

Department of  
**THE CHIEF MINISTER  
AND CABINET**

# Annual Report 2021–22



**NORTHERN  
TERRITORY**  
GOVERNMENT

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 2021-22 annual report on the activities and achievements of the Department of the Chief Minister and Cabinet.

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

- a) proper records of all transactions affecting the agency are kept and that employees under their control observe the provisions of the *Financial Management Act 1995*, the Financial Management Regulations and Treasurer's Directions
- b) procedures within the agency afford proper internal control and a current description of such procedures is recorded in the accounting and property manual, which has been prepared in accordance with the requirements of the *Financial Management Act 1995*
- c) no indication of fraud, malpractice, major breach of legislation or delegation, major error in or omission from the accounts and records exists
- d) in accordance with the requirements of section 15 of the *Financial Management Act 1995*, the internal audit capacity available to the agency is adequate and the results of internal audits have been reported to the accountable officer
- e) the financial statements included in the annual report have been prepared from proper accounts and records and are in accordance with Treasurer's Directions
- f) all Employment Instructions issued by the Commissioner for Public Employment have been satisfied.

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 6 sitting days of you receiving it.

Yours sincerely



Kathleen Robinson  
September 2022





## Acknowledgement of Country

The Northern Territory Government acknowledges Aboriginal and Torres Strait Islander people as Traditional Custodians of the land on which we work and live, and pays respect to Elders past, present and emerging.

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# Purpose of the report

The 2021-22 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) and sections 11, 12 and 13 of the *Financial Management Act 1995*.

Its primary purpose is to report to the Chief Minister on CM&C's performance in 2021-22 against approved budget outputs and performance measures. Other audiences include Cabinet, the community, other government agencies, CM&C staff and various external stakeholders.

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 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, and
- financial statements prepared in accordance with sections 11 and 13 of the *Financial Management Act 1995*.

## 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
ELA	Equatorial Launch Australia
FTE	Full Time Equivalent
ILUA	Indigenous Land Use Agreement
JAAC	Jawoyn Association Aboriginal Corporation
LDM	Local Decision Making
LGA	<i>Local Government Act 2009</i>
LGANT	Local Government Association of the Northern Territory
NASA	National Aeronautics and Space Administration
NIAA	National Indigenous Australians Agency
NGO	Non-government organisations
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





## SECTION 1

# The agency

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# Chief Executive Officer's review

## **I am pleased to deliver the annual report for the Department of the Chief Minister and Cabinet (CM&C) for the year ending 30 June 2022.**

During the last financial year, CM&C refreshed its organisational structure and business units are now fully integrated into their new teams. The agency represents a diverse range of functions, services and subject matters from policy reform to Aboriginal Affairs; strengthening our regional and remote communities to facilitating 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.

We are working collegiately and collaboratively not only across the agency, but across government to drive delivery and implementation of priorities that span across multiple agencies. This approach is working from the top down, with our Exclusive Leadership Team and Regional Coordination Committees meeting regularly to ensure our priority targets are being met, and working together to tackle emerging issues as they arise.

During 2021-22, 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 Major Projects; and Minister for Defence
- The Hon Nicole Manison, 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

2021-22 was another year with a strong focus on COVID-19, requiring exceptional engagement, support and action from all NTG agencies to underpin the Territory's response efforts and results.

From a CM&C perspective, we provided critical support to the management of COVID-19, particularly in the regional centres and communities during periods of lock-ins and lockdowns. Our Regional Coordination Committees played a pivotal role to supporting and coordinating emergency management response efforts to keep our communities safe. We ensured the dedicated COVID-19 website was updated regularly, and drafted a high number of, often very urgent, Chief Health Officer Directions during the year. On top of this, several employees from across the agency provided their assistance (at all hours) at the COVID-19 Emergency Operations Centre, through 24-7 call centres and hotlines and testing clinics across the Territory.

Along with the rest of the NT Public Service, CM&C is transitioning to a new way of living and working with COVID-19.

This Annual Report highlights a number of achievements that have been made right across the department. While there are a lot to choose from, some things of particular note are outlined below.

### **Regional Development/Aboriginal Affairs**

- Progressed a number of new Local Decision Making agreements and implementation plans, including with the Nauiyu community (with the Green River Aboriginal Corporation), Beswick and Barunga (with Bangala Traditional Owners), and Djalkiripuyngu (Blue Mud Bay).
- Finalised the first Northern Territory Closing the Gap Implementation Plan, in collaboration with Aboriginal Peak Organisations Northern Territory and the Local Government Association of the Northern Territory.
- Supported the Independent Treaty Commissioner to deliver his Final Report which was released in July 2022, with our agency now working through the recommendations of this significant report.
- Launched the refreshed Northern Territory Aboriginal Land and Sea Action Plan 2022-24.

