regional and remote objectives of government. This includes collaboration, management, and coordination of identified policies, programs and projects whilst maintaining strong relationships with all spheres of government and external stakeholders. The unit also has carriage of the NT Government Remote Engagement and Coordination Strategy (RECS) which aims to improve the way the NT Government coordinates its services and engages with regional and remote Aboriginal communities.

Key achievements in 2022-23

- Leading NT Government negotiations with the National Indigenous Australians Agency (NIAA) and APONT to co-design the future arrangements for the NT Remote Aboriginal Investment Agreement.
- Development of the NT Food Security draft legislation and program, to further develop the Remote Stores Licensing and monitoring scheme post the cessation of the Commonwealth Stronger Futures NT Legislation.
- Continued support for regional teams and stakeholders to progress, plan and identify opportunities for regional economic growth.
- Continuation of the International Association for Public Participation Remote Engagement Essentials Training Workshops. 141 NT Government and NGO staff attended from across the NT in 2023. To date, 773 participants have completed the training and attained the Engagement Essentials certificate from the International Association of Public Participation.

Priorities for 2023-24

- Through a partnership with the NIAA and APONT, finalise and implement the new arrangements for the NT Remote Aboriginal Investment Agreement, post 1 July 2024.
- Continue delivering Remote Engagement and Essentials training workshops across the Territory, upskilling NT Government and NGOs.



Strategic Aboriginal Policy Unit

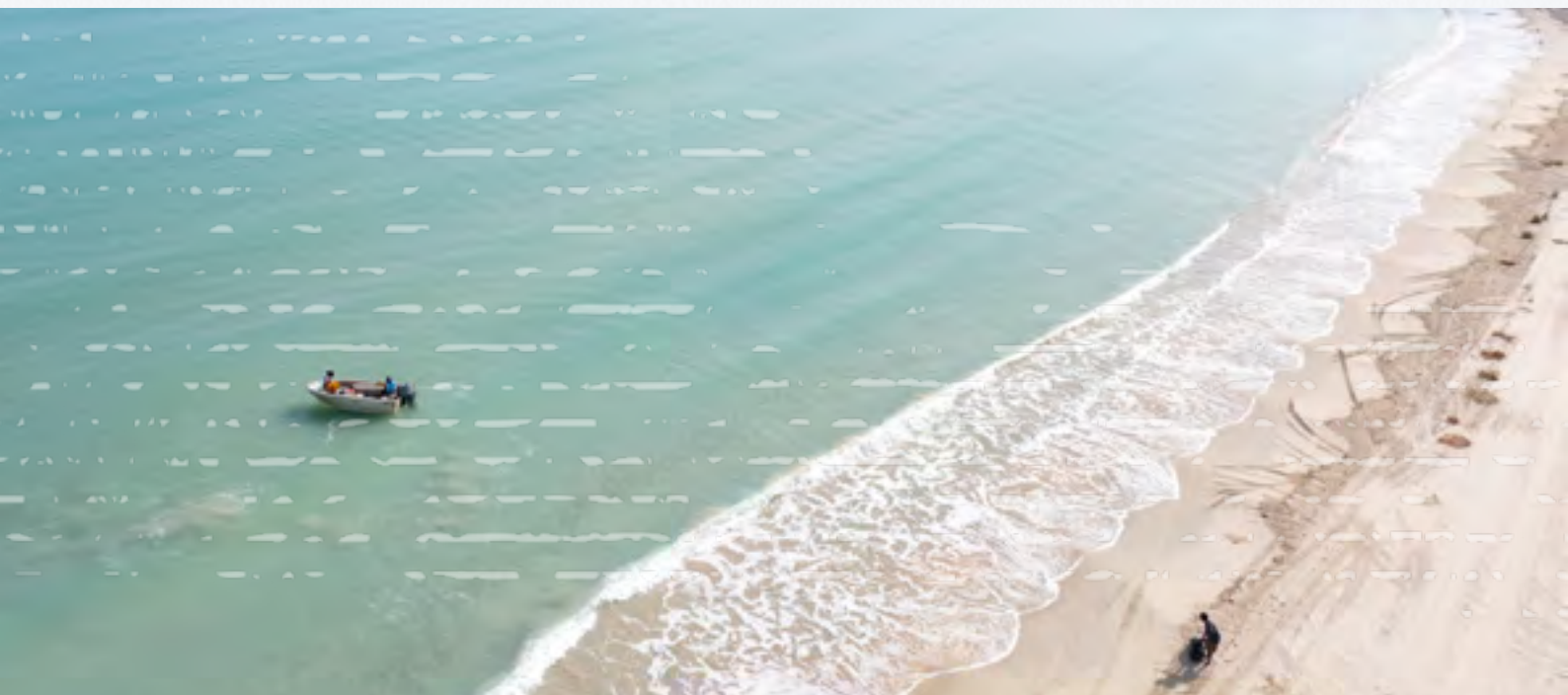
Strategic Aboriginal Policy (SAP) leads and coordinates the development and implementation of whole-of-government strategies and policies that support the economic, land and sea aspirations of Aboriginal Territorians.

Key achievements in 2022 - 23

- Progressed the NT Aboriginal Land and Sea Action Plan, including the release of the annual progress report in June 2023.
- Development and adoption of the National Guiding Principles for Native Title Compensation Agreement Making.
- Developed positions with other stakeholders on proposed amendments to the *Aboriginal Land Rights (Northern Territory) Act 1976* (Cth) and the Aboriginal Land Commissioner's review of Part V of the Act.
- Developed and launched the Aboriginal Economic Participation Framework in conjunction with the Aboriginal Procurement Policy.
- Development of, and consultation on, the *Facilitating Investment and Community Development on Community and Town Living Areas Discussion Paper*.

Key Priorities for 2023-24

- Implementation of the Refreshed Northern Territory Aboriginal Land and Sea Action Plan.
- Negotiate resolution of outstanding land rights claims.
- Resolution of outstanding native title applications and providing information and policy guidance to Northern Territory Government departments and agencies in relation to proposed future acts.
- Participate in key Australian and NT government reviews and policy developments.



Treaty Unit

The Treaty Unit aims to progress the NT Government's commitments under its response to the Northern Territory Treaty Commission's Final Report (Treaty Report), ensuring the pathway to Treaty, Voice and Truth-Telling is clear, achievable and timely.

Key achievements in 2022-23

- Preparation of an NT Government response to the Treaty Report based on input and feedback obtained through roundtables with NT Government agencies and key stakeholders throughout November and December 2022.
- Engagement throughout 2023 with Land Councils regarding how best to seek the views of Aboriginal Territorians about the recommendations of the Treaty Report, Voice and Truth-Telling.
- Detailed research of options for a Northern Territory Voice model and preliminary research of options for a Northern Territory Truth-Telling process.

Priorities for 2023-24

- Continued engagement with Land Councils and other key stakeholders to progress Treaty, Voice and Truth-Telling in a way that aligns with the aspirations of Aboriginal Territorians, working at their own pace.
- Continued research and development of options for a Northern Territory Voice model and Truth-Telling process.
- Continued engagement with the Commonwealth regarding resourcing for the Treaty process and a possible Northern Territory Voice model.



Barkly Regional Office

The Barkly Region is the Territory's third largest region, extending along the Stuart Highway from Tara to Elliott and east across the Barkly Tablelands to Queensland. It has a population of about 6300, 67% of whom are Aboriginal. Tennant Creek is the main centre with a population of about 2950 people. Major industries in the region include government services, agriculture, construction and mining.

The Barkly Regional Office provides strategic whole-of-government leadership and coordination at the regional level to ensure effective engagement with regional leaders, communities, organisations, and businesses, and delivery of identified regional priorities.

Key achievements in 2022-23

- Provided Chair and Secretariat functions to the Barkly Regional Coordination Committee (BRCC).
- Ongoing focus on LDM agreements including the commencement of the Julalikari Council Aboriginal Corporation LDM agreement implementation planning working groups with the first key priorities on:
 - o Housing for independence, health and wellbeing
 - o Economic growth and viability
 - o Strong community and social services
- Continued support and collaboration with the Patta Aboriginal Corporation and Aboriginal Leadership Group organisations, as well as the Aboriginal Alliance.
- Barkly Regional Deal implementation including:
 - o School Boarding Facilities Working Group
 - o Tennant Creek Youth Centre
 - o Visitor Park Working Group
 - o Governance Table and, through the Administrative Committee, support and oversight of the Barkly Regional Deal Backbone Team.

Priorities for 2023-24

- Ongoing focus on regional LDM agreements including ongoing engagement with Canteen Creek & North Barkly.
- Ongoing support on the implementation plan working groups for the Julalikari Council Aboriginal Corporation LDM agreement signed in March 2022.
- Improve and update the Barkly Regional Actions Plan including a new implementation-tracking tool..
- Continue to support Barkly Regional Deal initiatives, including: Regional Workforce Strategy; Youth Infrastructure; Barkly Business Hub, Youth Justice Facility; New Housing Builds; Justice Infrastructure Investments; Economic Growth Strategy; Barkly Weather Radar; improvements to the delivery of CDP; Tennant Creek Visitor Park; Government Investment and Service System Reform; Crisis Youth Support; Trauma Informed Care; Barkly Student Boarding Facility; Social and Affordable Housing; Local Community Projects Fund; Local Community Governance; Community Mediation, and the Barkly Community Justice Pilot.

Big Rivers Regional Office

The Big Rivers is the second largest region in the Territory, covering almost a quarter of the land mass and ranging from Pine Creek and Numbulwar in the north to Borroloola and Lajamanu in the south. It is a region of great diversity, including its Aboriginal population with almost 40 languages spoken, and through economic production, with key industries including tourism, pastoral, horticulture, defence and mining.

Key achievements in 2022-23

- On 7 December 2023, the Bagala Traditional Owner LDM Agreement was signed with partners including Bagala Aboriginal Corporation, all levels of government and the Northern Land Council.
- With the December flood event in Timber Creek and the February inundation of Kalkarindji, Daguragu and Nitjpurru, there have been over 100 days of declared recovery in the Big Rivers in the first half of 2023.
- Integration of the Local Indigenous Cultural Recovery Advisor (LICRA) positions into CM&C Big Rivers, to support regional recovery activities are in line with local cultural requirements.
- On 5 August 2023, Brand Big Rivers was launched as the region's place brand, utilising narrative based content built from the stories of our people and their sense of place to promote living, working and trading in the region.
- Activate Katherine has continued to gather momentum, including the mural 'Neighbour' winning bronze in the Best Monument or Memorial category of the Australian Street Art Awards, and the success of the dry season Food Van Collective.
- Over 260 face-to-face engagements were undertaken in the region in relation to the various changes in liquor laws for residents of communities, town camps and outstations in 2022-23.

Priorities for 2023-24

- There are 3 LDM agreement implementation plans due for renewal in 2023-24, with partners including Yugul Mangi Development Aboriginal Corporation, Jawoyn Association Aboriginal Corporation and Gurindji Aboriginal Corporation.
 - o Pre-establishment works are also continuing with Urapunga Aboriginal Corporation, Numburindi Development Aboriginal Corporation, and Kurdiji Aboriginal Corporation to establish LDM agreements.
- The establishment of the Barunga-Wugularr Law, Culture and Justice Committee will be completed and will begin undertaking work as the trial site for a Law and Justice group in the Big Rivers.
- The Big Rivers Regional Economic Growth Plan review will be undertaken with partners in the second half of 2023 to assess how actions have progressed and which need further support to achieve the targets of the plan.
- A number of changes to place names are being progressed, with communities being supported to ensure correct Aboriginal names are recorded and used, as an important truth-telling mechanism.

Central Australia Regional Office

Central Australia is the largest region in the NT with a population of around 39 500. The region includes Alice Springs, 26 remote communities and numerous outstations and homelands. Central Australia Regional Office provides strategic whole-of-government leadership, support and coordination to ensure effective delivery of government policies and objectives. The regional office works collaboratively with Central Australia communities, leaders, Traditional Owners, service providers, government agencies and other stakeholders to achieve improved outcomes for the region.

Key achievements in 2022-23

- Youth Service Mapping Working Group established, consisting of the NT Government, NIAA and non-government sector stakeholders, and progressing the youth service mapping project implementation plan focusing on 6 key reform areas.
- Activate Alice project, website and Working Group consisting of NT Government, Alice Springs Town Council, Chamber of Commerce and Tourism Central Australia established and launched. Activate Alice public spaces beautification grants were awarded, and a program of Activate Alice events was developed.
- Progression of LDM initiatives across the region. This includes: the development of an LDM partnership with Ngurratjuta Pmara/Ntjara Aboriginal Corporation; progression and support of Alice Springs Town Camps LDM initiatives; and finalisation of a strategic plan for Atyenhenge Atherre Aboriginal Corporation.
- Coordination across agencies in response to emerging matters and projects in the region including remote workforce mapping, anti-social behaviour, crime and safety matters, alcohol monitoring and NAIDOC week activities.

Priorities for 2023-24

- Continue to drive and implement LDM initiatives with multiple community organisations and communities within the Central Australia region including:
 - o Alice Springs Town Camps
 - o Ngurratjuta Pmara/Ntjarra Aboriginal Organisation
 - o Atyenhenge Atherre Aboriginal Corporation
 - o Arramwelke Aboriginal Corporation
 - o Ingkerreke Outstations Resource Services
 - o Yuendumu community.
- Continue to strengthen the AIS across Central Australia and the cross border region with a strong focus on employment.
- Progression of the regional economic growth portfolio focusing on strengthening the economy of the region and building sustainable communities.
- Continue to facilitate and improve coordination across NT Government agencies, the three tiers of government and non-government stakeholders for better outcomes for Central Australia and through regional priorities identified in the regional action plan, including *A Better, Safer Future* for Central Australia.

Greater Darwin Regional Office

The Greater Darwin (Darwin, Palmerston and Litchfield) Regional Office provides whole-of-government coordination and leadership across the three tiers of government to lead strategic delivery of government priorities and frontline responses at the regional level.

Located on Larrakia Country, the Northern Territory's capital city, Darwin, is a young, multicultural and forward thinking city, with a growing population of 148 801. The Greater Darwin Region encompasses local government areas of Darwin, Palmerston and Litchfield.

Key achievements in 2022-23

- Continued negotiations on a range of complex LDM agreements with respect to town community land tenure, land development and government service delivery.
- Entered into a Memorandum of Understanding with the City of Palmerston formalise the partnership to deliver the Palmerston Regional Economic Growth Plan as a precursor to a potential Commonwealth Partnership Deal and early identification of potential catalyst projects.
- Secured \$0.9million additional funding to deliver the Palmerston Youth Festival over the next three years in partnership with the City of Palmerston.
- Sponsored a range of community-led events and priorities and led the 2023 NAIDOC Week 'NAIDOC Runway' event.
- Provided resources and support to assist with the whole-of-government emergency response to the April 2023 flood event and the establishment of the Territory Community Safety Coordination Centre.
- Continued advancement of major tourism product development opportunities under the Greater Darwin Destination Management Plan and major projects under the 2023 Infrastructure Plan and Pipeline.
- Delivered a preliminary concept design and community consultation for the delivery of a memorial at the former Kahlin Compound site in partnership with the Friends of Kahlin.

Priorities for 2023-24

- Continued whole-of-government coordination and leadership across the three tiers of government through the Greater Darwin Regional Coordination Committee to lead strategic delivery of economic and community priorities at the regional level.
- Partner with the new Larrakia Trust to finalise complex LDM negotiations together and advance identified priorities including town community land tenure, land development and government service delivery.
- Deliver the Palmerston Regional Economic Growth Plan in partnership with the City of Palmerston and advance the development of potential catalyst projects to support a \$40 billion economy.
- Facilitate the delivery of the election commitment to activate Bundilla Park in Fannie Bay in partnership with the City of Darwin.

East Arnhem Regional Office

The East Arnhem Regional Office provides strategic whole-of-government leadership and coordination at the regional level to ensure the effective rollout of the NT Government's agenda and to support engagement with regional leaders, communities, organisations, and businesses. The office continues to work alongside senior Yolngu leaders, a Strategic Cultural Advisor and key cross expert cultural facilitators to strengthen NT Government regional engagement and development, and ensure the office is positioned to support its role in implementing Closing the Gap as well as other whole-of-government initiatives in the culturally rich and highly prospective East Arnhem region.

Key achievements in 2022-23

- Implementation of LDM policy in East Arnhem in partnership with regional and local organisations and community leaders including:
 - o Development of implementation plans under the Djalkiripuyngu (Blue Mud Bay) LDM Agreement.
 - o Achievements under the landmark 9-year Groote Archipelago LDM Agreement include: signing of the Health and Wellbeing Implementation plan in November 2022; the establishment of the Community Law and Justice group; the completion of the Groote Archipelago Local Decision Making Agreement 4 year progress report; and extensive support for Anindilyakwa Land Council's baseline data project.
 - o Implementing the whole-of-government Yolngu region Cultural Competency Training in partnership with Aboriginal Resources and Development Services (ARDS) Aboriginal Corporation.
- Release and early implementation of the 10-year *East Arnhem Regional Economic Growth Plan*, which sets ambitious targets for job creation, industry development and provides recommendations to support the achievement of these targets over the coming years.

Priorities for 2023-24

- Continue to drive and facilitate the effective rollout of the NT Government's LDM initiative in East Arnhem including:
 - o Implementation of the Djalkiripuyngu (Blue Mud Bay) LDM Agreement.
 - o Continue to progress Groote Archipelago LDM Agreement and Implementation Plan priorities, including development and signing of the Local Government Implementation Plan in July 2023, and participation on the Participation in GEMCO Mining Closure Steering Committee.
 - o Progressing sub-regional LDM agreements in the Birr Rawarrang (Ramingining) and Laynhapuy regions.
 - o Supporting existing and new Law and Community Justice Groups under the Aboriginal Justice Agreement.
 - o Supporting implementation of: the community identified liquor permit trial on the Gove Peninsula; community led changes to the Groote Archipelago Alcohol Permit system; and broader alcohol and kava consultations/education throughout other communities and homelands.
 - o Continued support of the East Arnhem Land Youth Model and establishment of the Gapuwiyak Child and Family Centre.

- Support the implementation of major infrastructure projects for the region including the Central Arnhem Road upgrade (and revised Arnhem Arterial Road Strategy), Gove Port development work and regional telecommunications upgrades.
- Continue to work with stakeholders to plan and implement strategies for the future of the 2 mining towns in the region including the Gove and Alyangula Futures processes.
- Continue to implement the 10-year Regional Economic Growth Plan in partnership with the East Arnhem Regional Economic Growth Committee, and develop Local Economic Growth Plans for two sub-regions of East Arnhem.



Security and Emergency Recovery Team

The Security and Emergency Recovery Team (SERT) represents the Northern Territory (NT) on a range of peak advisory bodies for national security and emergency management, providing whole-of-government strategic coordination for policy development and advice to government. SERT supports the Territory Recovery Coordinator in planning, preparedness and coordination of recovery efforts to reduce the impact of security and emergency events on the NT community.

Key achievements in 2022-23

- Delivered Exercise LEIT 2022, an Australian-New Zealand Counter Terrorism Committee sponsored exercise to practice Territory Crisis Coordination Centre operations in response to a possible terrorist incident in the NT.
- Secured additional Commonwealth funding to enhance Counter Violent Extremism programs and initiatives, delivering Violent Extremism Risk Assessment and training to increase awareness and understanding of extremism amongst NT Government staff.
- Coordinated emergency recovery operations to restore critical infrastructure, essential services and housing in the communities of Timber Creek, Kalkarindji, Daguragu and Nitjpurru (Pigeon Hole) to allow the safe repatriation of residents.
- Managed the third funding round of the Northern Territory Risk Reduction Program in accordance with the National Partnership Agreement on Disaster Risk Reduction, delivering 10 initiatives valued at more than \$1.09 million to build more resilient communities.

Priorities for 2023-24

As part of the 2023 organisational realignment, the two key areas of the Security and Emergency Recovery Team (SERT) will be established as standalone functions from 1 July 2023. The security team will remain under the direction of the Strategic Reform and Government Relations portfolio and the emergency recovery function will transfer to Territory Regional Growth in order to prioritise emergency recovery within a regional and operational context.

The Security function will:

- Provide whole of Government strategic policy development and coordination to strengthen security arrangements, including countering foreign interference, counter terrorism, countering violent extremism, critical infrastructure, protective security, security clearances, and management of the Territory Crisis Coordination Centre.
- Continue to work with Commonwealth and Territory partners on measures to strengthen countering violent extremism arrangements and counter foreign interference in at-risk sectors.
- Partner with relevant NT Government agencies to develop a NT Counter Terrorism Strategy aligned with the national Counter Terrorism Strategy.

The Emergency Recovery function will:

- Deliver the final round of the Northern Territory Risk Reduction Program, with more than \$2 million available for initiatives aimed at reducing the risks associated with natural disasters in the Northern Territory.
- Continue to support the CEO in the statutory role of the Territory Recovery Coordinator, in the preparation for, and response to, emergency events.

- Continue to build the Territory's emergency recovery capability by developing a recovery policy framework and a training package for recovery coordinators and support staff.
- Review recovery resource sharing processes and make recommendations to enhance the arrangements for the mobilisation of personnel to support disaster recovery activities across jurisdictions.



Top End Regional Office

The Top End Region comprises the northernmost section of the Territory, encompassing most of the Daly – Tiwi – West Arnhem regions, extending from Wadeye in the west to Maningrida in the east and includes the historic mining town of Jabiru inside Kakadu National Park. It also includes the Belyuen, Coomalie and Wagait local government areas, and a significant portion of unincorporated land.

The Top End Regional office provides strategic whole-of-government leadership and coordination at the regional level to ensure the effective delivery of the NT Government's policy agenda and effective engagement with regional leaders, communities, organisations and businesses.