## Investment Territory

- Supported Australia's first commercial space launch from the Arnhem Space Centre, which occurred on 26 June 2022 via a NASA rocket launched by Equatorial Launch Australia (ELA). This achievement was 6 years in the making, with CM&C employees working with ELA, NASA, Gumatj and Developing East Arnhem Limited to accelerate and deliver this project.
- Progressed work to deliver on the Northern Territory Government's \$40 billion by 2030 target, with support provided to a range of planned and proposed projects, and more than 400 proposals, including:
  - o Terabit Territory Project - \$18 million project to upgrade digital connectivity between Adelaide, Darwin and Brisbane
  - o NEXTDC's planned a new Data Centre Hub for the Asia-Pacific region to be built in Darwin
  - o SunCable – introduction of the Solar Project (Australia-Asia Power Link) (Special Provision) Bill during the March 2022 Sitzings of the Legislative Assembly.
- Established the Advanced Manufacturing Ecosystem Fund in partnership with the Advanced Manufacturing Growth Centre to provide small to medium manufacturing enterprises with a program to grow advanced manufacturing capabilities in the Northern Territory.
- Delivered the third Darwin International Laksa Festival - which saw 95 entries from 65 Territory businesses.

## Strategic Policy

- Transitioned to the new *Local Government Act 2019*, which commenced on 1 July 2021, with comprehensive guidance and support provided to the local government sector.
- Developed standard funding agreements and policies for capital and sponsorship grants.
- Coordinated and released the 'Review of the *Independent Commissioner Against Corruption Act 2017*' Discussion Paper.

- Worked collaboratively with Land Councils, Aboriginal people and their communities to develop a new Burial and Cremations Bill 2022 which was introduced during the May 2022 Sitzings.

The agency has maintained its commitment to making our department a great place to work, and continued to progress a number of actions arising from the 2021 People Matter Survey. The Organisational Improvement Unit is now embedded within the agency and, as at August 2022, 77% of the agency's Response Plan was completed with other initiatives underway. To complement this work, the agency also launched its Customer Commitment in May 2022, highlighting our commitment to improving our customer service delivery in all that we do.

A new General Manager Strategic Services position was established. This position will be used as 6 month rotational leadership development opportunity for senior executives across the Northern Territory Public Sector (NTPS). The General Manager role directly reports to the CEO and oversees the agency's Corporate and Business Services functions; Strategic Communications and Engagement and Strategic Policy Teams.

Finally, I would like to sincerely thank the former Chief Executive Officer, Ms Jodie Ryan, who was the CEO of this agency for over 5 years and led CM&C through a majority of the 2021-22 financial year. Following her departure and in the interim as we work towards finalising the recruitment process for a new CEO of the agency, I want to particularly thank the CM&C employees for being so welcoming and providing me with great support over the last few months.

It has been a pleasure (and a steep learning curve) to lead such a diverse agency. The staff in CM&C are incredibly hard working and dedicated, and always strive for excellence. I have no doubt that our people will continue to flourish under new leadership and deliver government's strategic priorities in the coming year.



Kathleen Robinson  
September 2022



# The Department

## Our vision

A better Territory for all Territorians 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, responsive and meets their needs. 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 but also providing strategic advice on emerging issues over the horizon.

CM&C also plays a critical role by supporting agencies across government to drive implementation of the government's 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 in involving stakeholders in the design of policy and delivery.