Key achievements in 2022-23

- The Top End Regional Economic Growth Committee finalised the Top End Region Economic Growth Plan, in consultation with industry representatives, key regional stakeholders and NT government agencies. The Plan was launched on 1 September 2022 by the Hon Nicole Manison MLA and underpins economic growth opportunities in the region.
- Assisted Tiwi Islands (particularly Munupi clan members and stakeholder groups) and Provaris Energy explore discussions toward a proposed green hydrogen production and export project on the Tiwi Islands. Tiwi H2 is fast becoming recognised across Territory, federal and international governments as a first-move, for green hydrogen supply.
- Signing of the Green River Aboriginal Corporation (GRAC) LDM Agreement 2022-26 on 26 July 2022. The Agreement recognises the partnership of GRAC, NT Government, the NIAA and the Catholic Diocese of Darwin, to work together with the Nauiyu community to create positive lasting change for health, wellbeing and economic prosperity.
- Signing of the Mulyung Aboriginal Corporation LDM Agreement 2022-26 on 4 August 2022. The agreement recognises the aspirations of the Traditional Owners and families of Emu Point for self-determination, and to improve essential services and infrastructure and realise major improvements in education, health, housing and community wellbeing.
- Jabiru's Fibre to the Premise technology upgrade was completed, with 538 Jabiru premises achieving Ready for Service status.
- The NT Government established a Wadeye Response Taskforce, comprising agency Deputy Chief Executives to prioritise resources, actions, and assist with the development of a Wadeye Strategic Plan.

Priorities for 2023-24

- The Mutchirr (Palumpa) LDM Agreement is expected to be finalised by all parties in the second half of 2023.
- Finalise the Maningrida LDM during the second half of 2023, and complete specialised governance mapping with Maningrida and surrounding homelands in order to establish the Maningrida Governance Group, with cultural authority to engage with Australian and NT governments on strategic priorities.
- Finalise the Tiwi Islands LDM Agreement. The Mantiyupwi Traditional Owners are seeking to build on the broad consultation process to include all Tiwi clan groups, Traditional Owners, community members, key stakeholders and NT, Australian and local governments.

- Completion of the \$4.5 million NT Government funded project to replace the Wadeye Swimming Pool, to provide life skills, health benefits and increase liveability.
- Provide support for the development of the Thamarrurr Regional Plan.
- Jabiru's new \$20 million Medical Centre is expected to be fully constructed in early 2024 with transition to the Red Lily Health Board management to occur on 1 April 2024.
- The design tender for \$17.5 million Bininj Resource Centre was awarded in 2022-23 and construction is expected to commence in the 2023-24 financial year.





Output Group - Investment Territory

Objective:

A diversified and growing Territory economy.

Key performance indicators¹ 2022-23

| Major projects being progressed | |
|---------------------------------|--------|
| KPI | Actual |
| 16 | 14 |

Output: Major, significant and government-facilitated projects

Facilitate major projects and significant investments in the Territory, and economic opportunities and projects in the regions to grow key industry sectors.

Lead the coordination and delivery of the Territory’s gas strategy and development of a gas-based manufacturing industry.

Strengthen the Territory’s role in enabling national security through leading the Territory’s national and international strategic defence and national security engagement.

1: Key Performance Indicators as per original 2022-23 budget as published in the May 2022 Budget

Investment Territory

Investment Territory, co-led by the Major Projects Commissioner and Investment Commissioner, seeks to drive a strengthened approach to winning investment and supporting precincts, major and significant project development and execution in the Northern Territory.

Investment Territory is working with proponents with planned and proposed projects targeting investment within the next 5 years. Investment Territory's project facilitation effort is aimed at supporting projects through their development cycle and maximising Territory benefits.

Investment Territory has expanded to include Defence and National Security, the Gas Taskforce and the National Aboriginal Art Gallery (the gallery) project.

Key achievements in 2022-23

- The current investment portfolio includes \$42 billion worth of capital investment in the sectors of renewables and gas, supply chain security, defence, energy, critical minerals and minerals processing.
- Progression of 14 Major Projects with a combined capital expenditure in excess of \$25 billion.
- Over \$2 million invested from the Advanced Manufacturing Ecosystem Fund (AMEF) into 6 projects. This investment is supporting \$11 million in new advanced manufacturing capability in the Territory.
- Commenced the Accelerated Regional Accommodation Project to facilitate residential housing development in Alice Springs, Katherine and Nhulunbuy.
- Finalisation of the Northern Australian Infrastructure Fund (NAIF) and Local Jobs Fund (LJF) \$66 million on-lending partnership creating a new product, Territory Infrastructure Loans.
- Launched the first Northern Territory Defence Veterans' Strategy, with a commitment to increasing veteran employment in the NT Public Sector.

Priorities for 2023-24

- Continue to work with major (and significant) project proponents progressing projects through the development cycle to reach key decision gates such as final investment decision, commencement of construction and operations.
- Growing the portfolio of Major and significant projects through targeted investment attraction.
- Complete the Accelerated Regional Accommodation project which will support private developers to construct new residential homes in Alice Springs, Katherine and Nhulunbuy.
- Working with Defence and industry to facilitate implementation of the Defence Strategic Review outcomes. This includes progressing work to secure the future basing for Army watercraft.



Output Group - Darwin Waterfront Corporation

Objective:

A sustainably managed Darwin Waterfront Precinct that provides residential, business, events and entertainment opportunities.

Output: Support the operations of the Darwin Waterfront Corporation

The Darwin Waterfront Corporation (DWC) is responsible for developing, managing and servicing the Darwin Waterfront Precinct for the benefit of the community. DWC is a commercial organisation that operates under an independent governance structure and sits as a commercial entity of CM&C.

DWC receives funding via a grant from the department to deliver government priorities, along with rates and other income for its responsibilities with the Department of Infrastructure, Planning and Logistics. DWC also administers the Public Private Partnership for the Darwin Convention Centre on behalf of the Northern Territory.

In 2022-23, the Darwin Waterfront continued to be the Top End's premier lifestyle destination, providing a venue for more than 60 community events and hosting weekly activities including movie nights, fitness classes and school holiday programs.

Key achievements in 2022-23

DWC reports on their activities through its standalone annual report. Some highlights for 2022-23 include:

- Visitation: The Darwin Waterfront welcomed over one million visitors to the precinct throughout 2022-23.
- Masterplan: The Darwin Waterfront Corporation continued work towards a complete redevelopment to transform the precinct into one of Australia's leading leisure and entertainment destinations with the release of the new Darwin Convention Centre Hotel Expression of Interest – a project to deliver an adjacent 4.5-5 star hotel with over 200 rooms.
- Skyline Precinct: Stokes Hill Wharf welcomed the return of the popular Skyline Ferris Wheel, 9-hole mini golf course and pizza bar.
- Beach Club made a triumphant return with a new bar and furniture to enjoy the perfect 'holiday at home'.
- Aqua Park: The largest WiBit Park in Australia continued providing exciting equipment for large numbers of visitors.
- Table Tennis & Basketball Court: Darwin Waterfront installed two competition grade permanent outdoor table tennis tables and a new 3x3 Basketball half-court, combining the precinct's stunning views with the fun of multiple sporting options adding to the existing spin bikes, beach volleyball and swimming/running circuits.

Priorities for 2023-24

- Attract and deliver high quality events that benefit the broader community and provide trade opportunities for local businesses and retailers.
- Deliver the Darwin Waterfront Masterplan.

Further information on DWC can be found in the 2022-23 DWC Annual Report: corporate.waterfront.nt.gov.au



Artist impression of the Darwin Convention Centre Hotel

Output Group - Government Support

Objective:

Efficient and effective support of Executive Government.

Key performance indicators¹ 2022-23

Client satisfaction

| KPI | Actual |
|------|--------|
| >90% | 100% |

Output: Support to Ministers and Leader of the Opposition

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

Objective:

Efficient and effective support of Executive Government.

Key performance indicators¹ 2022-23

Client satisfaction

| KPI | Actual |
|------|--------|
| >90% | 100% |

Output: Support to the Administrator

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

1: Key Performance Indicators as per original 2022-23 budget as published in the May 2022 Budget

Government House

Government House supports the delivery of the Statutory, Ceremonial and Civic duties of the Administrator of the Northern Territory of Australia (a Commonwealth Statutory Office).

The organisation also provides efficient and effective stewardship of the historic Government House Estate, a heritage listed estate spread across two sites comprising offices, residential, commercial, and event spaces.

Key achievements in 2022-23

- Led Northern Territory observances following the passing of Her Majesty Queen Elizabeth II and coronation observances for His Majesty King Charles III.
- Led the ceremonial departure of the 22nd Administrator and swearing-in of the 23rd Administrator of the Northern Territory, His Honour Professor the Honourable Hugh Heggie PSM
- Managed the delivery of 580 hosted engagements by the 22nd and 23rd Administrator of the Northern Territory and welcomed more than 5000 visitors to Government House.
- Delivered significant infrastructure upgrades to the staff areas of Government House to improve workplace health and safety, and other minor new works, repairs and maintenance to improve public accessibility to the gardens.

Priorities for 2023-24

- Support the Administrator to promote, engage with, recognise and celebrate Territorians, and nurture what it means to be a Territorian.
- Maintain engagement with the wider Northern Territory community through attending and hosting engagements across the Territory.
- Continue to support the promotion of the Northern Territory in Australia and through overseas official engagements.
- Ensure efficient and effective stewardship of the Government House Estate (14 and 29 the Esplanade, Darwin) in accordance with the *Heritage Act 2011*.
- Continue to identify technological advancements, environmentally friendly and economically efficient measures for all activities at Government House, including maintenance requirements.



Output Group - Government Services

Objective:

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

Key performance indicators¹ 2022-23

Client satisfaction

| KPI | Actual |
|------|--------|
| >90% | 91% |

Publication without error on the Northern Territory Legislation website within five business days of notification/commencement²

| KPI | Actual |
|------|--------|
| >95% | 95% |

Output: Support to Ministers, Leader of the Opposition and the Administrator.

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, Executive Council and the Liquor Commission.

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

1: Key Performance Indicators as per original 2022-23 budget as published in the May 2022 Budget

2: Includes Acts assented to, subordinate legislation made and reprints of Acts and subordinate legislation.

Office of the Parliamentary Counsel

The Office of the Parliamentary Counsel (OPC) provided legislation drafting services to the Northern Territory Government and to individual members of the Legislative Assembly, including opposition and independent members.

The OPC also provides access to law by publishing electronic copies of Bills, Acts, subordinate legislation and consolidated legislation on the Northern Territory Legislation website and publishing the NT Government *Gazette*.

Key achievements in 2022-23

- Drafted 2220 pages of legislation within given timeframes. This included:
 - o 31 Government Bills introduced
 - o 6 government Assembly Amendments drafted
 - o 37 items of subordinate legislation settled
 - o 351 statutory instruments settled.
- Introduced several significant and noteworthy pieces of legislation, including the *Monitoring of Places of Detention (Optional Protocol to the Convention Against Torture) Amendment Bill 2022*, *Criminal Code Amendment (Property Offences) Bill 2022*, *Criminal Code Amendment (Age of Criminal Responsibility) Act 2022*, *Anti-Discrimination Amendment Bill 2022*, *Petroleum Legislation Amendment Bill 2022*, *Criminal Justice Legislation Amendment (Sexual Offences) Bill 2023*, *Sentencing Legislation Amendment Bill 2023*, *Trespass Bill 2023*, *Petroleum Royalty Bill 2023* and the *Health Care Decision Making Bill 2023*.
- Provided public access to law, by making legislation available to the public within required publishing timeframes. This included 159 items (new and amended legislation titles) published on the Legislation website.

Priorities for 2023-24

- Continue to meet demands for legislation drafting services in a responsive and quality manner.
- Improve the capacity of the OPC to provide high quality legislation drafting and publishing services through process and systems, strategic cross-agency engagement on legislative priorities, targeted recruitment and retention strategies.
- Actively participate in the Australasian Parliamentary Counsel's Committee to ensure the Territory's interests are represented in relation to national legislative schemes.

Protocol NT

Protocol NT plays a key role in enhancing the growth of the Northern Territory and its stakeholders through facilitating the interaction of Northern Territory Government officials with a broad range of local, interstate and international stakeholders.

Key achievements in 2022-23

- Arranged 89 official events hosted by NT Government Ministers, including delivery of the swearing in of the 23rd Administrator, activities relating to the passing of Her Majesty Queen Elizabeth II and the Proclamation of His Majesty King Charles III.
- Facilitated visits by 25 Ambassadors, High Commissioners and Consul-Generals, other dignitaries and visiting VIPs from various countries including: the United States of America, Japan, China, Timor-Leste, and Brunei.
- Prepared 2 State Funerals and supported one memorial for notable Territorians in addition to providing support to a number of condolence motions in the NT Legislative Assembly.

Priorities for 2023-24

- Continue to enhance government, business and community ties through effective public communication of protocol standards and principles.
- Ongoing facilitation of the interaction between Northern Territory Government officials and a broad range of local, national and international stakeholders.
- Continued provision of safe and efficient chauffeur services for a range of key stakeholders including the Chief Minister, Ministers, Leader of the Opposition and Speaker of the Legislative Assembly.



Cabinet Office and Secretariat Services

Provide administrative support to the Executive Council, Cabinet, Remuneration Tribunal and Liquor Commission.

Assess the Cabinet and Executive Council records for opening after 30 years consistent with the *Information Act 2002*.

Coordinate, review and process Cabinet and ministerial documentation.

Manage and maintain databases and produce whole-of-government reports pertaining to the NTG's election commitments and board membership and expenditure.

Provide advice and support to NTG agencies on Cabinet and Executive Council processes and coordinate the tabling of papers in the Legislative Assembly in consultation with the Department of the Legislative Assembly.

Key achievements in 2022-23

- The Northern Territory Remuneration Tribunal finalised six inquiries on the request of the Northern Territory Administrator in accordance with the *Assembly Members and Statutory Officers (Remuneration and Other Entitlements) Act 2006*.
- Opening of the 30-year Cabinet and Executive Council records from 1992 by the Minister for Arts, Culture and Heritage, the Hon Chansey Paech MLA on 1 January 2023.
- Successfully transitioned the Liquor Commission's secretariat function from the Department of Industry, Tourism and Trade to the Department of the Chief Minister and Cabinet.

Priorities for 2023-24

- Provide a secretariat service to the Northern Territory Remuneration Tribunal for the annual inquiries into entitlements of Members of the Legislative Assembly and Local Court Judges, local government council and local authority members' allowances along with any special inquiries, to be conducted pursuant to the *Assembly Members and Statutory Officers (Remuneration and Other Entitlements) Act 2006*.
- Provide a secretariat service to the Liquor Commission for its General Meetings, hearings and the preparation of its Annual Report.
- Finalise the opening of the 30-year Cabinet and Executive Council records from 1993.

Strategic Communications and Engagement Unit

The Strategic Communications and Engagement (SCE) unit provides strategic communications, marketing, digital, and stakeholder engagement services to support the delivery of priorities for the department and through shared services arrangements, for the Office of the Commissioner for Public Employment (OCPE) and the Department of Treasury and Finance (DTF).

The unit:

- Provides whole of government advice and guidance, in relation to communications, marketing and engagement strategy, customer experience and service delivery.
- Ensures government communications campaigns are well planned, timely, efficient and effective.
- Manages procurement arrangements for whole of government advertising and media monitoring services and ensures the consistent application of the NT government brand.
- Leads the Public Information Group during emergency responses and recovery.
- Project manages the whole of government Customer Reform Agenda.

Key achievements in 2022-23

- Provided strategic communication, marketing and media support for Investment Territory priorities.
- Commenced work on the Territory Community Safety Program and developed the Public Safety Framework which provides a place-based approach to public safety that is informed by evidence and local decision making.
- Led the Public Information Group (PIG) during the 2022-2023 Wet Season. The PIG is a key element of the Territory Emergency Operations Centre, which was stood up as part of the response to: ex-Tropical Cyclone Ellie, Southern Region weather events and two major flood events impacting the Victoria Daly Region. The PIG further supported recovery operations across the Territory extending well into the 2023 dry season.
- Progressed a new customer service model at the Big Rivers Government Centre in Katherine to improve Government transactional and advisory services.
- Updated the Territory Masterbrand creative assets and deployed campaigns which tripled registrations in the Future Territorians Database.

Priorities for 2023-24

- Ensure clear and effective communication and engagement with stakeholders and Territorians, including:
 - o Continued regular community updates on progress of the Office of the Central Australian Regional Controller to improve economic and social outcomes in the region.
 - o Track and announce progress and milestones about major projects and investment to ensure the Northern Territory's economic narrative remains strong.
- Finalise and implement the Territory Services Customer Service (CX) Centre service model in Big Rivers Government Centre in Katherine and in Alice Springs.
- Deliver a Northern Territory Whole-of -Government Recruitment Marketing strategy.



Public Information Group

The unit led the Public Information Group during the 2022-2023 Wet Season. The Territory Emergency Operations Centre (TEOC) was activated in response to ex-Tropical Cyclone Ellie, Southern Region weather events and two major flood events impacting the Victoria Daly Region.

The Public Information Group delivered safety information via media releases, press conferences and social media. The team provided Whole of Government talking points as well as information to evacuees and coordinated joint media with the National Emergency Management Authority as required.

Working closely with the Bureau of Meteorology and Aboriginal Interpreter Service, an Aboriginal translator attended media conferences for the March 2023 floods affecting communities in the Victoria River district. This initiative gained national attention and the project was recognised at the 2023 Emergency Media Public Affairs Awards with a 'Highly Commended' in June 2023.

The Public Information Group worked closely with the Transport and Welfare functional groups of the TEOC to deliver a suite of factsheets and posters to help displaced people navigate their temporary accommodations and support services available to them during their stay at this period.

Following official transition to the 'recovery' phase and on the repatriation of residents to Kalkarindji and Daguragu, a new emergency shelter model was implemented with residents from Nitjpurru being temporarily accommodated in Yarralin. The Public Information Group continued to provide support to the recovery operations for a further 10 weeks until the community was successfully repatriated home to Nitjpurru in July 2023.

The Public Information Group remained activated for eight months between November 2022 and July 2023.



The Royal Australian Air Force assists residents from the Kalkarindji area being evacuated during major flooding in the Northern Territory.

Photographer: **CPL Ashley Gillett**, RAAF

© Department of Defence.

Output Group - Corporate and Governance

Objective:

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

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

The Governance, Information and Reporting unit provides shared corporate governance services to CM&C, the Office of the Commissioner for Public Employment, the Department of Treasury and Finance, the Office of the Chief Minister and the Office of the Leader of the Opposition.

Services provided include corporate governance framework development and implementation, activities to provide for compliance with the *Information Act 2002* (NT), development and implementation of the anti-fraud and corruption framework, corporate planning and performance reporting.

Key achievements in 2022-23

- Developed and delivered online training modules covering the following topics:
 - o fraud and corruption
 - o delegations
 - o privacy and information management
 - o risk management
 - o business planning.
- Reviewed and updated corporate governance policies and communicated them through various channels to all staff and coordinated monthly reporting on the agency's strategic priorities.
- Supported the Audit and Risk Management Committee, conducted four internal audits during 2022-23 and developed the internal audit plan for the 2023-24 financial year.
- Updated the shared services fraud and corruption control framework, including policy, plan and procedure documents, to align with the agency's risk management framework.
- Facilitated the development of agency business plans for 2022-23 and updated the shared services fraud risk registers.
- Established the Audit, Risk and Integrity Committee of CM&C.

Priorities for 2023-24

- Review and continue to strengthen the agency's risk management framework.
- Facilitate the development of CM&C business plans for 2023-24.
- Deliver the internal audit plan for the shared services agencies for 2023-24.
- Continue to review and record a register for conflicts of interest and gifts and benefits.
- Review and update corporate governance policies in line with contemporary best practice.

Our Values

Commitment to Service

We put our clients and stakeholders at the centre of everything we do. We are professional, dedicated and demonstrate resilience when faced with challenges. **We build and sustain relationships**, are timely in our responses with colleagues and clients and always follow-through.



Respect

We are considerate. We care how we make people feel. We turn up to meetings prepared, on time, listen and participate fully. Your time and needs are as important as ours. **We are professional with everyone.**



Accountability

We take personal responsibility. We clarify responsibilities, set clear rules and expectations, **empower people to take ownership** of tasks and proactively measure results to establish a culture of learning and improvement.



Diversity

We encourage inclusion and think to ask and test views. **We value and respect all people** of all persuasions, and acknowledge there are different perspectives and ways of doing things.



Impartiality

We research, engage and consider all views. We seek to understand. **We are self-aware and make informed decisions** based on evidence and good judgment.



Innovation

We keep abreast of trends, create opportunities, encourage each other to think 'outside the box', challenge the status quo and put forward ideas to do things more efficiently and effectively. **We take calculated risks** and pride ourselves on being agile and adaptable.



Excellence

We continuously strive for excellence. We focus on outcomes. We celebrate success and consider failure as an opportunity to learn. **We do not become complacent and demonstrate all our values.**



Ethical Practice

We uphold the highest standards of practice and act with integrity in all that we do. **We are honest, transparent and always strive to do what is right.**



Finance, Budget & Reporting and Business Services Unit

The Shared Services Finance, Budget & Reporting and Business Services unit provides shared corporate services to CM&C, the Office of the Commissioner for Public Employment, the Department of Treasury and Finance, the Office of the Chief Minister and the Office of the Leader of the Opposition.

Services provided include business services, finance and budgeting support including compliance reporting for the department to facilitate responsible financial management and high level management strategies in addition to providing quality and cost effective services in the delivery of building access, maintenance and courier services.

Key achievements in 2022-23

- Continuously worked with business units to enable responsible financial and budget management practices in line with the budget charter.
- Completed organisation re-structure of reporting and budget structures.
- Jointly facilitated improved efficiencies through consolidating office space across the agency.
- Held face-to-face training sessions to improve travel compliance across the department.

Priorities for 2023-24

- Preparation and implementation of SAGE, a new across government agency budgeting system.
- Continue to provide effective financial and business services support across the agencies.
- Continue to work with business units to enable responsible financial and budget management practices.
- Facilitate finance and travel training sessions to build capability and improve compliance across the department.

Output Group - Office of the Commissioner for Public Employment

Objective:

Public sector workforce management and development, and industrial relations.

Output: Provide support to the Commissioner's statutory employer role.

The office supports the Commissioner's statutory employer role as defined in the *Public Sector Employment Management Act* 1993 (PSEMA). The Commissioner also provides strategic and policy advice to support the Minister for Public Employment in undertaking duties under the Act.

OCPE merged with the Department of Chief Minister and Cabinet for budgeting purposes however, it remains an independent office with four standalone output groups: Employee Relations, Strategic Workforce Planning and Development, Aboriginal Employment and Career Development and Public Sector Appeals and Grievance Reviews.

A man with a beard and mustache, wearing a blue patterned button-down shirt and black trousers, is sitting on a concrete wall. He is smiling and looking off to the side, holding a white and purple coffee cup. The background is a blurred city street with trees, buildings, and other people. The image is overlaid with a large orange triangle on the left and a large purple triangle on the bottom right.

3

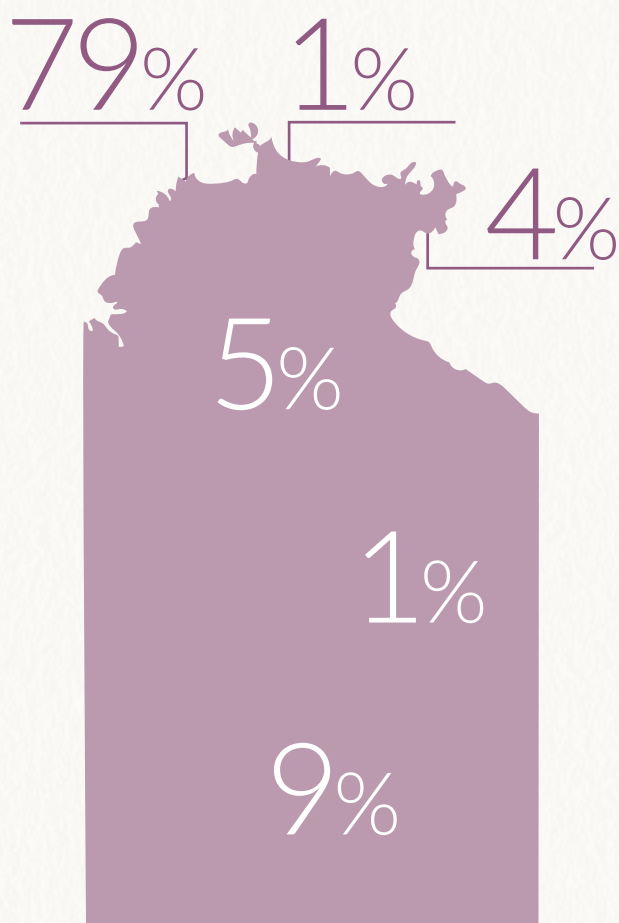
Our People

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.

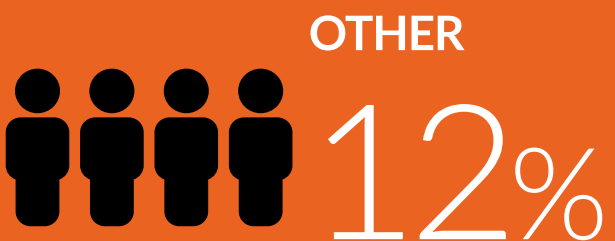
To support the delivery of government's priorities, we are focused on building and maintaining a workforce with strong leadership capabilities and the ability to think innovatively and engage effectively across teams, agencies, industries and communities.

Headcount by Region



Our Workforce

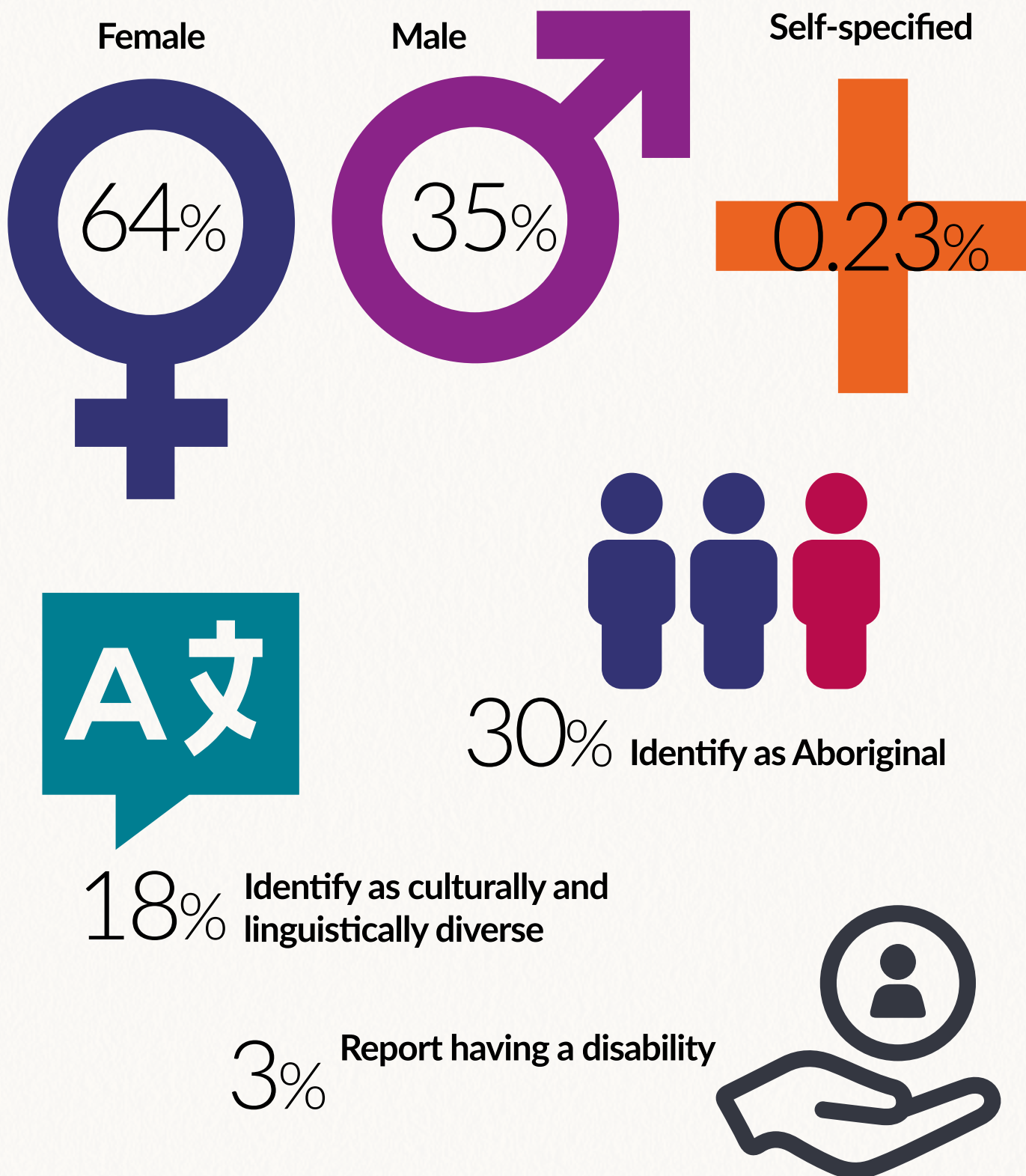
FTE Actual classifications from June 2022 to June 2023.



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 2023, CM&C had:



Professional and technical development

Support is provided for employees to gain relevant professional and technical skills through higher education. The support provided includes financial assistance for study fees and paid study leave to attend tutorials, lectures and exams.

In 2022-23, CM&C invested \$62,383.41.

Areas of study supported included:

- Graduate Certificate of Public Policy
- Bachelor of Arts
- Bachelor of Environmental Science
- Master of Professional Accounting
- Bachelor of Criminology and Criminal Justice
- Bachelor of Law
- Bachelor of Business
- Master of Development Studies
- Bachelor of Law
- Master of Professional Accounting
- Bachelor of International Studies
- Certificate IV in Business
- Certificate III in Business
- Bachelor of Public Policy

Employment programs

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

Aboriginal employees

CM&C utilises the NTPS Aboriginal Employment and Career Development 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 eLearning
- Supporting professional development and higher duties opportunities.

Graduate development program

The graduate development program is aimed at developing 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. Graduates are offered 12-month contracts and are rotated through various business units throughout CM&C. In 2022-23, 9 graduates commenced with CM&C.

Traineeship program

CM&C had 4 trainees undertake the Aboriginal Traineeship Program 2022-23.

Vacation employment program

CM&C had 3 employees undertake the Vacation Employment Program 2022-23.

| Program | 2022-23 |
|--------------------------------------------------------|-----------|
| NT Government traineeships and Aboriginal traineeships | 4 |
| Vacation Employment Program | 3 |
| Graduate Development Program | 9 |
| Public Sector Management Program | 2 |
| Total | 18 |

Flexible work arrangements

CM&C supported family-friendly and flexible working arrangements, which positively impacted employees' health, commitment, productivity, and engagement while meeting the operational needs of the department and its employees.

A total of 84 flexible working arrangements were accessed by employees in 2022-23.

| Total number of Flexible work arrangements accessed by employees included: | 2022-23 participants |
|----------------------------------------------------------------------------|----------------------|
| | 84 |
| Individual flexible work agreement | 18 |
| Averaging / compressed hours | 25 |
| Home-based work * | 14 |
| Job share | 0 |
| Part-time hours | 27 |
| Additional flexible arrangements | 2022-23 participants |
| Employees accessed recreation leave at half pay | 57 |
| Employee purchased additional leave | 0 |
| Cultural leave | 9 |

Employment Instructions

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

| Employment Instruction | Performance 2022/23 |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Number 5 - Medical Examinations Chief Executive may engage a health practitioner to undertake an examination of an employee in the case of inability, unsatisfactory performance or breach of discipline matters | One employee undertook a medical examination or assessment for fitness for duty for inability |
| Number 6 - Employee Performance and Inability Chief Executive may develop employee performance and inability procedures | 2 employees' performance and inability processes were managed by CMC. |
| Number 7 - Discipline Chief Executive may develop discipline procedures | Nil discipline processes commenced in 2022-23. One matter ongoing (this includes cases carried over from previous reporting year) |
| Number 8 - Internal Department Complaints and Section 59 Grievance Reviews Chief Executive must develop an internal employee grievance-handling policy and procedure. section 59 grievance reviews | 2 complaint matters were lodged with the department for internal review. 2 lodged with the Office of the Commissioner for Public Employment for review. Nil remain open and 2 were closed (finalised). |

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 2022-23, CM&C complied with all of the prescribed principles.

| Public Sector Principle | Action in 2022-23 |
|-----------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 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 nondiscriminatory 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 avoid actual or apparent 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. |



124 Employees accessed the free annual flu vaccination program

Access to professional and confidential employee counselling services



385.5 sessions



4

Governance

Boards and Committees

Executive Leadership Team

The Executive Leadership Team (ELT) is the department's most senior decision-making body.

ELT provide leadership and guidance across the three key roles outlined below:

1) Performance and Service Delivery

- a) Strategic oversight of the agency's priority projects and service delivery set by its strategic priorities and the objectives of the Government of the day, and review of the agency's forward work plan, including current priorities.
- b) Endorse CM&C's Strategic Plan and Priority Projects, ensuring alignment with agency and Government priorities and community expectations and considering any strategic and operational risks to the agency.
- c) Ensure appropriate policies and operating procedures are in place so that the agency can effectively plan and deliver policy reform and key projects.
- d) Proactively resolve and provide guidance on issues impacting on cross-divisional and whole of sector coordination and engagement to ensure project outcomes are achieved.

2) Accountability and Assurance

- a) Monitor the overall financial position and performance of the agency, including divisional budgets.
- b) Review and advise on the appropriateness of systems and controls to manage financial, governance and reporting practices.
- c) Monitor compliance and the agency's performance against corporate and governance frameworks, legislation, government policies, organisational policies, standards and procedures.
- d) Identify organisational and enterprise risks, ensure effective risk management systems and practices are in place, and recommend risk mitigations where appropriate.

3) People, Culture and Workforce Development

- a) Set the vision, culture and expected behaviours for the agency's employees
- b) Oversee the agency's operating model, including the organisational structure, workforce capacity and/or workforce capability development
- c) Monitor and prioritise agency resources and outputs, and ensure agency capacity to respond to emerging issues and challenges.
- d) Support workforce development and consider opportunities and initiatives to attract, develop and retain the agency's workforce.
- e) Embody and promote the actions outlined in the agency's Customer Commitment to listen, respond, take action, value feedback, collaborate and respect our customers and clients time.

In 2022-23, the ELT met 12 times.

Note: Following the Department of the Chief Minister and Cabinet's organisational restructure in March 2023, the governance arrangements for the agency were reviewed.

A new Executive Management Group will replace the former ELT in 2023-24.

Executive Leadership Team Membership as at June 2023:

| Members | Role | Position Title |
|---------------------|-------------|----------------------------------------------|
| Frank Daly | Chair | Chief Executive Officer |
| Jean Doherty | Member | Deputy CEO, Strategic and Corporate Services |
| Emma White | Member | Deputy CEO, Policy and Reforms |
| Maree De Lacey | Member | Deputy CEO, Territory Regional Growth |
| Andrew Jones | Member | Chief Parliamentary Counsel |
| Alister Trier | Member | Chairman, Gas Taskforce |
| Jason Schoolmeester | Member | Major Projects Commissioner |
| Dorrelle Anderson | Member | Central Australia Regional Controller |
| Kimberley Mappas | Secretariat | Director, Office of the CEO |

Executive Leadership Membership that ceased during 2022-23:

| Members | Role | Position Title |
|---------------------|--------|--------------------------------------------------------------------------------------------------|
| Kathleen Robinson | Chair | Acting Chief Executive Officer |
| Andrew Cowan | Member | Deputy CEO / Territory Investment Commissioner |
| Cliff Weeks | Member | Assistant Investment Commissioner (Central Australia) |
| Tim McManus | Member | Deputy CEO Strategic and Corporate Services |
| Bridgette Bellenger | Member | Deputy CEO Territory Regional Growth |
| Janet Hanigan | Member | Executive Director Strategic Policy - Social, Economic and Environment |
| Karen Vohland | Member | Senior Executive Director, Corporate Services, Strategic Communications, Engagement and Protocol |
| Jeanette Kerr | Member | Executive Coordinator NT Social Order Response Team |
| Anthony Shelley | Member | Executive Director, Strategic Aboriginal Policy |
| Brendan Blandford | Member | Regional Executive Director, Central Australia |
| Mischa Cartwright | Member | Executive Director, Aboriginal Affairs Strategic Partnerships |
| Robert Csar | Member | Chief Financial Officer |

Audit and Risk Management Committee

CM&C has a joint 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 committee comprises 5 members – two independent of the agencies (one of which is the Chair) and one member from each of CM&C, DTF and OCPE.

The committee met 4 times during 2022-23, with key achievements including:

- Monitoring the implementation of the shared services internal audit plan for 2022-23.
- Monitoring the implementation of recommendations relating to internal and external audit findings.
- Review and endorsement of the shared services risk management framework.
- Review and endorsement of the CM&C gifts and benefits policy and conflicts of interest policy.
- Endorsement of the shared services 2023-24 internal audit plan.

Work Health and Safety Committee

CM&C, OCPE and DTF have a combined Work Health and Safety (WHS) Committee, which is established under shared services arrangements. The Committee provides advice to the Commissioner and CEOs of CM&C and DTF, through the respective agency management boards, on WHS issues to facilitate the health and safety of employees and clients in the workplace.

The Committee met three times during 2022-23.

Records Management

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

External and internal audit

Internal audits and reviews

The agency 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.

During 2022-23, three internal audits and reviews were completed. These include:

| Audit or review | Objective |
|-------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People Matters Survey 2021 performance management systems review | To review the agency's response plan developed as a result of the 2021 People Matter survey outcomes and recommend opportunities for improvement that can be practically implemented to support the continued delivery of identified strategies for each agency. |
| Value for Territory (VFT) annual assurance program for the 2022 calendar year | To assess the agency's compliance with the obligations set out under the Value for Territory assurance program, which arise from the Procurement Act 1995, Procurement Regulations, Procurement Governance Policy and Rules and the Buy Local Plan. |
| Travel compliance audit | To assess the agency's compliance with elements of the NTG Travel Policy Framework, and other relevant policies and guidelines |

During the year, a number of ad-hoc compliance reviews were also completed to assist management with compliance matters and business improvements.

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*. Five external audits and one analytical review were conducted for CM&C.

Audit results are published in the Auditor-General 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* (the Act) combines laws relating to Freedom of Information, privacy, and records. It also establishes the framework by which the department collects and handles personal information.

The department finalised 24 requests for information under section 18 of the Act:

| Type of application | 2022-23 |
|------------------------------------------------------|---------|
| Applications received 1 July 2021 to 30 June 2022 | 21 |
| Applications carried over from previous year | 3 |
| Applications finalised | 24 |
| Applications carried forward into the following year | 3 |

Legislation Administered

The Department of the Chief Minister and Cabinet was responsible for administering the following legislation as at 30 June 2023:

- *Aboriginal Land Act 1978*
- *Annual Leave Act 1981*
- *Assembly Members and Statutory Officers (Remuneration and Other Entitlements) Act 2006*
- *Assembly Members' Remuneration (Basic Salary) Act 2022*
- *Burial and Cremation Act 2022*
- *Correctional Officers Arbitral Tribunal Act 1950*
- *Crown Lands Act 1992 (section 79)*
- *Essential Goods and Services Act 1981*
- *Flag and Emblem Act 1985*
- *Ichthys LNG Project Act 2008*
- *Inquiries Act 1945*
- *Interpretation Act 1978*
- *Jabiru Town Development Repeal Act 2021*
- *Liquor Commission Act 2018*
- *Local Government (Katherine Rates) Act 1999*
- *Local Government Act 2019 (except Chapter 8)*
- *Local Government Grants Commission Act 1986*
- *Long Service Leave Act 1981*
- *Northern Territory Rates Act 1971*
- *Nudity Act 1975*
- *Police Administration Act 1978 (Part III)*
- *Pounds Act 1930*
- *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*
- *Status of Darwin Act 1959*
- *Succession to the Crown (Request) (National Uniform Legislation) Act 2013*
- *Transfer of Powers (Further Provisions) Act 1978*
- *Transfer of Powers (SelfGovernment) Act 1978*
- *Transfer of Powers Act 1978*
- *Treaty Commissioner Act 2020*

Regulations

- *Administrative Arrangements Order 2023*
- *Assembly Members and Statutory Officers (Remuneration and Other Entitlements) Regulations 2009*
- *Burial And Cremation Regulations 2022*
- *Inquiries (Witnesses' Expenses) Regulations 1967*
- *Local Government (Electoral) Regulations 2021*
- *Local Government (General) Regulations 2021*
- *Northern Territory Rates Regulations 1971*
- *Nudity Regulations 1976*
- *Pounds Regulations 2001*
- *Public Holidays Regulations 1984*
- *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 Northern Territory Government policy, the agency self-insures for risk exposures under the categories of property and assets, public liability and indemnities. The department purchased commercial international travel insurance during 2022-23.

Insurance risk categories and mitigation strategies

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

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.



5

Financial
performance

Financial Statements Overview

For the year ended 30 June 2023

Overview

The 2022-23 financial statements for 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 2022-23 and comparative financial information for 2021-22 are reported in four financial statements: the Comprehensive Operating Statement, Balance Sheet, Statement of Changes in Equity and Cash Flow Statement.

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

Budget

The movement in the agency's original 2022-23 budget to the Final Budget is outlined in the table provided in Output Performance Reporting page 11.

Significant variations between the actual outcome compared to the original budget for the 2022-23 financial year are reported in Note 32 of the financial statements. Where comparisons to budget have been made in this overview, it reflects the final budget.

Comprehensive Operating Statement

Table 1: Comprehensive operating statement

| Summary | 2022-23 Final Budget \$M | 2022-23 Actual (a) \$M | 2021-22 Actual (b) \$M | Movement (a-b) \$M |
|-----------------------|--------------------------------|------------------------------|------------------------------|--------------------------|
| Operating Income | 248.3 | 235.3 | 244.9 | (9.6) |
| Operating Expenses | 273.7 | 242.8 | 259.1 | (16.3) |
| Net Surplus/(Deficit) | (25.4) | (7.5) | (14.1) | 6.6 |

Operating Income

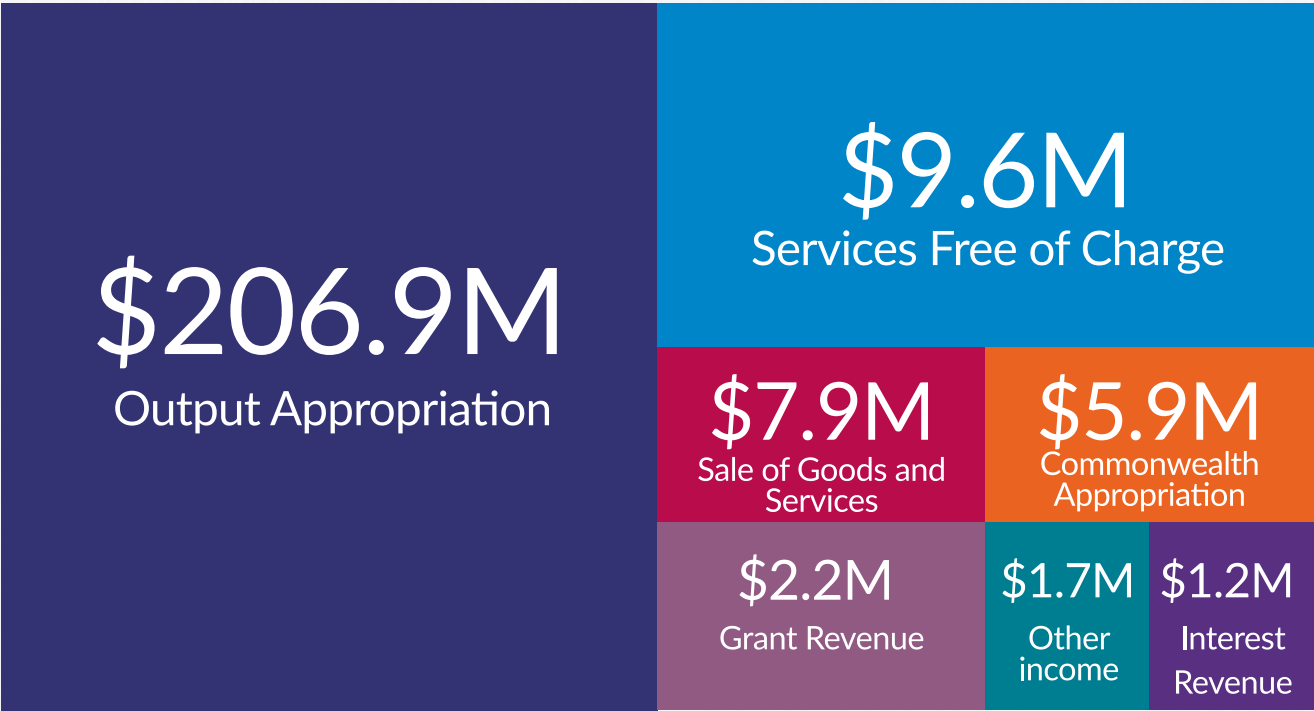
The agency's total income for 2022-23 was \$235.3 million, a decrease of \$9.6 million compared to 2021-22. This decrease in 2022-23 compared to 2021-22 is predominantly due to lower Commonwealth appropriation (\$25.2 million), other income (\$1.34 million) and sale of good and services (\$0.30 million) offset by increase in output appropriation (\$16.1 million), goods and services received free of charge (\$0.61 million) and interest revenue (\$0.42 million).

Decrease in Commonwealth appropriation in 2022-23 mainly reflects funding profile of Darwin City Deal National Partnership Agreement.

Decrease in other income in 2022-23 is mainly due to one off cost recovery for Jabiru Power Station in 2021-22.

Increase in output appropriation is mainly due to funding for the relocation of NT Library to the Education and Community Precinct, anti-social behaviour initiatives and disaster recovery and pandemic leave disaster payments.

Chart 1: 2022-23 Source of income



The agency's primary source of income is output appropriation of \$206.9 million (\$190.8 million in 2021-22), which makes up 87.9 per cent of the total agency income. The agency also received Commonwealth appropriation of \$5.9 million. Sale of goods and services revenue of \$7.9 million is predominantly from rates issued under *NT Rates Act 1971* (\$2.7 million), recoveries from Darwin Waterfront Corporation for expenses incurred on its behalf (\$2.2 million), interpreting services performed by Aboriginal Interpreter Services (\$0.83 million), services provided by Office of the Parliamentary Counsel (\$0.23 million) and training fees charged for capability development programs managed by the Office of the Commissioner for Public Employment (\$0.89 million). Grants revenue of \$2.2 million in 2022-23 predominantly includes funding for Aboriginal Interpreter Services (\$1.5 million) and Jabiru Social Infrastructure program (\$0.3 million). Other income recognised by the agency includes unwinding of concessional discount, return of unspent grants by the local government councils and other cost recovery from entities.

Operating Expenses

Total expenses of \$242.8 million were incurred by the agency in 2022-23; a decrease of \$16.3 million on 2021-22 and \$31.0 million lower than the final budget of \$273.8 million.

Employee Expenditure

Employee expenses increased by 3 per cent or \$2.3 million to \$78.7 million in 2022-23 compared to 2021-22 predominantly due to NTPS bonus payments, cost associated with emergency operational centre response to Northern region flooding disaster recovery event and other one-off payments.

Employee expenses were lower by \$6.1 million compared to the final employee budget for 2022-23.

Administration Expenditure

Total administrative expenses increased by \$7 million in 2022-23 compared to 2021-22 predominantly due to the recognition of doubtful debts, Northern region flooding disaster event and Covid-19 pandemic leave payments.

Administrative expenses of \$55.6 million in 2022-23 were higher than the final budget of \$53.0 million by \$2.6 million mainly due to the recognition of doubtful debts.

Grants Expenditure

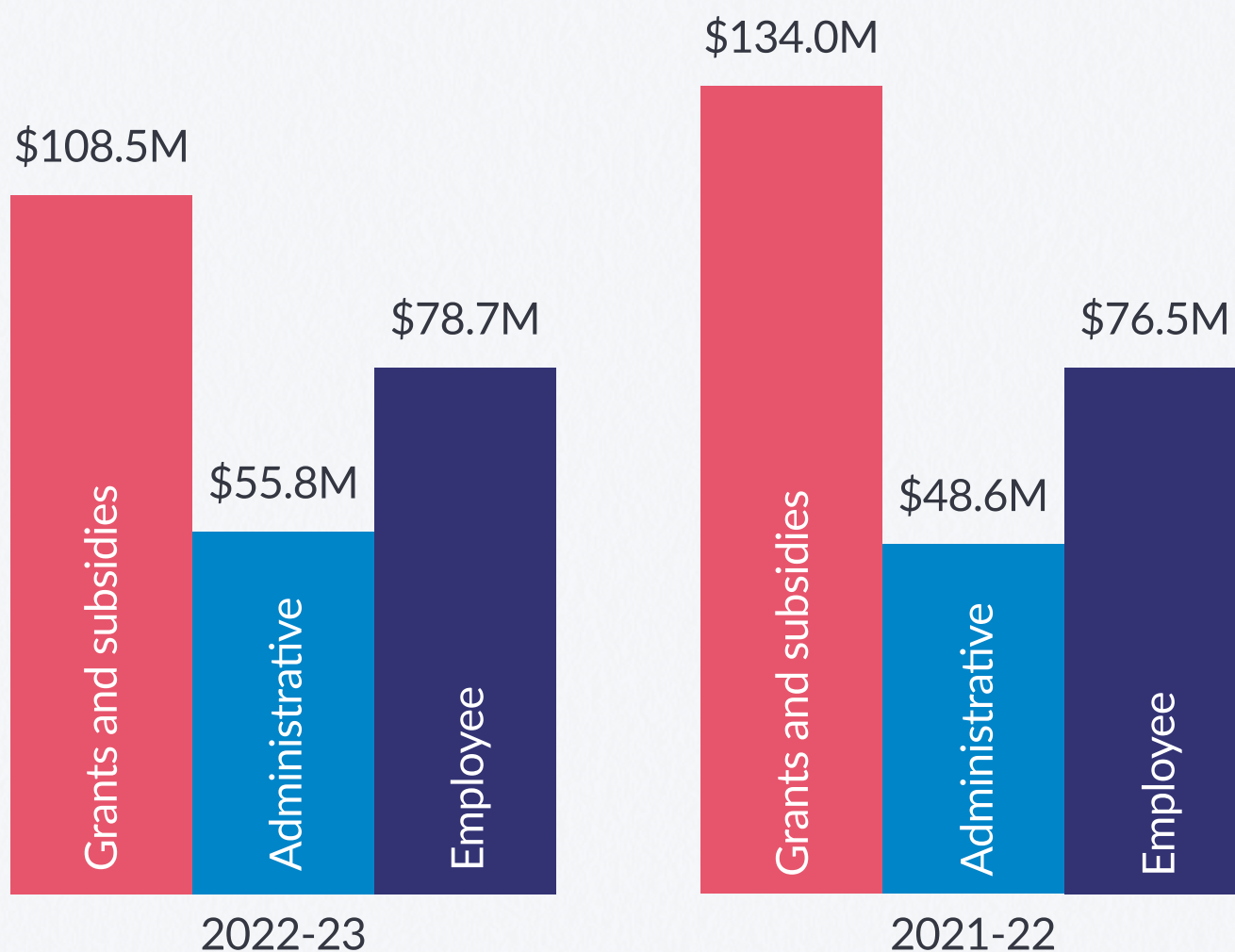
Total grants and subsidies expenses decreased by \$25.5 million to \$108 million in 2022-23 compared to \$134 million in 2021-22.

Current grants and subsidies expenses decreased by \$0.2 million in 2022-23 predominantly due to lower grants for Jabiru and Kakadu Futures program.

Capital grants expenses decreased by \$25.4 million in 2022-23 predominantly due to funding profile of Darwin City Deal National Partnership Agreement.

Current and capital grants of \$108.4 million in 2022-23 were lower than final budget of \$135.9 million by \$27.5 million predominantly due to timing of expenditure for Jabiru and Kakadu Futures program, Jabiru Social Infrastructure Fund, Barkly Regional Deal, Local Jobs Fund program and Disaster Risk Reduction National Partnership.

Chart 2: Expenditure comparison between 2022-23 and 2021-22



Balance Sheet

Table 2: Balance sheet

| Summary | 2022-23 \$M | 2021-22 \$M | Movement \$M |
|-------------|----------------|----------------|-----------------|
| Assets | 126.8 | 93.1 | 33.7 |
| Liabilities | 59.8 | 32.6 | 27.2 |
| Equity | 67.0 | 60.5 | 6.6 |

During 2022-23 the agency's total assets increased by \$33.7 million to \$126.8 million predominantly due to the loan amount received from Northern Australia Infrastructure Facility.

The increase in liabilities of \$27.2 million in 2022-23 from 2021-22 is also predominantly due to loan received from Northern Australia Infrastructure Facility.

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 | 2022-23 \$M | 2021-22 \$M | Movement \$M |
|-------------------|----------------|----------------|-----------------|
| Balance 1 July | 60.5 | 73.0 | (12.5) |
| Accumulated Funds | (7.5) | (14.1) | 6.6 |
| Reserves | 2.0 | (3.1) | 5.1 |
| Capital | 12.0 | 4.7 | 7.3 |
| Balance 30 June | 67.0 | 60.5 | 6.5 |

The agency's total equity is the difference between total assets and total liabilities. For the 2022-23 year equity increased by \$7 million to \$67 million.

Cash Flow Statement

Table 4: Cash flow statement

| Summary | 2022-23 \$M | 2021-22 \$M | Movement \$M |
|-------------------------------|----------------|----------------|-----------------|
| Balance 1 July | 55.5 | 54.3 | 1.2 |
| Receipts | 234.3 | 244.9 | (10.6) |
| Payments | (236.1) | (241.6) | 5.5 |
| Repayment of advances | 1.7 | 0.6 | 1.2 |
| Purchase of Assets | (0.6) | (0.3) | (0.3) |
| Investment in Shares | (3.2) | (5.9) | 2.6 |
| Advances | (9.9) | (0.6) | (9.3) |
| Borrowings | 25.1 | - | 25.1 |
| Equity | 7.3 | 4.2 | 3.1 |
| Cash at End of Financial Year | 74.1 | 55.5 | 18.6 |

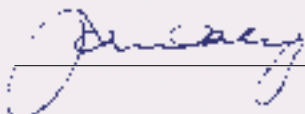
The cash flow statement summary above provides information on the movement of cash during the year and shows an increase in cash balances of \$55.5 million to \$74.1 million in 2022-23.

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 2023 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.



Dr Frank Daly
Chief Executive Officer
28 August 2023



Robert Csar
Chief Financial Officer
28 August 2023

Comprehensive operating statement

For the year ended 30 June 2023

| | Note | 2023 \$'000 | 2022 \$'000 |
|-------------------------------------------------------------------|------|----------------|-----------------|
| INCOME | | | |
| Grants and subsidies revenue | 4 | | |
| Current | | 2 196 | 2 067 |
| Capital | | - | - |
| Appropriation | 5 | | |
| Output | | 206 912 | 190 825 |
| Commonwealth | | 5 900 | 31 108 |
| Sales of goods and services | 6 | 7 873 | 8 175 |
| Interest revenue | | 1 164 | 745 |
| Goods and services received free of charge | 7 | 9 601 | 8 993 |
| Gain on disposal of assets | 8 | - | 11 |
| Other income | 9 | 1 683 | 3 019 |
| TOTAL INCOME | 3 | 235 329 | 244 944 |
| EXPENSES | | | |
| Employee expenses | | 78 735 | 76 462 |
| Administrative expenses | | | |
| Purchases of goods and services | 10 | 42 563 | 35 560 |
| Depreciation and amortisation | 18 | 380 | 351 |
| Other administrative expenses ¹ | 11 | 12 655 | 12 706 |
| Grants and subsidies expenses | | | |
| Current | 12a | 95 232 | 95 407 |
| Capital | 12b | 13 226 | 38 595 |
| TOTAL EXPENSES | 3 | 242 791 | 259 082 |
| NET SURPLUS/(DEFICIT) | | (7 462) | (14 137) |
| OTHER COMPREHENSIVE INCOME | | | |
| Items that will not be reclassified to net surplus/deficit | | | |
| Changes in asset revaluation surplus | | 8 | (112) |
| Changes in investment in shares revaluation | | 2 000 | (3 000) |
| Other | | - | - |
| TOTAL OTHER COMPREHENSIVE INCOME | | 2 008 | (3 112) |
| COMPREHENSIVE RESULT | | (5 454) | (17 249) |

¹ Includes DCDD service charges and DIPL 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 2023

| | Note | 2023 \$'000 | 2022 \$'000 |
|--------------------------------------|------|----------------|----------------|
| ASSETS | | | |
| Current assets | | | |
| Cash and deposits | 14 | 74 117 | 55 531 |
| Receivables | 16 | 1 915 | 3 023 |
| Advances and investments | 17 | 3 631 | 1 480 |
| Total current assets | | 79 663 | 60 034 |
| Non-current assets | | | |
| Advances and investments | 17 | 16 173 | 6 817 |
| Property, plant and equipment | 18 | 30 972 | 26 246 |
| Total non-current assets | | 47 145 | 33 064 |
| TOTAL ASSETS | | 126 808 | 93 098 |
| LIABILITIES | | | |
| Current liabilities | | | |
| Payables | 20 | 11 535 | 13 860 |
| Borrowings and advances | 21 | 68 | - |
| Provisions | 22 | 9 912 | 9 435 |
| Other liabilities | 23 | 13 244 | 9 319 |
| Total current liabilities | | 34 759 | 32 614 |
| Non-current liabilities | | | |
| Borrowings and advances | 21 | 25 000 | - |
| Provisions | 22 | - | - |
| Other liabilities | 23 | - | - |
| Total non-current liabilities | | 25 000 | - |
| TOTAL LIABILITIES | | 59 759 | 32 614 |
| NET ASSETS | | 67 048 | 60 484 |
| EQUITY | | | |
| Capital | | 101 765 | 89 747 |
| Reserves | 25 | 10 529 | 8 521 |
| Accumulated funds | | (45 246) | (37 784) |
| TOTAL EQUITY | | 67 048 | 60 484 |

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 2023

| | Note | Equity at 1 July \$000 | Comprehensive result \$000 | Transactions with owners in their capacity as owners \$000 | Equity at 30 June \$000 |
|----------------------------------------------|------|------------------------------|----------------------------------|---------------------------------------------------------------------|-------------------------------|
| 2022-23 | | | | | |
| Accumulated funds | | (40 589) | (7 462) | - | (48 051) |
| Changes in accounting policy | | - | - | - | - |
| Correction of prior period errors | | - | - | - | - |
| Transfers from reserves | | - | - | - | - |
| Other | | 2 806 | - | - | 2 806 |
| | | (37 784) | (7 462) | - | (45 246) |
| Reserves | 25 | 8 521 | 2 008 | - | 10 529 |
| Capital – transactions with owners | | | | | |
| Equity injections | | | | | |
| Capital appropriation | | 44 346 | - | - | 44 346 |
| Equity transfers in | | 29 234 | - | 4 704 | 33 938 |
| Other equity injections | | 71 675 | - | 13 800 | 85 475 |
| Equity withdrawals | | | | | |
| Capital withdrawal | | (41 727) | - | (6 486) | (48 213) |
| Equity transfers out | | (13 780) | - | - | (13 780) |
| | | 89 747 | - | 12 018 | 101 765 |
| Total equity at end of financial year | | 60 484 | (5 454) | 12 018 | 67 048 |
| 2021-22 | | | | | |
| Accumulated funds | | (26 452) | (14 137) | - | (40 589) |
| Changes in accounting policy | | - | - | - | - |
| Correction of prior period errors | | - | - | - | - |
| Transfers from reserves | | - | - | - | - |
| Other | | 2 806 | - | - | 2 806 |
| | | (23 646) | (14 137) | - | (37 784) |
| Reserves | 25 | 11 633 | (3 112) | - | 8 521 |
| Capital – transactions with owners | | | | | |
| Equity injections | | | | | |
| Capital appropriation | | 43 404 | - | 942 | 44 346 |
| Equity transfers in | | 28 733 | - | 500 | 29 234 |
| Other equity injections | | 65 315 | - | 6 360 | 71 675 |
| Equity withdrawals | | | | | |
| Capital withdrawal | | (38 660) | - | (3 067) | (41 727) |
| Equity transfers out | | (13 780) | - | - | (13 780) |
| | | 85 012 | - | 4 735 | 89 747 |
| Total equity at end of financial year | | 72 998 | (17 249) | 4 735 | 60 484 |

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 2023

| | Note | 2023 \$000 | 2022 \$000 |
|-----------------------------------------------------|------|-----------------|----------------|
| CASH FLOWS FROM OPERATING ACTIVITIES | | | |
| Operating receipts | | | |
| Grants and subsidies received | | | |
| Current | | 2 196 | 2 067 |
| Appropriation | | | |
| Output | | 206 912 | 190 825 |
| Commonwealth | | 10 108 | 31 506 |
| Receipts from sales of goods and services | | 14 736 | 20 317 |
| Interest received | | 355 | 187 |
| Total operating receipts | | 234 307 | 244 903 |
| Operating payments | | | |
| Payments to employees | | 77 915 | 75 987 |
| Payments for goods and services | | 45 461 | 40 120 |
| Grants and subsidies paid | | | |
| Current | | 99 531 | 86 939 |
| Capital | | 13 226 | 38 595 |
| Total operating payments | | 236 134 | 241 642 |
| Net cash from/(used in) operating activities | 15 | (1 827) | 3 261 |
| CASH FLOWS FROM INVESTING ACTIVITIES | | | |
| Investing receipts | | | |
| Proceeds from asset sales | 8 | - | 11 |
| Repayment of advances | | 1 741 | 560 |
| Total investing receipts | | 1 741 | 572 |
| Investing payments | | | |
| Purchases of assets | | 592 | 343 |
| Investment in shares | | 3 200 | 5 893 |
| Advances and investing payments | | 9 918 | 632 |
| Total investing payments | | 13 710 | 6 869 |
| Net cash from/(used in) investing activities | | (11 969) | (6 297) |
| CASH FLOWS FROM FINANCING ACTIVITIES | | | |
| Financing receipts | | | |
| Proceeds from Borrowings | | 25 068 | - |
| Equity injections | | | |
| Capital appropriation | | - | 942 |
| Commonwealth appropriation | | - | - |
| Other equity injections | | 13 800 | 6 360 |
| Total financing receipts | | 38 868 | 7 302 |
| Financing payments | | | |
| Equity withdrawals | | 6 486 | 3 067 |
| Total financing payments | | 6 486 | 3 067 |
| Net cash from/(used in) financing activities | | 32 382 | 4 235 |
| Net increase/(decrease) in cash held | | 18 586 | 1 198 |
| Cash at beginning of financial year | | 55 531 | 54 332 |
| CASH AT END OF FINANCIAL YEAR | 14 | 74 117 | 55 531 |

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

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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 2022-23 included the following:

- Creating jobs and growing the economy
- Unlocking the opportunities for Aboriginal Territorians
- Strengthening the regions
- Strong and resilient communities
- Strong leadership with integrity
- 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 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.

a) Machinery of government changes

Transfers in

Details of transfer: Liquor Commission transferred from the Department of Industry, Tourism and Trade

Basis of transfer: Administrative Arrangements Order 2 March 2023

Date of transfer: Effective from 1 July 2022

The assets and liabilities transferred as a result of this change were as follows:

| Assets | \$000 |
|--------------------------|-------------|
| Other assets | - |
| Total Assets | - |
| Liabilities | |
| Payables | 20 |
| Provisions | 57 |
| Other liabilities | 9 |
| Total Liabilities | 86 |
| Net assets | (86) |

Statement of significant accounting policies

a) Statement of compliance

The financial statements have been prepared in accordance with the requirements of the *Financial Management Act 1995* and related Treasurer's Directions. 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:

1. a certification of the financial statements
2. a comprehensive operating statement
3. a balance sheet
4. a statement of changes in equity
5. a cash flow statement and
6. applicable explanatory notes to the financial statements.

b) Basis of accounting

The financial statements have been prepared using the accrual basis of accounting, which recognises the effect of financial transactions and events when they occur, rather than when cash is paid out or received. As part of the preparation of the financial statements, all intra-agency transactions and balances have been eliminated.

Except where stated, the financial statements have also been prepared in accordance with the historical cost convention.

The form of the agency financial statements is also consistent with the requirements of Australian accounting standards. The effects of all relevant new and revised standards and interpretations issued by the Australian Accounting Standards Board (AASB) that are effective for the current annual reporting period have been evaluated.

Standards and interpretations effective from 2022-23 financial year

Several amending standards and AASB interpretations have been issued that apply to the current reporting periods, 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 2022-23 financial year.

On the date of authorisation of the financial statements, the following standard was issued but not yet effective. This accounting standard has not been adopted early for 2022-23.

AASB 2022-10 Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial assets of Not-for-Profit Public Sector Entities

This standard amends the application of AASB 13 Fair Value Measurement to non-financial assets of not-for-profit public sector entities not held primarily to generate cash inflows. It applies prospectively to annual periods beginning on or after 1 January 2024, with earlier application permitted.

This revised standard provides clarification and further guidance on the current requirements for measuring non-financial assets including:

- when an asset's use is considered 'financially feasible'
- application of the cost approach in measurement of an asset's fair value
- costs to be included in the calculation of replacement cost
- indicators of economic obsolescence.

This standard is not expected to have a material impact on the financial statements when first adopted for the year ending 30 June 2025.

Several other amending standards and AASB interpretations have been issued that apply to future reporting periods but are considered to have limited impact on public sector reporting.

c) Reporting entity

The financial statements cover the Department as an individual reporting entity.

The Department of the Chief Minister and Cabinet ("the Department") is a Northern Territory department established under the *Interpretation Act 1978 and Administrative Arrangements Order*.

The principal place of business of the department is:

NT House, 22 Mitchell Street, Darwin NT 0800

d) 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 below.

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 31 – Schedule of administered Territory items.

e) Comparatives

Where necessary, comparative information for the 2021-22 financial year has been reclassified to provide consistency with current year disclosures.

f) 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.

g) Changes in accounting policies

There have been no changes to accounting policies adopted in 2022-23 financial year as a result of management decisions.

h) Accounting judgments and estimates

The preparation of the financial report requires the making of judgments and estimates that affect the recognised amounts of assets, liabilities, revenues and expenses and the disclosure of contingent liabilities. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis for making judgments about the carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

Judgments and estimates that have significant effects on the financial statements are disclosed in the relevant notes to the financial statements.

i) Goods and services tax

Income, expenses and assets are recognised net of the amount of goods and services tax (GST), except where the amount of GST incurred on a purchase of goods and services is not recoverable from the Australian Taxation Office (ATO). In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated with the amount of GST included. The net amount of GST recoverable from, or payable to, the ATO is included as part of receivables or payables in the balance sheet.

Cash flows are included in the cash flow statement on a gross basis. The GST components of cash flows arising from investing and financing activities, which are recoverable from, or payable to, the ATO are classified as operating cash flows. Commitments and contingencies are disclosed net of the amount of GST recoverable or payable unless otherwise specified. Gross GST recoverable on commitments is disclosed separately in the commitments note.

j) 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 | | Territory Regional Growth | | Investment Territory | | Darwin Waterfront Corporation | |
|------|------------------------------------------------------------|-------------------------|--------------|---------------------------|----------------|----------------------|-----------------|-------------------------------|---------------|
| | | 2023 \$'000 | 2022 \$'000 | 2023 \$'000 | 2022 \$'000 | 2023 \$'000 | 2022 \$'000 | 2023 \$'000 | 2022 \$'000 |
| | INCOME | | | | | | | | |
| 4 | Grants and subsidies revenue | | | | | | | | |
| | Current | 143 | - | 1 951 | 1 834 | - | - | - | - |
| 5 | Appropriation | | | | | | | | |
| | Output ¹ | 14 068 | 6 045 | 104 011 | 100 895 | 23 557 | 21 586 | 22 047 | 21 327 |
| | Commonwealth ² | 528 | - | 5 372 | 30 505 | - | - | - | - |
| 6 | Sales of goods and services | 21 | - | 4 035 | 4 517 | - | - | - | - |
| | Interest revenue | - | - | 592 | 558 | 571 | 187 | - | - |
| 7 | Goods and services received free of charge | - | - | - | - | - | - | - | - |
| 8 | Gain on disposal of assets | - | - | - | - | - | - | - | - |
| 9 | Other income | 366 | 24 | 466 | 1 099 | 614 | 1 581 | - | - |
| | TOTAL INCOME | 15 125 | 6 069 | 116 427 | 139 409 | 24 743 | 23 354 | 22 047 | 21 327 |
| | EXPENSES | | | | | | | | |
| | Employee expenses ³ | 8 342 | 4 617 | 25 053 | 24 728 | 8 872 | 10 468 | - | - |
| | Administrative expenses | | | | | | | | |
| 10 | Purchases of goods and services ⁴ | 3 333 | 779 | 16 684 | 10 654 | 11 113 | 12 180 | - | - |
| 18 | Depreciation and amortisation | - | - | 11 | 70 | - | - | - | - |
| 11 | Other administrative expenses ⁵ | 68 | - | 592 | 758 | 2 261 | 2 918 | - | - |
| | Grants and subsidies expenses | | | | | | | | |
| 12a | Current ⁶ | 2 681 | 1 527 | 68 517 | 71 213 | 5 651 | 2 528 | 18 351 | 18 252 |
| 12b | Capital ⁷ | - | - | 9 500 | 27 300 | - | 7 904 | 3 726 | 3 391 |
| | TOTAL EXPENSES | 14 424 | 6 924 | 120 357 | 134 724 | 27 897 | 35 997 | 22 077 | 21 643 |
| | NET (DEFICIT)/SURPLUS | 701 | (855) | (3 929) | 4 685 | (3 154) | (12 643) | (30) | (316) |
| | OTHER COMPREHENSIVE INCOME | | | | | | | | |
| | Items that will not be reclassified to net surplus/deficit | | | | | | | | |
| 25 | Changes in asset revaluation surplus | - | - | 8 | (112) | - | - | - | - |
| 25 | Changes in investment in shares revaluation | - | - | - | - | 2 000 | (3 000) | - | - |
| | Other | - | - | - | - | - | - | - | - |
| | TOTAL OTHER COMPREHENSIVE INCOME | - | - | 8 | (112) | 2 000 | (3 000) | - | - |
| | COMPREHENSIVE RESULT | 701 | (855) | (3 921) | 4 573 | (1 154) | (15 643) | (30) | (316) |

| Note | Government Support | | | Office of the Commissioner for Public Employment | | | Corporate and Shared Services | | | Total | |
|------------------------------------------------------------|--------------------|----------------|--------------|--------------------------------------------------|--------------|--------------|-------------------------------|----------------|----------------|----------------|-----------------|
| | 2023 \$'000 | 2022 \$'000 | | 2023 \$'000 | 2022 \$'000 | | 2023 \$'000 | 2022 \$'000 | | 2023 \$'000 | 2022 \$'000 |
| INCOME | | | | | | | | | | | |
| Grants and subsidies revenue | | | | | | | | | | | |
| Current | 102 | 233 | - | - | - | - | - | - | - | 2 196 | 2 067 |
| Appropriation | | | | | | | | | | | |
| Output ¹ | 30 795 | 30 548 | 5 355 | 5 400 | 5 400 | 5 400 | 7 079 | 5 024 | 5 024 | 206 912 | 190 825 |
| Commonwealth ² | - | 603 | - | - | - | - | - | - | - | 5 900 | 31 108 |
| Sales of goods and services | 260 | 591 | 1 351 | 1 178 | 1 178 | 1 178 | 2 207 | 1 888 | 1 888 | 7 873 | 8 175 |
| Interest revenue | - | - | - | - | - | - | 9 601 | 8 993 | 8 993 | 1 164 | 745 |
| Goods and services received free of charge | - | - | - | - | - | - | - | - | - | 9 601 | 8 993 |
| Gain on disposal of assets | - | 11 | - | - | - | - | - | - | - | - | 11 |
| Other income | 150 | 234 | 57 | 51 | 51 | 51 | 30 | 30 | 30 | 1 683 | 3 019 |
| TOTAL INCOME | 31 307 | 32 220 | 6 763 | 6 629 | 6 629 | 6 629 | 18 916 | 15 936 | 15 936 | 235 329 | 244 944 |
| EXPENSES | | | | | | | | | | | |
| Employee expenses ³ | 23 943 | 25 129 | 4 986 | 4 889 | 4 889 | 4 889 | 7 538 | 6 630 | 6 630 | 78 735 | 76 462 |
| Administrative expenses | | | | | | | | | | | |
| Purchases of goods and services ⁴ | 8 281 | 9 201 | 1 315 | 1 250 | 1 250 | 1 250 | 1 837 | 1 495 | 1 495 | 42 563 | 35 560 |
| Depreciation and amortisation | 302 | 244 | 1 | 1 | 1 | 1 | 65 | 60 | 60 | 380 | 351 |
| Other administrative expenses ⁵ | 22 | 12 | - | - | - | - | 9 711 | 8 995 | 8 995 | 12 655 | 12 706 |
| Grants and subsidies expenses | | | | | | | | | | | |
| Current ⁶ | 30 | 1 881 | 3 | 6 | 6 | 6 | - | - | - | 95 232 | 95 407 |
| Capital ⁷ | - | - | - | - | - | - | - | - | - | 13 226 | 38 595 |
| TOTAL EXPENSES | 32 579 | 36 467 | 6 305 | 6 146 | 6 146 | 6 146 | 19 152 | 17 181 | 17 181 | 242 791 | 259 082 |
| NET (DEFICIT)/SURPLUS | (1 272) | (4 247) | 458 | 483 | 483 | 483 | (235) | (1 245) | (1 245) | (7 462) | (14 137) |
| OTHER COMPREHENSIVE INCOME | | | | | | | | | | | |
| Items that will not be reclassified to net surplus/deficit | | | | | | | | | | | |
| Changes in asset revaluation surplus | - | - | - | - | - | - | - | - | - | 8 | (112) |
| Changes in investment in shares revaluation | - | - | - | - | - | - | - | - | - | 2 000 | (3 000) |
| Other | - | - | - | - | - | - | - | - | - | - | - |
| TOTAL OTHER COMPREHENSIVE INCOME | - | - | - | - | - | - | - | - | - | 2 008 | (3 112) |
| COMPREHENSIVE RESULT | (1 272) | (4 247) | 458 | 483 | 483 | 483 | (235) | (1 245) | (1 245) | (5 454) | (17 249) |

1. Increase mainly due to funding for the relocation of NT Library to the Education and Community Precinct, anti-social behaviour initiatives, disaster recovery and pandemic leave disaster payments and internal restructure mainly reflected in Territory Regional Growth output group and Advice and Coordination output group.
2. Decrease in Territory Regional Growth output mainly reflects funding profile of Darwin City Deal Commonwealth National Partnership Agreement.
3. Increase in Advice and Coordination output mainly a result of internal restructure from the Territory Regional Growth output to the Advice and Coordination output.
4. Increase in Advice and Coordination output mainly relates to COVID-19 related expenses such as pandemic leave payments and increase in Territory Regional Growth output relates to Northern region flooding disaster recovery event.
5. Decrease in Investment Territory output mainly reflects doubtful debts.
6. Increase in Investment Territory output reflects timing of expenditure for manufacturing studies and re-profiling of advanced manufacturing grants.
7. Decrease in Territory Regional Growth output mainly reflects funding profile of Darwin City Deal Commonwealth National Partnership Agreement and decrease in Investment Territory output mainly reflects the funding profile of Local Jobs Fund.

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. Note 3 disaggregates revenue and expenses that enable delivery of services by output group which form part of the balances of the agency.

Income

Income encompasses both revenue and gains.

Income is recognised at the fair value of the consideration received, exclusive of the amount of GST. Exchanges of goods or services of the same nature and value without any cash consideration being exchanged are not recognised as income.

4. Grants and subsidies revenue

| | 2023 | | | 2022 | | |
|-------------------------------------------|---------------------------------------|------------|--------------|---------------------------------------|------------|--------------|
| | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 |
| | Revenue from contracts with customers | Other | Total | Revenue from contracts with customers | Other | Total |
| Current grants | 2 094 | 102 | 2 196 | 1 615 | 452 | 2 067 |
| Capital grants | - | - | - | - | - | - |
| Total grants and subsidies revenue | 2 094 | 102 | 2 196 | 1 615 | 452 | 2 067 |

Grants revenue is recognised at fair value exclusive of the amount of GST.

Where a grant agreement is enforceable and has sufficiently specific performance obligations for the agency to transfer goods or services to the grantor or a third party beneficiary, the transaction is accounted for under AASB 15. In this case, revenue is initially deferred as a contract liability 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 2022-23 and 2021-22 reporting periods, 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 income is recognised on receipt of funding except for capital grants revenue received for the purchase or construction of non-financial assets to be controlled by the agency. Capital grants with enforceable contracts and sufficiently specific obligations are recognised as an unearned revenue liability 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.

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.

Grant agreements that satisfy recognition requirements under AASB 15 are disaggregated below.

| | 2023 | 2022 |
|----------------------------------------------------|--------------|--------------|
| | \$000 | \$000 |
| Type of good and service: | | |
| Service delivery | 2 094 | 1 615 |
| Total revenue from contracts with customers | 2 094 | 1 615 |
| Type of customer: | | |
| Commonwealth Government | 1 794 | 1 365 |
| Non-government entities | 300 | 250 |
| Total revenue from contracts with customers | 2 094 | 1 615 |
| Timing of transfer of goods and services: | | |
| Overtime | 2 094 | 1 615 |
| Point in time | - | - |
| Total revenue from contracts with customers | 2 094 | 1 615 |

5. Appropriation

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

| | 2023 | | | 2022 | | |
|-------------------------------------------------------|---------------------------------------|----------------|----------------|---------------------------------------|----------------|----------------|
| | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 |
| | Revenue from contracts with customers | Other | Total | Revenue from contracts with customers | Other | Total |
| Output | - | 206 912 | 206 912 | - | 190 825 | 190 825 |
| Commonwealth | 5 900 | - | 5 900 | 31 108 | - | 31 108 |
| Total appropriation in the operating statement | 5 900 | 206 912 | 212 812 | 31 108 | 190 825 | 221 933 |

Appropriation recorded in the cashflow statement includes capital appropriation and commonwealth capital appropriation received for the delivery of assets to be retained by the agency.

| | 2023 | | | 2022 | | |
|------------------------------------------------------|---------------------------------------|----------|----------|---------------------------------------|------------|------------|
| | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 |
| | Revenue from contracts with customers | Other | Total | Revenue from contracts with customers | Other | Total |
| Capital | - | - | - | - | 942 | 942 |
| Commonwealth | - | - | - | - | - | - |
| Total appropriation in the cashflow statement | - | - | - | - | 942 | 942 |

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.

Where appropriation received has an enforceable contract with sufficiently specific performance obligations as defined in AASB 15, 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.

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.

| | 2023 \$000 | 2022 \$000 |
|----------------------------------------------------|---------------|---------------|
| Type of good and service: | | |
| Service delivery | 5 900 | 31 108 |
| Total revenue from contracts with customers | 5 900 | 31 108 |
| Type of customer: | | |
| Commonwealth Government | 5 900 | 31 108 |
| Total revenue from contracts with customers | 5 900 | 31 108 |
| Timing of transfer of goods and services: | | |
| Overtime | 5 900 | 3 808 |
| Point in time | - | 27 300 |
| Total revenue from contracts with customers | 5 900 | 31 108 |

a) 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 (2022-2023) Act 2022* with revised appropriations as reported in *2023-24 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 32 *Budgetary information* for detailed information on variations to the agency's actual outcome compared to budget for revenue and expenses.

| | Original 2022-23 budget appropriation ^(a) | Revised 2022-23 budget appropriation | Change to budget appropriation | | Final 2022-23 budget appropriation | Change to budget appropriation | |
|--------------------------------|---------------------------------------------------------------|-----------------------------------------------|--------------------------------------|------|---------------------------------------------|--------------------------------------|------|
| | (a) | (b) | (b-a) | Note | (d) | (d-b) | Note |
| | \$000 | \$000 | \$000 | | \$000 | \$000 | |
| Output | 186 520 | 199 242 | 12 722 | 1 | 206 912 | 7 670 | 2 |
| Commonwealth | 4 806 | 16 083 | 11 277 | 3 | 16 083 | - | |
| Total appropriation | 191 326 | 215 325 | 23 999 | | 222 995 | 7 670 | |

^(a) Figures have been backcast to reflect Administrative Arrangement Order of 2 March 2023 transferring Liquor Commission from Department of Industry, Tourism and Trade to Department of the Chief Minister and Cabinet

1. Increase mainly reflects funding for relocation of the NT Library to the Education and Community Precinct, anti-social behaviour initiatives and Gas Taskforce forward works plan.
2. Increase mainly reflects cost associated with emergency operational centre response to Northern region flooding disaster recovery event and pandemic leave disaster payments.
3. Increase mainly reflects Remote Store Licensing in the NT and Disaster Risk Reduction.

Output and capital appropriations reflect funding as a direct result of government-approved decisions, with actual funding received by the Department of 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 receipted by the Department and reported in these financial statements may vary from the budgeted amounts reported in this table.

6. Sales of goods and services

| | 2023 | | | 2022 | | |
|------------------------------------------|---------------------------------------|--------------|--------------|---------------------------------------|--------------|--------------|
| | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 |
| | Revenue from contracts with customers | Other | Total | Revenue from contracts with customers | Other | Total |
| Other goods and services revenue | 34 | 7 839 | 7 873 | - | 8 175 | 8 175 |
| Total sales of goods and services | 34 | 7 839 | 7 873 | - | 8 175 | 8 175 |

Other goods and services revenue

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 Aboriginal interpreting services, 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 interpreting service is provided or when the specific training is delivered on the specific date or when gazette/instrument notification is issued.

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.

| | 2023 | 2022 |
|----------------------------------------------------|-----------|----------|
| | \$000 | \$000 |
| Type of good and service: | | |
| Service delivery | 34 | - |
| Total revenue from contracts with customers | 34 | - |
| Type of customer: | | |
| Non-government entities | 34 | - |
| Total revenue from contracts with customers | 34 | - |
| Timing of transfer of goods and services: | | |
| Overtime | 34 | - |
| Point in time | - | - |
| Total revenue from contracts with customers | 34 | - |

7. Goods and services received free of charge

| | 2023 \$000 | 2022 \$000 |
|---------------------------------------------------------|---------------|---------------|
| Corporate and information services ¹ | 9 257 | 8 577 |
| Repairs and maintenance ² | 344 | 417 |
| Total goods and services received free of charge | 9 601 | 8 993 |

¹DCDD service charges

²DIPL 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 in the Department of Infrastructure, Planning and Logistics 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. Gain on disposal of assets

| | 2023 \$000 | 2022 \$000 |
|------------------------------------------------------|---------------|---------------|
| Net proceeds from the disposal of non-current assets | - | 11 |
| Less: Carrying value of non-current assets disposed | - | - |
| Gain on the disposal of non-current assets | - | 11 |
| Proceeds from sale of minor assets | - | - |
| Total gain on disposal of assets | - | 11 |

9. Other income

| | 2023 | | | 2022 | | |
|---------------------------|---------------------------------------|--------------|--------------|---------------------------------------|--------------|--------------|
| | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 |
| | Revenue from contracts with customers | Other | Total | Revenue from contracts with customers | Other | Total |
| Miscellaneous revenue | - | 1 683 | 1 683 | - | 3 019 | 3 019 |
| Total other income | - | 1 683 | 1 683 | - | 3 019 | 3 019 |

Miscellaneous revenue

Miscellaneous revenue mainly includes unwinding of concessional discount on concessional loans and cost recovery arrangements.

10. Purchases of goods and services

| | 2023 | 2022 |
|--------------------------------------------------------------------------------------|---------------|---------------|
| | \$000 | \$000 |
| The net surplus/(deficit) has been arrived at after charging the following expenses: | | |
| Goods and services expenses: | | |
| Consultants ¹ | 9 103 | 5 405 |
| Advertising ² | - | 71 |
| Marketing and promotion ³ | 3 125 | 3 013 |
| Document production | 281 | 95 |
| Legal expenses ⁴ | 1 632 | 2 263 |
| Recruitment ⁵ | 516 | 304 |
| Training and study | 550 | 337 |
| Official duty fares | 1 896 | 1 131 |
| Travelling allowance | 401 | 274 |
| Property Management | 4 626 | 3 108 |
| Information technology charges and communications | 3 700 | 3 610 |
| Motor vehicle expenses | 1 192 | 1 103 |
| Agent service arrangements ⁶ | 10 385 | 9 924 |
| Other | 5 156 | 4 921 |
| Total purchases of goods and services | 42 563 | 35 560 |

1 Includes marketing, promotion and IT consultants.

2 Does not include recruitment related advertising or advertising for marketing and promotion.

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

4 Includes legal fees, claim and settlement costs.

5 Includes recruitment related advertising costs.

6 Contract arrangements with external entities

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

| | 2023 \$000 | 2022 \$000 |
|-------------------------------------------------|---------------|---------------|
| Doubtful debt expense | 2 853 | 3 476 |
| Write-offs and losses | 2 | 202 |
| Assets written-down | 199 | 35 |
| Corporate and information services ¹ | 9 257 | 8 577 |
| Repairs and maintenance ² | 344 | 417 |
| Total other administrative expenses | 12 655 | 12 706 |

¹DCDD service charges

²DIPL repairs & maintenance service charges

12. Grant and subsidies expenses

a) Current grant and subsidy expense

| | 2023 \$000 | 2022 \$000 |
|------------------------------------------------|---------------|---------------|
| Current grant | | |
| Local government | 58 100 | 55 579 |
| Private and not-for-profit sector | 14 039 | 16 897 |
| Other sectors of government | 19 053 | 18 613 |
| Other | 1 074 | 1 302 |
| Total current grants | 92 265 | 92 391 |
| Subsidy | | |
| Private and not-for-profit sector | 2 967 | 3 016 |
| Total subsidy | 2 967 | 3 016 |
| Total current grant and subsidy expense | 95 232 | 95 407 |

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 expense largely comprise of local government grants programs, grant payment to Darwin Waterfront Corporation, peak bodies funding and community support grants program.

Subsidies are payments aimed at reducing all or part of the costs of an activity. They include payments made to Energy Resources of Australia to assist with the costs associated with the provision of electricity to the township of Jabiru. They also include payments to Inpex for cost recovery of their port calls.

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.

b) Capital grant expense

| | 2023 | 2022 |
|------------------------------------|---------------|---------------|
| | \$000 | \$000 |
| Local government | 2 604 | - |
| Private and not-for-profit sector | - | 7 904 |
| Other sectors of government | 3 726 | 3 391 |
| Other | 6 897 | 27 300 |
| Total capital grant expense | 13 226 | 38 595 |

Capital grant expenses are transfers made to a recipient for the purpose of acquiring or constructing a new physical asset or upgrading an existing physical asset, for which no economic benefits of equal value are receivable in return. It also includes the transfer of existing agency assets to another entity for which no economic benefits of equal value are receivable in return. Capital grant expenses largely comprise of payments to Charles Darwin University, Darwin Waterfront Corporation and local government councils.

Capital grant expenses are recognised in the reporting period in which they are paid or payable, exclusive of the amount of GST. Where an existing agency asset is transferred to a recipient, the transaction is recognised when the agency transfers control of asset to the recipient.

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.

| Authorised under the <i>Financial Management Act 1995</i> <i>Write-offs, postponements and waivers approved by the Treasurer</i> | Agency | | | |
|-------------------------------------------------------------------------------------------------------------------------------------|---------------|------------------|---------------|------------------|
| | 2023 \$000 | No. of trans. | 2022 \$000 | No. of trans. |
| Write-offs, postponements and waivers due to COVID-19 | - | - | - | - |
| Irrecoverable amounts payable to the Territory or an agency written off | - | - | - | - |
| Losses or deficiencies of money written off | - | - | - | - |
| Value of public property written off | - | - | - | - |
| Postponement of right to receive or recover money or property | - | - | - | - |
| Waiver of right to receive or recover money or property | - | - | 200 | 1 |
| Total write-offs, postponements and waivers approved by the Treasurer | - | - | 200 | 1 |
| Write-offs, postponements and waivers approved by delegates | | | | |
| Irrecoverable amounts payable to the Territory or an agency written off | 2 | 2 | 2 | 3 |
| Losses or deficiencies of money written off | - | 1 | - | - |
| Value of public property written off | - | 1 | - | 13 |
| Postponement of right to receive or recover money or property | - | - | - | - |
| Waiver of right to receive or recover money or property | - | - | - | - |
| Total write-offs, postponements and waivers approved by delegates | 2 | 4 | 2 | 16 |
| Gifts approved by the Treasurer | - | 1 | - | - |
| Gifts approved by delegate | 7 | 35 | 6 | 12 |
| Total gifts | 7 | 36 | 6 | 12 |
| Ex gratia payments | - | - | - | - |
| Total authorised under the <i>Financial Management Act 1995</i> | 9 | 40 | 208 | 29 |
| Authorised under other legislation | | | | |
| Write-offs, postponements and waivers | - | - | - | - |
| Gifts | - | - | - | - |
| Total authorised under other legislation | - | - | - | - |

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 circumstance 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

| | 2023 | 2022 |
|--------------------------------|---------------|---------------|
| | \$000 | \$000 |
| Cash at bank | 74 117 | 55 531 |
| Total cash and deposits | 74 117 | 55 531 |

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 \$74.117 million recorded in the balance sheet is consistent with that recorded as 'Cash' in the cash flow statement.

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

| | 2023 \$000 | 2022 \$000 |
|--------------------------------------------------------|----------------|-----------------|
| Net surplus/deficit | (7 462) | (14 137) |
| Non-cash items: | | |
| Depreciation and amortisation | 380 | 351 |
| Asset write-offs/write-downs | 199 | 235 |
| Impairment of advances | 2 853 | 3 476 |
| Interest on advances | (809) | (558) |
| Net discount on concessional loans | (173) | (223) |
| (Gain)/loss on disposal of assets | - | (11) |
| Changes in assets and liabilities: | | |
| Decrease/(increase) in receivables | 969 | (768) |
| Decrease/(increase) in prepayments | 139 | (122) |
| (Decrease)/increase in payables | (2 325) | 8 513 |
| (Decrease)/increase in provision for employee benefits | 298 | 305 |
| (Decrease)/increase in other provisions | 180 | 117 |
| (Decrease)/increase in other deferred income | 3 925 | 6 083 |
| Net cash from/(used in) operating activities | (1 827) | 3 261 |

b) Reconciliation of liabilities arising from financing activities

| 2023 | Cash flows | | | |
|--------------|------------|--------------------|------------------|---------------|
| | 1 July | Loans and advances | Total cash flows | 30 June |
| | \$000 | \$000 | \$000 | \$000 |
| Loan | - | 25 068 | 25 068 | 25 068 |
| Total | - | 25 068 | 25 068 | 25 068 |

| 2022 | Cash flows | | | |
|--------------|------------|--------------------|------------------|---------|
| | 1 July | Loans and advances | Total cash flows | 30 June |
| | \$000 | \$000 | \$000 | \$000 |
| Loan | - | - | - | - |
| Total | - | - | - | - |

c) Non-cash financing and investing activities

During the year, interest amounting \$0.809 million was accrued on loan advance receivable and added to the amount of loan advance receivable. Refer to Note 17 – Advances and investments for more information.

16. Receivables

| | 2023 \$000 | 2022 \$000 |
|--------------------------|---------------|---------------|
| Current | | |
| Accounts receivable | 449 | 155 |
| Less: loss allowance | - | - |
| | 449 | 155 |
| GST receivables | 591 | 1 006 |
| Prepayments | 508 | 647 |
| Other receivables | 366 | 1 215 |
| | 1 466 | 2 868 |
| Total receivables | 1 914 | 3 023 |

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.

Accrued contract revenue

Accrued contract revenue relates to the agency's right to consideration in exchange for works completed but not invoiced at the reporting date. Once the agency's rights to payment becomes unconditional, usually on issue of an invoice, accrued contract revenue balances are reclassified as contract receivables. Accrued revenue that does not arise from contracts with customers are reported as part of other receivables.

Prepayments

Prepayments represent payments made in advance of receipt of goods and services. Prepayments are recognised on an accrual basis and amortised over the period in which the economic benefits from these assets are received.

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.

The agency's credit risk exposure has not materially changed due to minimal business disruption experienced as a result of COVID-19. There is no material impact on the agency's expected credit losses due to COVID-19.

The loss allowance for receivables at reporting date represents the amount of receivables the agency estimates is likely to be uncollectible and is considered doubtful. 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

| | 2023 | | | | 2022 | | | |
|-----------------------------------|-------------|----------|----------|-------------|-------------|----------|----------|-------------|
| | Gross | Loss | Expected | Net | Gross | Loss | Expected | Net |
| | Receivables | rate | credit | receivables | receivables | rate | credit | receivables |
| | \$000 | % | \$000 | \$000 | \$000 | % | \$000 | \$000 |
| Internal receivables | | | | | | | | |
| Not overdue | 39 | - | - | 39 | 24 | - | - | 24 |
| Overdue for less than 30 days | 50 | - | - | 50 | 1 | - | - | 1 |
| Overdue for 30 to 60 days | - | - | - | - | - | - | - | - |
| Overdue for more than 60 days | 46 | - | - | 46 | - | - | - | - |
| Total internal receivables | 135 | - | - | 135 | 25 | - | - | 25 |
| External receivables | | | | | | | | |
| Not overdue | 170 | - | - | 170 | 49 | - | - | 49 |
| Overdue for less than 30 days | 4 | - | - | 4 | 25 | - | - | 25 |
| Overdue for 30 to 60 days | 13 | - | - | 13 | - | - | - | - |
| Overdue for more than 60 days | 126 | - | - | 126 | 57 | - | - | 57 |
| Total external receivables | 314 | - | - | 314 | 130 | - | - | 130 |

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 2023 or 30 June 2022.

17. Advances and investments

| | 2023 \$000 | 2022 \$000 |
|---------------------------------------|---------------|---------------|
| Current | | |
| Advances paid | 19 636 | 14 632 |
| Less: loss allowance | (16 005) | (13 151) |
| | 3 631 | 1 480 |
| Non current | | |
| Investments in shares | 8 199 | 3 000 |
| | 8 199 | 3 000 |
| Advances paid | 7 974 | 3 818 |
| Less: loss allowance | - | - |
| | 7 974 | 3 818 |
| Total advances and investments | 19 804 | 8 297 |

a) Advances paid

Advances paid are recognised initially at fair value plus or minus relevant transaction costs and are recognised in the balance sheet when the agency becomes party to the contractual provisions of the financial instruments. Where the advances are provided with interest free periods or at concessional interest rates, they are considered to have a fair value which is less than the amount lent. This fair value is calculated in accordance with Note 26. The difference between the amount lent and the fair value is recognised as an expense in the comprehensive income statement.

Subsequently, advances paid are measured at amortised cost using the effective interest method. The average discount rate used to calculate the amortised cost is 6.70%.

Loss allowances on advances paid reflect either 12-month or lifetime expected credit losses depending on changes in credit risk and represents the amount of advances paid the agency estimates are likely to be uncollectible and are considered doubtful.

Credit risk exposure of advances paid

Advances paid are monitored on an ongoing basis to ensure exposure to bad debts is not significant. The agency applies the AASB 9 general approach to measuring expected credit losses. This approach recognises a loss allowance based on 12-month expected credit losses if there has been no significant increase in credit risk since initial recognition and lifetime expected credit losses if there has been a significant increase in credit risk since initial recognition.

The loss allowance for advances paid represents amount of advances paid the agency estimates to be uncollectible and is considered doubtful. Ageing analysis and reconciliation of loss allowance for advances paid as at the reporting date are disclosed below.

Internal advances paid reflect those provided to entities controlled by the Northern Territory Government such as other agencies, government business divisions and government owned corporations. External advances paid reflect those provided to third parties which are external to the Northern Territory Government.

Ageing analysis

| | 2023 | | | | 2022 | | | |
|-------------------------------------|---------------------|-----------|------------------------|-------------------|---------------------|-----------|------------------------|-------------------|
| | Gross advances paid | Loss rate | Expected credit losses | Net advances paid | Gross advances paid | Loss rate | Expected credit losses | Net advances paid |
| | \$000 | % | \$000 | \$000 | \$000 | % | \$000 | \$000 |
| Internal advances paid | | | | | | | | |
| Not overdue | - | - | - | - | - | - | - | - |
| Overdue for less than 30 days | - | - | - | - | - | - | - | - |
| Overdue for 30 to 60 days | - | - | - | - | - | - | - | - |
| Overdue for more than 60 days | - | - | - | - | - | - | - | - |
| Total internal advances paid | - | | - | - | - | | - | - |
| External advances paid | | | | | | | | |
| Not overdue | 16 783 | 31% | 5 178 | 11 605 | 8 216 | 36% | 2 918 | 5 298 |
| Overdue for less than 30 days | 50 | 100% | 50 | - | 47 | 100% | 47 | - |
| Overdue for 30 to 60 days | 101 | 100% | 101 | - | 95 | 100% | 95 | - |
| Overdue for more than 60 days | 10 675 | 100% | 10 675 | - | 10 091 | 100% | 10 091 | - |
| Total external advances paid | 27 609 | | 16 005 | 11 605 | 18 449 | | 13 151 | 5 298 |

Reconciliation of loss allowance for advances paid

| | 2023 \$000 | 2022 \$000 |
|-------------------------------------------------------------|---------------|---------------|
| Internal advances paid | | |
| Opening balance | - | - |
| Written off during the year | - | - |
| Recovered during the year | - | - |
| Increase/decrease in allowance recognised in profit or loss | - | - |
| Total internal advances paid | - | - |
| External advances paid | | |
| Opening balance | 13 151 | 9 686 |
| Written off during the year | - | - |
| Recovered during the year | - | (10) |
| Increase/decrease in allowance recognised in profit or loss | 2 853 | 3 475 |
| Total external advances paid | 16 005 | 13 151 |

b) Investment in shares

Investment in shares represents ownership interest in an entity in the form of shares or units held where there is no significant influence, control or joint control over the entity.

Investment in shares is recognised at fair value at the time of acquisition and subsequently measured at fair value through other comprehensive income (FVOCI).

The agency holds the investment to facilitate the delivery of government strategic priorities under the Local Jobs Fund program.

Reconciliation of investment in shares

| | 2023 \$000 | 2022 \$000 |
|------------------------------------|---------------|---------------|
| Carrying amount at 1 July | 3 000 | - |
| Additions | 3 200 | 5 893 |
| Disposals | - | - |
| Transfers in/(out) | - | 107 |
| Revaluation adjustments | 2 000 | (3 000) |
| Total investments in shares | 8 199 | 3 000 |

| | Fair value | | Dividend income | |
|-------------------------------------|--------------|--------------|-----------------|----------|
| | 2023 | 2022 | 2023 | 2022 |
| | \$000 | \$000 | \$000 | \$000 |
| Amphibian Aircraft Holdings Pty Ltd | 5 999 | 2 000 | - | - |
| Equatorial Launch Australia Pty Ltd | 1 000 | 1 000 | - | - |
| Life H2O Australia Pty Ltd | 1 200 | - | - | - |
| Total investment in shares | 8 199 | 3 000 | - | - |

No investments were disposed of during 2023, and there were no transfers of any cumulative gain or loss within equity relating to these investments.

18. Property, plant and equipment

Total property, plant and equipment

| | 2023 | 2022 |
|--------------------------------------------|---------------|---------------|
| | \$000 | \$000 |
| Land | | |
| At fair value | 18 075 | 18 067 |
| Buildings | | |
| At fair value | 16 489 | 12 025 |
| Less: accumulated depreciation | (4 721) | (4 426) |
| | 11 769 | 7 599 |
| Plant and equipment | | |
| At fair value | 2 636 | 2 687 |
| Less: accumulated depreciation | (2 428) | (2 446) |
| | 208 | 241 |
| Computer software | | |
| At fair value | - | 159 |
| Less: accumulated depreciation | - | (159) |
| | - | - |
| Transport equipment | | |
| At fair value | - | 13 |
| Less: accumulated depreciation | - | (4) |
| | - | 10 |
| Construction (work in progress) | | |
| At capitalised cost | 921 | 329 |
| | 921 | 329 |
| Total property, plant and equipment | 30 972 | 26 246 |

Reconciliation of carrying amount of property, plant and equipment

Property, plant and equipment includes right-of-use assets under AASB 16 Leases and service concession assets under AASB 1059. The agency currently does not have any right-of-use and service concession assets.

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

| | Land \$000 | Buildings \$000 | Plant and equipment \$000 | Computer software \$000 | Transport equipment \$000 | WIP \$000 | Total \$000 |
|---------------------------------------------------------|---------------|--------------------|---------------------------------|-------------------------------|---------------------------------|--------------|----------------|
| Carrying amount as at 1 July 2022 | 18 067 | 7 599 | 241 | - | 10 | 329 | 26 246 |
| Additions | - | - | - | - | - | 592 | 592 |
| Disposals | - | - | - | - | - | - | - |
| Depreciation | - | (295) | (85) | - | - | - | (380) |
| Additions/(disposals) from administrative restructuring | - | - | - | - | - | - | - |
| Additions/(disposals) from asset transfers | - | 4 464 | 52 | - | (10) | - | 4 506 |
| Revaluation increments/(decrements) | 8 | - | - | - | - | - | 8 |
| Impairment losses | - | - | - | - | - | - | - |
| Impairment losses reversed | - | - | - | - | - | - | - |
| Carrying amount as at 30 June 2023 | 18 075 | 11 769 | 208 | - | - | 921 | 30 972 |

2022 Property, plant and equipment reconciliations

Property, plant and equipment includes right-of-use assets under AASB 16 Leases and service concession assets under AASB 1059. The agency currently does not have any right-of-use and service concession assets.

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

| | Land \$000 | Buildings \$000 | Plant and equipment \$000 | Computer software \$000 | Transport equipment \$000 | WIP \$000 | Total \$000 |
|---------------------------------------------------------|---------------|--------------------|---------------------------------|-------------------------------|---------------------------------|--------------|----------------|
| Carrying amount as at 1 July 2021 | 18 178 | 7 364 | 343 | 3 | 13 | - | 25 901 |
| Additions | - | - | 14 | - | - | 329 | 343 |
| Disposals | - | - | - | - | - | - | - |
| Depreciation | - | (230) | (116) | (3) | (3) | - | (352) |
| Additions/(disposals) from administrative restructuring | - | - | - | - | - | - | - |
| Additions/(disposals) from asset transfers | - | 465 | - | - | - | - | 465 |
| Revaluation increments/(decrements) | (112) | - | - | - | - | - | (112) |
| Impairment losses | - | - | - | - | - | - | - |
| Impairment losses reversed | - | - | - | - | - | - | - |
| Carrying amount as at 30 June 2022 | 18 067 | 7 599 | 241 | - | 10 | 329 | 26 246 |

Acquisitions

Property, plant and equipment are initially recognised at cost and subsequently revalued at fair value less accumulated depreciation and impairment. Cost is the amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire the asset at the time of its acquisition or construction or, where applicable, the amount attributed to that asset when initially recognised in accordance with the requirements of other accounting standards.

All 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.

The construction cost of property, plant and equipment includes the cost of materials and direct labour, and an appropriate proportion of fixed and variable overheads.

Complex assets

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

Subsequent additional costs

Costs incurred on property, plant and equipment subsequent to initial acquisition are capitalised when it is probable that future economic benefits in excess of the originally assessed performance of the asset will flow to the agency in future years. Where these costs represent separate components of a complex asset, they are accounted for as separate assets and separately depreciated over their expected useful lives.

Construction (work in progress)

As part of the financial management framework, the Department of Infrastructure, Planning and Logistics is responsible for managing general government capital works projects on a whole of government basis. Therefore appropriation for all agency capital works is provided directly to the Department of Infrastructure, Planning and Logistics 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.

Revaluations and impairment

Revaluation of assets

Subsequent to initial recognition, assets belonging to the following classes of non-current 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 agency does not have any right-of-use assets.

The latest revaluations as at 30 June 2020 were independently conducted. The valuer was Territory Property Consultants Pty Ltd. Refer to Note 26: Fair value measurement for additional disclosures.

Impairment of assets

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

Non-current physical agency assets are assessed for any indicators of impairment on an annual basis. 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 change in the assumptions used to determine the asset's recoverable amount. Where an impairment loss is subsequently reversed, 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 would have been determined had not impairment loss been recognised for the asset in the prior years. A reversal of an impairment loss is recognised in the comprehensive operating statement as income, unless the asset is carried at a revalued amount, in which case the impairment reversal results in an increase in the asset revaluation surplus. Note 25 provides additional information in relation to the asset revaluation surplus.

Agency property, plant and equipment assets were assessed for impairment as at 30 June 2023. 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.

The estimated useful lives for each class of asset are in accordance with the Treasurer's Directions and are determined as follows:

| | 2023 | 2022 |
|---------------------|---------------|---------------|
| Buildings | 10 - 50 years | 10 - 50 years |
| Plant and equipment | 5 - 10 years | 5 - 10 years |
| Intangibles | 2 - 10 years | 2 - 10 years |

Assets are depreciated from the date of acquisition or from the time an asset is completed and held ready for use.

19. Agency as a lessee

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.

20. Payables

| | 2023 \$000 | 2022 \$000 |
|-----------------------|---------------|---------------|
| Accounts payable | 100 | 81 |
| Accrued expenses | 7 736 | 5 354 |
| Grants payable | 3 699 | 8 425 |
| Total payables | 11 535 | 13 860 |

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 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

| | 2023 \$000 | 2022 \$000 |
|--------------------------------------|---------------|---------------|
| Current | | |
| Loan | 68 | - |
| | 68 | - |
| Non current | | |
| Loan | 25 000 | - |
| | 25 000 | - |
| Total borrowings and advances | 25 068 | - |

Loans and advances

Loans and advances are recorded initially at fair value, net of transaction costs. Subsequent to initial recognition, these are measured at amortised cost using the effective interest method. Gains and losses are recognised in net surplus/(deficit) when the liabilities are derecognised as well as through the amortisation process.

Lease liabilities

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

| | 2023 | | 2022 | |
|---------------------------------------------------|-------------------|-------------------|-------------------|-------------------|
| | Internal \$000 | External \$000 | Internal \$000 | External \$000 |
| Not later than one year | 688 | - | 840 | - |
| Later than one year and not later than five years | 1 051 | - | 1 434 | - |
| Later than five years | - | - | - | - |
| | 1 739 | - | 2 274 | - |

22. Provisions

| | 2023 \$'000 | 2022 \$'000 |
|--------------------------------------|----------------|----------------|
| Current | | |
| <i>Employee benefits</i> | | |
| Recreation leave | 7 495 | 7 285 |
| Leave loading | 780 | 693 |
| <i>Other current provisions</i> | | |
| Fringe benefit tax | 135 | 167 |
| Payroll tax | 543 | 507 |
| Superannuation | 959 | 783 |
| Total provisions | 9 912 | 9 435 |
| Reconciliations of provisions | | |
| Fringe benefit tax | | |
| Balance as at 1 July | 167 | 132 |
| Additional provisions recognised | 135 | 167 |
| Reductions arising from payments | (167) | (132) |
| Balance as at 30 June | 135 | 167 |
| Payroll tax | | |
| Balance as at 1 July | 507 | 487 |
| Additional provisions recognised | 543 | 507 |
| Reductions arising from payments | (507) | (487) |
| Balance as at 30 June | 543 | 507 |
| Superannuation | | |
| Balance as at 1 July | 783 | 721 |
| Additional provisions recognised | 959 | 783 |
| Reductions arising from payments | (783) | (721) |
| Balance as at 30 June | 959 | 783 |

The Agency employed 490.48 employees as at 30 June 2023 (487.29 employees as at 30 June 2022).

Employee benefits

Provision is made for employee benefits accumulated as a result of employees rendering services up to the reporting date. These benefits include wages and salaries and recreation leave. Liabilities arising in respect of recreation leave and other employee benefit liabilities that fall due within 12 months of 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 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

| | 2023 \$000 | 2022 \$000 |
|--------------------------------|---------------|---------------|
| Current | | |
| Unearned contract revenue | 13 244 | 9 319 |
| Total other liabilities | 13 244 | 9 319 |

Financial guarantee liability

Financial guarantee contracts are recognised as a financial liability at the time the guarantee is issued where the total value being guaranteed is greater than \$1 million.

The agency does not have any financial guarantee contracts as at 30 June 2023 or 30 June 2022.

Unearned contract revenue liability

Unearned contract revenue mainly relate to consideration received in advance from the Commonwealth under the National Partnership Agreements for Barkly Regional Deal, Disaster Risk Reduction and NT Remote Aboriginal Investment and consideration received from Rio Tinto for Jabiru Social Infrastructure Fund. Unearned contract revenue balance as at 30 June 2023 is \$13.244 million (balance at 1 July 2022 was \$9.319 million).

Of the amount included in the unearned contract revenue liability balance as at 1 July 2022, \$2.28 million has been recognised as revenue in 2022-23 financial year.

The agency anticipates to recognise as revenue, any liabilities for unsatisfied obligations as at the end of the reporting period in accordance with the time bands below:

| | 2023 \$000 | 2022 \$000 |
|---------------------------------------------------|---------------|---------------|
| Not later than one year | 13 244 | 9 319 |
| Later than one year and not later than five years | - | - |
| Later than five years | - | - |
| Total | 13 244 | 9 319 |

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. Commitments

Commitments represent future obligations or cash outflows 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.

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

Disclosures in relation to capital and other commitments are detailed below.

a) Capital expenditure commitments

Capital expenditure commitments primarily related to the construction of Wadeye swimming pool.

This contract is expected to be payable as follows:

| | 2023 | | 2022 | |
|----------------------------------------------------------------------------|-------------------|-------------------|-------------------|-------------------|
| | Internal \$000 | External \$000 | Internal \$000 | External \$000 |
| Not later than one year | - | 3 000 | - | - |
| Total other non-cancellable contract commitments (exclusive of GST) | - | 3 000 | - | - |
| Plus: GST recoverable | - | - | - | - |
| Total other non-cancellable contract commitments (inclusive of GST) | - | 3 000 | - | - |

b) Other non-cancellable contract commitments

Other non-cancellable contract commitments predominantly comprise of vendor contracts, funding agreements and vehicle leases. These contracts are expected to be payable as follows:

| | 2023 | | 2022 | |
|----------------------------------------------------------------------------|-------------------|-------------------|-------------------|-------------------|
| | Internal \$000 | External \$000 | Internal \$000 | External \$000 |
| Not later than one year | 688 | 8 088 | 840 | 12 182 |
| Later than one year and not later than five years | 1 051 | 10 049 | 1 434 | 15 289 |
| Later than five years | - | - | - | - |
| Total other non-cancellable contract commitments (exclusive of GST) | 1 739 | 18 137 | 2 274 | 27 471 |
| Plus: GST recoverable | 174 | 1 454 | 227 | 2 229 |
| Total other non-cancellable contract commitments (inclusive of GST) | 1 913 | 19 591 | 2 501 | 29 700 |

25. Reserves

Asset revaluation surplus

(i) Nature and purpose of the asset revaluation surplus

The asset revaluation surplus includes the net revaluation increments and decrements arising from the revaluation of non-current assets. Impairment adjustments may also be recognised in the asset revaluation surplus.

| | Land | | Buildings | | Investments | | Total | |
|---------------------------------------------------|---------------|---------------|------------|------------|----------------|----------------|---------------|--------------|
| | 2023 | 2022 | 2023 | 2022 | 2023 | 2022 | 2023 | 2022 |
| | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 |
| <i>Movements in the asset revaluation surplus</i> | | | | | | | | |
| Balance as at 1 July | 11 273 | 11 385 | 248 | 248 | (3 000) | - | 8 521 | 11 633 |
| Changes in accounting policies | - | - | - | - | - | - | - | - |
| Correction of prior period errors | - | - | - | - | - | - | - | - |
| Revaluation increment/(decrement) | 8 | (112) | - | - | 2 000 | (3 000) | 2 008 | (3 112) |
| Other | - | - | - | - | - | - | - | - |
| Balance as at 30 June | 11 281 | 11 273 | 248 | 248 | (1 000) | (3 000) | 10 529 | 8 521 |

26. 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.

Fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use. The highest and best use takes into account the use of the asset that is physically possible, legally permissible and financially feasible.

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.

The fair value of financial instruments is determined on the following basis:

- the fair value of cash, advances, receivables and payables approximates their carrying amount, which is also their amortised cost
- the fair value of derivative financial instruments are derived using current market yields and exchange rates appropriate to the instrument
- the fair value of other monetary financial assets and liabilities is based on discounting to present value the expected future cash flows by applying current market interest rates for assets and liabilities with similar risk profiles.

a) Fair value hierarchy

The table below presents assets and liabilities recognised at fair value in the balance sheet categorised by levels of inputs used to compute fair value. The fair value for financial assets and liabilities where the fair value is different from carrying amounts are also disclosed below.

| | Level 2 | | Level 3 | | Total fair value | | Carrying amount | |
|------------------------------------|---------------|---------------|---------------|--------------|------------------|---------------|-----------------|---------------|
| | 2022-23 | 2021-22 | 2022-23 | 2021-22 | 2022-23 | 2021-22 | 2022-23 | 2021-22 |
| | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 |
| Assets | | | | | | | | |
| Financial assets | | | | | | | | |
| Investment in shares (Note 17) | 8 199 | 3 000 | - | - | 8 199 | 3 000 | 8 199 | 3 000 |
| Advances (Note 17) | 11 605 | 5 297 | - | - | 11 605 | 5 297 | 11 605 | 5 297 |
| Total financial assets | 19 804 | 8 297 | - | - | 19 804 | 8 297 | 19 804 | 8 297 |
| Non-financial assets | | | | | | | | |
| Land (Note 18) | 18 075 | 18 067 | - | - | 18 075 | 18 067 | 18 075 | 18 067 |
| Buildings (Note 18) | - | - | 11 769 | 7 599 | 11 769 | 7 599 | 11 769 | 7 599 |
| Plant & equipment (Note 18) | - | - | 208 | 241 | 208 | 241 | 208 | 241 |
| Computer software (Note 18) | - | - | - | - | - | - | - | - |
| Transport equipment (Note 18) | - | - | - | 10 | - | 10 | - | 10 |
| Work in Progress (Note 18) | - | - | 921 | 329 | 921 | 329 | 921 | 329 |
| Total non-financial assets | 18 075 | 18 067 | 12 898 | 8 179 | 30 972 | 26 246 | 30 972 | 26 246 |
| Total assets | 37 879 | 26 364 | 12 898 | 8 179 | 39 171 | 29 246 | 50 776 | 34 543 |
| Financial liabilities | | | | | | | | |
| Loan (Note 21) | 25 068 | - | - | - | 25 068 | - | 25 068 | - |
| Total financial liabilities | 25 068 | - | - | - | 25 068 | - | 25 068 | - |

b) Valuation techniques and inputs

Valuation techniques used to measure fair value in 2022-23 are:

| | Level 2 techniques | Level 3 techniques |
|--------------------------------|--------------------|--------------------|
| Asset classes | | |
| Investment in shares (Note 17) | Market approach | |
| Advances (Note 17) | Amortised Cost | |
| Land (Note 18) | Market approach | |
| Buildings (Note 18) | | Cost approach |
| Plant & equipment (Note 18) | | Cost approach |
| Computer software (Note 18) | | Cost approach |
| Liability classes | | |
| Loan (Note 21) | Amortised Cost | |

There were no changes in valuation techniques from 2021-22 to 2022-23.

c) Additional information for level 3 fair value measurements

(i) Reconciliation of recurring level 3 fair value measurements of non financial assets

| | Buildings \$000 | Plant and equipment \$000 | Computer software \$000 | Transport equipment \$000 | Work in progress \$000 |
|-------------------------------------------------------|--------------------|---------------------------------|-------------------------------|---------------------------------|------------------------------|
| 2022-23 | | | | | |
| Fair value as at 1 July 2022 | 7 599 | 241 | - | 10 | 329 |
| Additions | - | - | - | - | 592 |
| Disposals | - | - | - | - | - |
| Transfers from Level 2 | - | - | - | - | - |
| Transfers to Level 2 | - | - | - | - | - |
| Depreciation | (295) | (85) | - | - | - |
| Additions/(disposals) from asset transfer | 4 464 | 52 | - | (10) | - |
| Gains/losses recognised in net surplus/deficit | - | - | - | - | - |
| Gains/losses recognised in other comprehensive income | - | - | - | - | - |
| Fair value as at 30 June 2023 | 11 769 | 208 | - | - | 921 |
| 2021-22 | | | | | |
| Fair value as at 1 July 2021 | 7 364 | 343 | 3 | 13 | - |
| Additions | - | 14 | - | - | 329 |
| Disposals | - | - | - | - | - |
| Transfers from Level 2 | - | - | - | - | - |
| Transfers to Level 2 | - | - | - | - | - |
| Depreciation | (230) | (116) | (3) | (3) | - |
| Additions/(disposals) from asset transfer | 465 | - | - | - | - |
| Gains/losses recognised in net surplus/deficit | - | - | - | - | - |
| Gains/losses recognised in other comprehensive income | - | - | - | - | - |
| Fair value as at 30 June 2022 | 7 599 | 241 | - | 10 | 329 |

(ii) Sensitivity analysis

Buildings – unobservable inputs used in computing the fair value of buildings include the historical cost and the consumed economic benefit for each building. Given the large number of agency buildings, 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, equipment, computer software and transport equipment – unobservable inputs used in computing the fair value of plant, equipment, computer software and transport equipment include the historical cost and the consumed economic benefit. Given the large number of agency plant, equipment, computer software and transport equipment included, 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.

27. 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.

Financial assets and liabilities are recognised on the balance sheet when the agency becomes a party to the contractual provisions of the financial instrument. The agency's financial instruments include cash; receivables; advances paid; investment in shares; payables and borrowings.

Due to the nature of operating activities, certain financial assets and financial liabilities arise under statutory obligations rather than a contract. Such financial assets and liabilities do not meet the definition of financial instruments as per AASB 132 Financial Instruments: Presentation. These include statutory receivables arising from taxes including GST and penalties.

The agency has limited exposure to financial risks as discussed below.

Exposure to interest rate risk, foreign exchange risk, credit risk, price risk and liquidity risk arise in the normal course of activities. The Territory Government's investments, loans and placements, and borrowings are predominantly managed through the NTTC adopting strategies to minimise the risk. Derivative financial arrangements are also utilised to manage financial risks inherent in the management of these financial instruments. These arrangements include swaps, forward interest rate agreements and other hedging instruments to manage fluctuations in interest or exchange rates.

a) Categories of financial instruments

The carrying amounts of the agency's financial assets and liabilities by category are disclosed in the table below.

| | Fair value through profit or loss | | | | |
|------------------------------------|-----------------------------------|--------------------------|----------------|-----------------------------------------------|---------------|
| | Mandatorily at fair value | Designated at fair value | Amortised cost | Fair value through other comprehensive income | Total |
| | \$000 | \$000 | \$000 | \$000 | \$000 |
| 2022-23 | | | | | |
| Cash and deposits | - | - | 74 117 | - | 74 117 |
| Receivables ¹ | - | - | 449 | - | 449 |
| Advances paid | - | - | 11 605 | - | 11 605 |
| Investment in shares | - | - | - | 8 199 | 8 199 |
| Total financial assets | - | - | 86 171 | 8 199 | 94 370 |
| Payables ¹ | - | - | 100 | - | 100 |
| Loan | - | - | 25 068 | - | 25 068 |
| Total financial liabilities | - | - | 25 168 | - | 25 168 |
| 2021-22 | | | | | |
| Cash and deposits | - | - | 55 531 | - | 55 531 |
| Receivables ¹ | - | - | 155 | - | 155 |
| Advances paid | - | - | 5 297 | - | 5 297 |
| Investment in shares | - | - | - | 3 000 | 3 000 |
| Total financial assets | - | - | 60 983 | 3 000 | 63 983 |
| Payables ¹ | - | - | 81 | - | 81 |
| Total financial liabilities | - | - | 81 | - | 81 |

¹Total amounts disclosed here exclude statutory amounts, prepaid expenses and accrued contract revenue.

Categories of financial instruments

The agency's financial instruments are classified in accordance with AASB 9.

Financial assets are classified under the following categories:

- amortised cost
- fair value through other comprehensive income (FVOCI)

Financial liabilities are classified under the following category:

- amortised cost

These classification are based on the agency's business model for managing the financial assets and the contractual terms of the cash flows. Where assets are measured at fair value, gains and losses will either be recorded in profit or loss, or other comprehensive income.

Financial instruments are reclassified when and only when the agency's business model for managing those assets changes.

Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payment of principal and interest.

Financial assets at amortised cost

Financial assets are classified at amortised cost when they are held by the agency to collect the contractual cash flows and the contractual cash flows are solely payments of principal and interest.

These assets are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method, less impairment. The agency's financial assets categorised at amortised cost include receivables and advances paid.

Financial assets at fair value through other comprehensive income

Financial assets are classified at fair value through other comprehensive income when they are held by the agency to both collect contractual cash flows and sell the financial assets, and the contractual cash flows are solely payments of principal and interest.

These assets are initially and subsequently recognised at fair value. Changes in the fair value are recognised in other comprehensive income, except for the recognition of impairment gains or losses and interest income which are recognised in the operating result in the comprehensive operating statement. When financial assets are derecognised, the cumulative gain or loss previously recognised in other comprehensive income is reclassified from equity to the comprehensive operating statement.

For equity instruments elected to be categorised at FVOCI, changes in fair value recognised in other comprehensive income are not reclassified to profit or loss on derecognition of the asset. Dividends from such instruments continue to be recognised in the comprehensive operating statement as other income when the agency's right to receive payments is established.

Financial liabilities at amortised cost

Financial liabilities at amortised cost are initially measured at fair value, net of directly attributable transaction costs. These are subsequently measured at amortised cost using the effective interest rate method. The agency's financial liabilities categorised at amortised cost include all accounts payable and borrowings.

b) Credit risk

Credit risk is the risk that one party to a financial instrument will cause financial loss for the other party by failing to discharge an obligation.

The agency has limited credit risk exposure (risk of default). In respect of any dealings with organisations external to government, the agency has adopted a policy of only dealing with creditworthy organisations and obtaining sufficient collateral or other security where appropriate, as a means of mitigating the risk of financial loss from defaults.

The carrying amount of financial assets recorded in the financial statements, net of any allowances for losses, represents the agency's maximum exposure to credit risk without taking account of the value of any collateral or other security obtained.

Credit risk relating to receivables is disclosed in Note 16 and advances paid in Note 17.

c) Liquidity risk

Liquidity risk is the risk the agency will not be able to meet its financial obligations as they fall due. The agency's approach to managing liquidity is to ensure it will always have sufficient funds to meet its liabilities when they fall due. This is achieved by ensuring minimum levels of cash are held in the agency bank account to meet various current employee and supplier liabilities. The agency's exposure to liquidity risk is minimal. Cash injections are available from the Central Holding Authority in the event of one-off extraordinary expenditure items arise that deplete cash to levels that compromise the agency's ability to meet its financial obligations.

The following tables detail the agency's remaining contractual maturity for its financial liabilities, calculated based on undiscounted cash flows at reporting date. The undiscounted cash flows in these tables differ from the amounts included in the balance sheet, which are based on discounted cash flows.

Maturity analysis for financial liabilities

| 2023 | Carrying amount \$000 | Less than a year \$000 | 1 to 5 years \$000 | More than 5 years \$000 | Total \$000 |
|------------------------------------|--------------------------|---------------------------|-----------------------|----------------------------|----------------|
| Liabilities | | | | | |
| Loan | 25 068 | 68 | - | 25 000 | 25 068 |
| Payables | 100 | 100 | - | - | 100 |
| Total financial liabilities | 25 168 | 168 | - | 25 000 | 25 168 |

¹Amounts disclosed exclude statutory amounts and accruals (such as AOTA, accrued expenses, unearned revenue and provisions), as these do not meet the definition of financial instrument.

| 2022 | Carrying amount \$000 | Less than a year \$000 | 1 to 5 years \$000 | More than 5 years \$000 | Total \$000 |
|------------------------------------|--------------------------|---------------------------|-----------------------|----------------------------|----------------|
| Liabilities | | | | | |
| Payables | 81 | 81 | - | - | 81 |
| Total financial liabilities | 81 | 81 | - | - | 81 |

¹Amounts disclosed exclude statutory amounts and accruals (such as AOTA, accrued expenses, unearned revenue and provisions), as these do not meet the definition of financial instrument.

d) Market risk

Market risk is the risk the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. It comprises interest rate risk, price risk and currency risk.

(i) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rate.

The agency's exposure to interest rate risk by asset and liability classes is disclosed below.

Interest rate risk for financial assets and liabilities

2023

| 2023 | Interest bearing | | | Total | Weighted average |
|-----------------------------|------------------|-------|----------------------|--------|------------------|
| | Variable | Fixed | Non-interest bearing | | |
| | \$000 | \$000 | \$000 | | |
| | | | | | |
| Assets | | | | | |
| Cash and deposits | - | - | 74 117 | 74 117 | |
| Receivables ¹ | - | - | 449 | 449 | |
| Advances paid | 11 605 | - | - | 11 605 | 5.62% |
| Investment in shares | - | - | 8 199 | 8 199 | |
| Total financial assets | 11 605 | | 82 765 | 94 370 | |
| | | | | | |
| Liabilities | | | | | |
| Payables ¹ | - | - | 100 | 100 | |
| Loans | 25 068 | - | - | 25 068 | 4.35% |
| Total financial liabilities | 25 068 | | 100 | 25 168 | |

¹Amounts disclosed exclude statutory amounts and accruals (such as accrued revenue and provisions), as these do not meet the definition of financial instrument.

2022

| 2022 | Interest bearing | | | Total | Weighted average |
|-----------------------------|------------------|-------|----------------------|--------|------------------|
| | Variable | Fixed | Non-interest bearing | | |
| | \$000 | \$000 | \$000 | | |
| Assets | | | | | |
| Cash and deposits | - | - | 55 531 | 55 531 | |
| Receivables ¹ | - | - | 155 | 155 | |
| Advances paid | 5 297 | - | - | 5 297 | 3.24% |
| Investment in shares | - | - | 3 000 | 3 000 | |
| Total financial assets | 5 297 | - | 58 686 | 63 983 | |
| Liabilities | | | | | |
| Payables ¹ | - | - | 81 | 81 | |
| Loans | - | - | - | - | |
| Total financial liabilities | - | - | 81 | 81 | |

¹Amounts disclosed exclude statutory amounts and accruals (such as accrued revenue and provisions), as these do not meet the definition of financial instrument.

Sensitivity analysis

Changes in the variable rates of 100 basis points (1 per cent) at reporting date would have the following effect on the agency's profit or loss and equity.

| | 100 basis points increase \$000 |
|------------------------------------|---------------------------------------|
| 30 June 2023 | |
| Financial assets – advances | 116 |
| Financial liabilities – borrowings | (251) |
| Net sensitivity | (135) |
| 30 June 2022 | |
| Financial assets – advances | 53 |
| Financial liabilities – borrowings | - |
| Net sensitivity | 53 |

(ii) Price risk

The agency is not exposed to price risk as the agency does not hold units in unit trusts.

(iii) Currency risk

The agency is not exposed to currency risk as the agency does not hold borrowings denominated in foreign currencies or transactional currency exposures arising from purchases in a foreign currency.

28. 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.

(i) Key management personnel (KMP)

Key management personnel of the Department of the Chief Minister and Cabinet are those persons having authority and responsibility for planning, directing and controlling the activities of Department. These include the Chief Minister and agency portfolio ministers, the Chief Executive Officer and the 7 members of the executive team of Department as listed on page 64.

(ii) Remuneration of key management personnel

The details below excludes the salaries and other benefits of the 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.

The aggregate compensation of key management personnel of the agency is set out below:

| | 2023 | 2022 |
|-------------------------------------------------------|--------------|--------------|
| | \$000 | \$000 |
| Short-term benefits | 3 934 | 3 615 |
| Post-employment benefits | 315 | 288 |
| Long-term benefits | - | - |
| Termination benefits | - | - |
| Total remuneration of key management personnel | 4 248 | 3 904 |

(iii) 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.

| 2023 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 | 13 570 | 41 540 | 198 | 973 |
| Subsidiaries | 816 | 1 682 | 168 | 20 |
| Total | 14 386 | 43 222 | 366 | 993 |

| 2022 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 | 13 729 | 38 032 | 157 | 548 |
| Subsidiaries | 1 863 | 1 872 | 1 057 | 45 |
| Total | 15 592 | 39 904 | 1 214 | 592 |

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.

29. Contingent liabilities and contingent assets

a) Contingent liabilities

The agency did not have quantitatively material contingent liabilities as at 30 June 2023. In relation to the reporting of contingent liabilities, the Treasurer has determined a materiality threshold of \$5 million.

Details of unquantifiable but material contingent liabilities as at 30 June 2023 granted by the agency are presented as follows:

Trustees appointed to Reserves established under section 79

Trustees appointed to Reserves established under section 79 of the Crown Lands Act 1992 are indemnified against all actions, proceedings, claims, demands, liabilities, losses, expenses (legal or otherwise) and payments whatsoever arising out of or in respect of an act or thing done or omitted to be done by Trustees during the term of the appointment. To date there have been no claims.

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.

Darwin Convention Centre Hotel Integration Project

The effect of the indemnity is that if a hotel developer is selected to develop the project, the NT Government guarantees that the hotel developer will comply with the interface deed and protocols and indemnifies the concession holder for any loss, damage or injury to persons or property caused by the hotel developer in relation to Hotel Interface Works. The indemnity will only be triggered if a hotel developer is selected by the NT Government through the market process and the hotel developer proposes to undertake Hotel Interface Works as part of its hotel design.

b) Contingent assets

The agency had no contingent assets as at 30 June 2023 or 30 June 2022.

30. 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.

31. Schedule of administered Territory items

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

32. Budgetary information

The following tables present the variation between the 2022-23 original budgeted financial statements, as reported in 2022-23 *Budget Paper No. 3 Agency Budget Statements*, and the 2022-23 actual amounts reported in the financial statements, together with explanations for significant variations.

The variations within these tables do not include changes to budgeted appropriations from 2022-23 original budget to 2022-23 final budget. Refer to Note 5a for summary changes to budget appropriations.

| Comprehensive operating statement | 2022-23 Actual | 2022-23 Original budget | Variance | Note |
|------------------------------------------------------------------------|-------------------|-------------------------------|----------------|------|
| | \$000 | \$000 | \$000 | |
| INCOME | | | | |
| Grants and subsidies revenue | | | | |
| Current | 2 196 | 590 | 1 606 | 1 |
| Appropriation | | | | |
| Output | 206 912 | 186 520 | 20 392 | 2 |
| Commonwealth | 5 900 | 4 806 | 1 094 | 3 |
| Sales of goods and services | 7 873 | 6 723 | 1 150 | |
| Interest revenue | 1 164 | - | 1 164 | |
| Goods and services received free of charge | 9 601 | 8 775 | 826 | 4 |
| Gain on disposal of assets | | | | |
| Other income | 1 683 | 55 | 1 628 | 5 |
| TOTAL INCOME | 235 329 | 207 469 | 27 860 | |
| EXPENSES | | | | |
| Employee expenses | 78 735 | 69 483 | 9 252 | 6 |
| Administrative expenses | | | | |
| Purchases of goods and services | 42 563 | 33 764 | 8 799 | 7 |
| Depreciation and amortisation | 380 | 271 | 109 | |
| Services free of charge | 9 601 | 8 775 | 826 | 4 |
| Other administrative expenses | 3 054 | - | 3 054 | 8 |
| Grants and subsidies expenses | | | | |
| Current | 95 232 | 91 718 | 3 514 | 9 |
| Capital | 13 226 | 5 729 | 7 497 | 10 |
| TOTAL EXPENSES | 242 791 | 209 740 | 33 051 | |
| NET SURPLUS/(DEFICIT) | (7 462) | (2 271) | (5 191) | |
| OTHER COMPREHENSIVE INCOME | | | | |
| Items that will not be reclassified to net surplus/ deficit | | | | |
| Changes in asset revaluation surplus | 8 | - | 8 | |
| Changes in investment in shares revaluation | 2 000 | - | 2 000 | |
| TOTAL OTHER COMPREHENSIVE INCOME | 2 008 | - | 2 008 | |
| COMPREHENSIVE RESULT | (5 454) | (2 271) | (3 183) | |

Notes:

1. Increase is predominantly due to funding for various Commonwealth Own Purpose Expenditure programs.
2. Increase mainly due to funding for the relocation of NT Library to the Education and Community Precinct, anti-social behaviour initiatives, disaster recovery and pandemic leave disaster payments.
3. Increase reflects accounting treatment and the revised funding profile for Commonwealth National Partnership for Northern Territory Remote Aboriginal Investment Remote Community Stores.
4. Variation due to Department of Corporate and Digital Development billing of services provided free of charge.
5. Increase reflects concessional loan amortisation for Local Jobs Fund.
6. Increase mainly reflects new agreements with the Commonwealth, NTPS bonus payments, cost associated with emergency operational centre response to Northern region flooding disaster recovery event and other one-off payments.
7. Mainly relates to Northern region flooding disaster recovery event and COVID-19 related expenses such as pandemic leave payments.
8. Mainly due to the recognition of doubtful debts.
9. Variation reflects timing of expenditure for manufacturing studies and re-profiling of advanced manufacturing grants and Jabiru and Kakadu Futures.
10. Increase mainly due to funding for relocation of the NT Library to the Education and Community Precinct.

| | 2022-23 Actual \$000 | 2022-23 Original budget \$000 | Variance \$000 | Note |
|--------------------------------|----------------------------|----------------------------------------|-------------------|------|
| Balance Sheet | | | | |
| ASSETS | | | | |
| Current assets | | | | |
| Cash and deposits | 74 117 | 15 052 | 59 065 | 1 |
| Receivables | 1 406 | 1 620 | (214) | |
| Prepayments | 508 | 609 | (101) | |
| Advances and investments | 19 804 | 144 208 | (124 404) | 2 |
| Property, plant and equipment | 30 972 | 25 685 | 5 287 | |
| Other Assets | - | 578 | (578) | |
| TOTAL ASSETS | 126 808 | 187 752 | (60 944) | |
| LIABILITIES | | | | |
| Current liabilities | | | | |
| Payables | 11 535 | 5 362 | 6 173 | 3 |
| Borrowings and advances | 25 068 | - | 25 068 | |
| Provisions | 9 912 | 9 076 | 836 | |
| Other liabilities | 13 244 | 162 | 13 082 | 4 |
| TOTAL LIABILITIES | 59 759 | 14 600 | 45 159 | |
| NET ASSETS | 67 048 | 173 152 | (106 104) | |
| EQUITY | | | | |
| Capital | | | | |
| Opening balance | 89 747 | 160 226 | (70 479) | |
| Equity injections/withdrawals | 12 018 | 60 000 | (47 982) | 5 |
| Reserves | 10 529 | 11 633 | (1 104) | |
| Accumulated funds | | | | |
| Opening balance | (37 784) | (56 436) | 18 652 | |
| Current year surplus/(deficit) | (7 462) | (2 271) | (5 191) | |
| TOTAL EQUITY | 67 048 | 173 152 | (106 104) | |

Notes:

1. Predominantly due to timing of payments for Local Jobs Fund, Jabiru and Kakadu Futures, Rio Tinto Jabiru Social Infrastructure Fund, Commonwealth National Partnership Disaster Risk Reduction program and Barkly Regional Deal, Territory economic reconstruction manufacturing studies grants.
2. Variation predominantly due to timing of Local Jobs Fund loan drawdowns and equity co-investments.
3. The increase is mainly due to Northern region flooding disaster event and Commonwealth funded local government grants.
4. Increase due to recognition of unearned revenue for Rio Tinto Jabiru Social Infrastructure Fund, Commonwealth National Partnerships for Disaster Risk Reduction, Barkly Regional Deal and NT Remote Aboriginal Investment.
5. Variance mainly relates to timing of equity injections for Local Jobs Fund.

| Cash flow statement | 2022-23 Actual \$000 | 2022-23 Original budget \$000 | Variance \$000 | Note |
|-----------------------------------------------------|----------------------------|----------------------------------------|-------------------|------|
| CASH FLOWS FROM OPERATING ACTIVITIES | | | | |
| Operating receipts | | | | |
| Grants and subsidies received | | | | |
| Current | 2 196 | 590 | 1 606 | 1 |
| Appropriation | | | | |
| Output | 206 912 | 186 520 | 20 392 | 2 |
| Commonwealth | 10 108 | 4 806 | 5 302 | 3 |
| Receipts from sales of goods and services | 14 736 | 6 778 | 7 958 | 4 |
| Interest received | 355 | - | 355 | |
| Total operating receipts | 234 307 | 198 694 | 35 613 | |
| Operating payments | | | | |
| Payments to employees | 77 915 | 69 483 | 8 432 | 5 |
| Payments for goods and services | 45 461 | 33 764 | 11 697 | 6 |
| Grants and subsidies paid | | | | |
| Current | 99 531 | 91 718 | 7 813 | 7 |
| Capital | 13 226 | 5 729 | 7 497 | 8 |
| Total operating payments | 236 134 | 200 694 | 35 440 | |
| Net cash from/(used in) operating activities | (1 827) | (2 000) | 173 | |
| CASH FLOWS FROM INVESTING ACTIVITIES | | | | |
| Investing receipts | | | | |
| Repayment of advances | 1 741 | - | 1 741 | |
| Total investing receipts | 1 741 | - | 1 741 | |
| Investing payments | | | | |
| Purchases of assets | 592 | - | 592 | |
| Advances and investing payments | 9 918 | 60 000 | (50 082) | 9 |
| Equity acquisitions | 3 200 | - | 3 200 | 9 |
| Total investing payments | 13 710 | 60 000 | (46 290) | |
| Net cash from/(used in) investing activities | (11 969) | (60 000) | 48 031 | |
| CASH FLOWS FROM FINANCING ACTIVITIES | | | | |
| Financing receipts | | | | |
| Proceeds of borrowings | 25 068 | - | 25 068 | 10 |
| Equity injections | | | | |
| Other equity injections | 13 800 | 60 000 | (46 200) | 9 |
| Total financing receipts | 38 868 | 60 000 | (21 132) | |
| Financing payments | | | | |
| Equity withdrawals | 6 486 | - | 6 486 | 11 |
| Total financing payments | 6 486 | - | 6 486 | |
| Net cash from/(used in) financing activities | 32 382 | 60 000 | (27 618) | |
| Net increase/(decrease) in cash held | 18 586 | (2 000) | 20 586 | |
| Cash at beginning of financial year | 55 531 | 17 052 | 38 479 | |
| CASH AT END OF FINANCIAL YEAR | 74 117 | 15 052 | 59 065 | |

Notes:

1. Increase is predominantly due to funding for various Commonwealth Own Purpose Expenditure programs.
2. Increase mainly due to funding for the relocation of NT Library to the Education and Community Precinct, anti-social behaviour initiatives, disaster recovery and pandemic leave disaster payments.
3. Increase reflects accounting treatment and the revised funding profile for Commonwealth National Partnership for Northern Territory Remote Aboriginal Investment, Barkly Regional Deal and Disaster Risk Reduction program.
4. Mainly reflects GST refunds from the Australian Taxation Office that are not budgeted.
5. Increase mainly reflects new agreements with the Commonwealth, NTPS bonus payments, cost associated with emergency operational centre response to Northern region flooding disaster recovery event and other one-off payments.
6. Mainly relates to Northern region flooding disaster recovery event and COVID-19 related expenses such as pandemic leave payments.
7. Variation reflects timing of expenditure for manufacturing studies, re-profiling of advanced manufacturing grants Jabiru and Kakadu Futures.
8. Increase mainly due to payment relating to relocation of the NT Library to the Education and Community Precinct.
9. Variance relates to timing of Local Jobs Fund concessional loans and equity investments.
10. Reflects Northern Australia Infrastructure Facility and Local Jobs Fund small loans program.
11. Reflects the withdrawal of excess cash balances transferred to the Central Holding Authority.

A photograph of two men smiling and holding a large, silvery fish. The man on the left wears a blue cap with 'BIG FISH' and a blue shirt. The man on the right wears a brown hat, orange sunglasses, and a blue shirt with a colorful landscape print. The background is a clear blue sky and a body of water. The image is overlaid with a diagonal split: orange on the top-left and blue on the bottom-right.

6

Appendices

Appendix 1

Grants programs paid in 2022-23

Community Support Grants

| Organisation | Purpose | Amount paid (GST exclusive) \$ |
|----------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|--------------------------------------|
| Australia Day Council NT Inc | Peak Body Funding | 163,939.38 |
| Australia Day Council NT Inc | Funding for Celebrating the Aboriginal Culture Day events in the Northern Territory | 40,000.00 |
| Autism NT | Support the 2022 Autism NT Fundraising Luncheon | 5,000.00 |
| Basketball NT Inc | Support the operational expenses of Darwin Salties | 100,000.00 |
| Business & Professional Womens Association Darwin | Support the 2023 BPW National Conference | 10,000.00 |
| Charles Darwin University | Support the Chief Ministers Award for Science | 1,000.00 |
| Connellan Airways Trust | Support the 2023 Outback Masquerade Ball | 10,000.00 |
| Darwin & Districts Pipes and Drum Band Inc | To engage instructors for members of the Darwin Pipes and Drums who will perform at the 2023 Darwin Royal Show | 3,000.00 |
| Darwin Chorale Incorporated | Support the production of Evita | 25,000.00 |
| Darwin Cycling Club | Support the 2023 Top End Gran Fondo | 75,000.00 |
| Filipino Australian Association of the NT | Support the 2022 Barrio Fiesta | 10,000.00 |
| Islamic Society of Darwin | Support the 2023 Grand Iftar and Eid Festival dinners | 2,900.00 |
| Nightcliff Rugby League Football Club | Support the 60th anniversary of the Nightcliff Rugby League Football Club | 5,005.00 |
| Northern Territory Major Events Company Pty Ltd | Support the National Basketball League Blitz Darwin | 330,000.00 |
| Northern Territory Police Legacy Inc. | Support the 2022 NT Police Legacy Ball | 5,000.00 |
| Nt Breast Cancer Voice | Support the NT Breast Cancer Voice Forum | 1,400.00 |
| Royal Agricultural Society of The Northern Territory Inc | Support the Chief Minister Award - Senior Steward Trophy 2023 | 400.00 |
| Starlight Children's Foundation Australia | Support the Darwin Star Ball 2023 | 10,000.00 |
| Territory Rodeo Services | Support the 2022 Alice Springs Rodeo | 5,400.00 |
| Total Recreation NT Inc | Support the 2022 Dancing with the Celebrities Ball | 3,700.00 |
| Northern Territory Council of Social Service | Peak Body Funding | 800,281.25 |
| Unions NT | Peak Body Funding | 260,899.51 |
| Volunteering SA And NT Inc | Support the NT Volunteer of the Year Awards | 27,500.00 |
| Grand total | | 1,895,425.14 |

Local Government Grants Programs

Northern Territory Operational Subsidy

The Northern Territory Operational Subsidy is untied funding provided to regional and shire councils in recognition of their low revenue raising ability and high fixed costs.

In 2022-23, \$33.8 million was allocated to the nine regional councils and three smaller shire councils.

Table: Northern Territory Operational Subsidy

| Council | Amount paid \$ |
|---------------------------------------|-------------------|
| Barkly Regional Council | 4 272 540 |
| Belyuen Community Government Council | 409 540 |
| Central Desert Regional Council | 2 769 540 |
| Coomalie Community Government Council | 802 540 |
| East Arnhem Regional Council | 6 820 540 |
| MacDonnell Regional Council | 4 476 540 |
| Roper Gulf Regional Council | 4 711 540 |
| Tiwi Islands Regional Council | 1 601 540 |
| Victoria Daly Regional Council | 1 817 540 |
| Wagait Shire Council | 402 540 |
| West Arnhem Regional Council | 3 730 540 |
| West Daly Regional Council | 2 001 540 |
| Total | 33 816 480 |

Reserves and Other Organisations

In 2022-23, the Department provided funding of \$384 100 to four organisations that, while not local governing bodies, provide local government-like services around the Northern Territory.

Table: Reserves and other Organisations

| Organisation | Purpose | Amount paid \$ |
|---------------------------------|--------------------------------------------------|-------------------|
| Blatherskite Park Reserve | Operational funding | 160 000 |
| Katherine Town Council | Operational funding for the community of Binjari | 139 100 |
| Nhulunbuy Public Cemetery Trust | Operational funding | 10 000 |
| Robbie Robins Reserve | Operational funding | 75 000 |
| Total | | 384 100 |

Indigenous Jobs Development Funding

This grant program provides annual funding to all nine regional councils and the Belyuen Community Government Council that reimburses fifty percent of Aboriginal staff employee costs who are employed within the council.

In 2022-23, the Department provided \$8.5 million in funding to support local Aboriginal jobs.

Table: Indigenous Jobs Development Funding

| Council | Amount paid \$ |
|--------------------------------------|-------------------|
| Barkly Regional Council | 1 011 000 |
| Belyuen Community Government Council | 41 000 |
| Central Desert Regional Council | 709 000 |
| East Arnhem Regional Council | 1 284 000 |
| MacDonnell Regional Council | 1 438 695 |
| Roper Gulf Regional Council | 1 395 000 |
| Tiwi Islands Regional Council | 596 000 |
| Victoria Daly Regional Council | 685 000 |
| West Arnhem Regional Council | 794 000 |
| West Daly Regional Council | 546 305 |
| Total | 8 500 000 |

Waste and Resource Management (WaRM) Program

The WaRM program is an annual grant provided by the Department to regional and shire councils to assist with addressing issues specific to waste and resource management issues within their council area.

In 2022-23, \$1.8 million was provided to eligible councils under this program.

Table: Waste and Resource Management program

| Council | Amount paid \$ |
|---------------------------------------|-------------------|
| Barkly Regional Council | 148 800 |
| Belyuen Community Government Council | 75 000 |
| Central Desert Regional Council | 207 600 |
| Coomalie Community Government Council | 104 500 |
| East Arnhem Regional Council | 193 000 |
| MacDonnell Regional Council | 252 100 |
| Roper Gulf Regional Council | 207 800 |
| Tiwi Islands Regional Council | 119 300 |
| Victoria Daly Regional Council | 148 800 |
| Wagait Shire Council | 75 000 |
| West Daly Regional Council | 119 300 |
| West Arnhem Regional Council | 148 800 |
| Total | 1 800 000 |

Local Authority Project Funding

Local authority project funding is annual funding provided by the Department to regional councils that supports the delivery of priority projects recommended by individual local authorities on behalf of their communities.

The funding aims to:

- build stronger communities
- support regional councils and their communities become stronger and self-sustaining
- provide quality community infrastructure that facilitates community activity and integration
- develop local government capacity to provide legitimate representation, effective governance, improved service delivery and sustainable development.

In 2022-23, the Department provided \$3.7 million in funding to nine councils.

Table: Local authority project funding

| Council | Amount paid \$ |
|---------------------------------|-------------------|
| Barkly Regional Council | 458 800 |
| Central Desert Regional Council | 542 800 |
| East Arnhem Regional Council | 153 250 |
| MacDonnell Regional Council | 551 460 |
| Roper Gulf Regional Council | 225 100 |
| Tiwi Islands Regional Council | 357 800 |
| Victoria Daly Regional Council | 333 600 |
| West Arnhem Regional Council | 626 500 |
| West Daly Regional Council | 465 700 |
| Total | 3 715 010 |

Immediate Priority Grants Program

The Immediate Priority Grant is an application based program open to all local government councils and other organisations that are funded under the local government grants program and provides a funding opportunity for projects that are designed to boost community amenity; support community development and infrastructure and support animal management projects. Projects selected for funding under this program is at the discretion of the Minister for Local Government.

In 2022-23, \$4 million was funded under this program.

Table: Immediate Priority Grants Program

| Council | Project | Amount paid \$ |
|---------------------------------------|-------------------------------------------------------------------------------------------------------------------------|-------------------|
| Belyuen Community Government Council | Belyuen Town oval upgrade project – stage 2. Funds to be used for machinery and fencing costs. | 55 000 |
| Barkly Regional Council | Funding to support animal management programs and vehicle lift support for veterinary services across the council area. | 153 080 |
| Blatherskite Park Trustees Inc. | Funding for Administration building repairs. | 136 986 |
| Blatherskite Park Trustees Inc. | To support council's Stage 4 program for replacing ageing assets. | 141 233 |
| Central Desert Regional Council | Funding for crusher equipment to support waste management | 250 000 |
| Central Desert Regional Council | Upgrade of Willowra Road | 119 600 |
| City of Darwin | Animal management de-sexing and awareness program | 122 100 |
| City of Palmerston | Zuccolli Community Hub – Stage 2 Recreation and sporting space | 250 000 |
| City of Palmerston | Palmerston Fitness centre and Youth Centre roof replacement and solar installation. | 200 000 |
| Coomalie Community Government Council | To support safer and sustainable public places and roadside maintenance | 101 000 |
| Coomalie Community Government Council | Funding for safer animal transport | 40 000 |
| Litchfield Council | Recreation reserve safety upgrades | 250 000 |
| Litchfield Council | Southport road upgrades | 150 000 |
| Wagait Shire council | Purchase of a Tipper-Truck | 90 910 |
| Wagait Shire council | Upgrades of outdoor court and fitness equipment | 142 644 |
| Tiwi Island Regional Council | Feasibility study - Paru barge Landing Upgrades | 59 275 |
| Tiwi Island Regional Council | Wurrumiyanga waste management facility redevelopment | 18 910 |
| West Arnhem Regional council | Jabiru sewerage and water telemetry system | 117 920 |
| West Arnhem Regional council | Minjilang excavator for council operation | 40 909 |
| West Daly Regional Council | Tipper truck and backhoe replacement for Palumpa and Peppimenarti | 389 555 |
| West Daly Regional Council | Abandoned vehicle removal in Wadeye | 112 500 |
| Katherine Town Council | Sportsground fencing renewal (phase 1) | 160 220 |
| Roper Gulf Regional Council | For two staff housing units in Bulman | 250 000 |
| Alice Spring Town Council | Boundary fencing for the Aquatic Leisure Centre | 79 000 |
| MacDonnell Regional Council | Areyonga access road upgrade | 250 000 |
| East Arnhem Regional Council | Staff housing security upgrades | 250 000 |
| Nhulunbuy Public cemetery Trust | Nhulunbuy cemetery conservation and refurbishment | 69 160 |
| Total | | 4 000 000 |

Community Place for People

The Community Place for People grant is an application based program that provides the opportunity for regional and shire councils to apply for funding to establish more liveable spaces in their communities and deliver initiatives that make public places attractive, comfortable, family-friendly and peaceful places to live and work.

In 2022-23, \$2.85 million was allocated in funding under this program to support regional and shire councils.

Table: Community Place for people

| Council | Project | Amount paid \$ |
|---------------------------------------|-------------------------------------------------------------------------------------------------------------------------|-------------------|
| Central Desert Regional Council | To install a shade shelter with ablution facilities in Ti Tree and hard cover shade structures in Engawala and Yuendumu | 415 000 |
| Coomalie Community Government Council | To activate the Myrtle Fawcett Park - Stage 1 in Adelaide River | 415 000 |
| East Arnhem Regional Council | To upgrade public areas in Galiwinku for gatherings and cultural ceremonies and for the establishment of a Ninja park. | 353 400 |
| Roper Gulf Regional Council | To construct a community hall in Urapanga | 415 000 |
| Victoria Daly Regional Council | To renew community places for play and upgrade community playgrounds at Yarralin, Pine Creek and Nauiyu. | 412 800 |
| Wagait Shire Council | To upgrade the beach access points at Erickson Crescent and Baluria Road | 53 400 |
| West Arnhem Regional Council | To upgrade the Waruwi community hall | 415 000 |
| West Daly Regional Council | To install 2 playgrounds in Wadeye including play equipment, soft fall and shading. | 370 400 |
| Total | | 2 850 000 |

One-off Grants

One-off grant funding (\$0.46 million) – is a one-off grant to be offered to either a local government council or other organisation funded under the local government grants program where a strategic, priority or urgent need for financial assistance is identified.

Table: One-off grants

| Council | Amount paid \$ |
|-----------------------------------------------------|-------------------|
| Local Decision Making – Prospective council | 300 000 |
| Election Commitment -Victoria Daly Regional Council | 100 000 |
| Various | 56 450 |
| Total | 456 450 |

Appendix 2

Northern Territory ministry and Leader of the Opposition

The Hon Natasha Kate Fyles MLA

Chief Minister
Minister for Health
Minister for Alcohol Policy
Minister for Major Projects
Minister for Defence

The Hon Nicole Susan Manison MLA

Minister for Tourism and Hospitality
Minister for Parks and Rangers
Minister for Advanced Manufacturing
Minister for Mining and Industry
Minister for Northern Australia and Trade

The Hon Eva Dina Lawler MLA

Treasurer
Minister for Education
Minister for Infrastructure, Planning and Logistics
Minister for Territory Development

The Hon Lauren Jane Moss MLA

Minister for Environment, Climate Change and Water Security
Minister for Mental Health and Suicide Prevention
Minister for Equality and Inclusion
Minister for Youth
Minister for Seniors

The Hon Selena Jane Malijarri Uibo MLA

Minister for Housing and Homelands
Minister for Renewables and Energy
Minister for Essential Services
Minister for Aboriginal Affairs
Minister for Treaty and Local Decision Making

The Hon Paul Andrew Kirby MLA

Minister for Business, Jobs and Training
Minister for Agribusiness and Fisheries
Minister for Public Employment
Minister for Major Events
Minister for Veterans' Affairs

The Hon Kathryn Jane Worden MLA

Minister for Police, Fire and Emergency Services
Minister for Territory Families
Minister for Prevention of Domestic, Family and Sexual Violence
Minister for Sport

The Hon Chanston (Chansey) James Paech MLA

Attorney-General and Minister for Justice
Minister for Racing, Gaming and Licensing
Minister for Local Government
Minister for Arts, Culture and Heritage
Minister for Desert Knowledge Australia

The Hon Ngaree Jane Ah Kit MLA

Minister for Corporate and Digital Development
Minister for International Education
Minister for Disabilities
Minister for Multicultural Affairs

Mrs Lia Emele Finocchiaro MLA

Leader of the Opposition

Appendix 3

Operational expenditure for the Northern Territory ministry and Leader of the Opposition

| Minister | \$000 |
|---------------------------------------|---------------|
| Hon N Fyles (Chief Minister) | 6 185 |
| Employee | 5 242 |
| Operational | 943 |
| Hon N Manison | 1 084 |
| Employee | 871 |
| Operational | 213 |
| Hon E Lawler | 1 282 |
| Employee | 1 131 |
| Operational | 152 |
| Hon L Moss | 956 |
| Employee | 855 |
| Operational | 101 |
| Hon S Uibo | 1 241 |
| Employee | 1 047 |
| Operational | 194 |
| Hon P Kirby | 1 190 |
| Employee | 1 071 |
| Operational | 119 |
| Hon K Worden | 1 262 |
| Employee | 1 066 |
| Operational | 196 |
| Hon C Paech | 1 264 |
| Employee | 987 |
| Operational | 277 |
| Hon N Ah Kit | 972 |
| Employee | 844 |
| Operational | 128 |
| Leader of the Opposition (CLP) | 1 823 |
| Employee | 1 589 |
| Operational | 235 |
| Total | 17 260 |
| Employee | 14 702 |
| Operational | 2 558 |

Appendix 4

Competitive Neutrality

The following is a reporting requirement of Northern Territory's Policy Statements on Competitive Neutrality – to disclose all allegations of non-compliance with the Territory's Policy Statement on Competitive Neutrality and report findings of the investigations.

No competitive neutrality complaint was received in 2022-23.

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Darwin NT 0801





**NORTHERN
TERRITORY**
GOVERNMENT