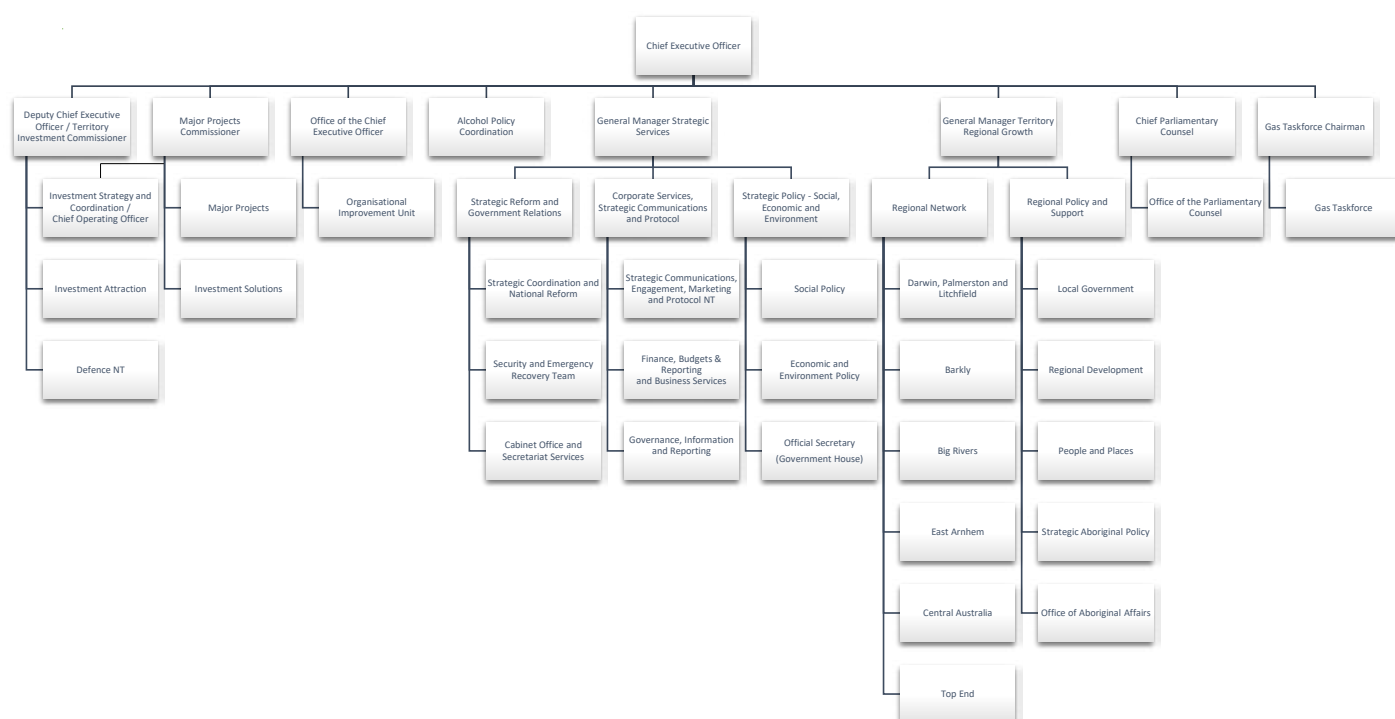


# Organisation

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





## SECTION 2

# Performance and achievements

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# Output performance reporting

This section describes CM&C's performance against planned outcomes for 2021–22. Reporting performance is against outputs identified in the May 2022 Budget Paper No 3.

In 2021–22, CM&C operated to a final budget of \$283.7 million across all output groups with CM&C's reported total actual expenditure for the financial year of \$259.1 million.

The Budget movement and expenses by output for 2021–22 are outlined in the following table.

Output	2021-22 Published Budget \$000	2021-22 Final Budget \$000	2021-22 Actuals \$000	Note
<b>Advice and coordination</b>	8 956	8 423	6 924	1
Strategic policy coordination and engagement	8 956	8 423	6 924	
<b>Territory Regional Growth<sup>a</sup></b>	130 262	152 717	134 724	2
Regional development, local government and Aboriginal affairs	130 262	152 717	134 724	
<b>Investment Territory<sup>a</sup></b>	15 392	43 217	35 997	3
Major, significant and government-facilitated projects	15 392	43 217	35 997	
<b>Darwin Waterfront Corporation</b>	21 327	21 327	21 643	
Darwin Waterfront Corporation	21 327	21 327	21 643	
<b>Government support</b>	31 910	35 686	36 467	
Support to ministers and Leader of the Opposition	17 034	17 034	15 993	
Support to the Administrator	2 917	2 980	3 515	
Government services	11 959	15 672	16 959	
<b>Office of the Commissioner for Public Employment</b>	6 213	6 689	6 146	
Employee and industrial relations	2 034	2 103	2 048	
Workforce planning and development	2 691	2 765	2 388	
Aboriginal employment and career development	678	957	847	
Public sector appeals and grievance reviews	810	864	863	
<b>Corporate and governance</b>	19 352	15 683	17 181	4
Corporate and governance	6 533	5 975	7 254	
Shared services received	12 065	8 774	8 993	
Shared services provided	934	934	934	
<b>Agency total<sup>b</sup></b>	<b>233 592</b>	<b>283 742</b>	<b>259 082</b>	

a. The 2021–22 published budget figures have been backcast to reflect an internal restructure of Jabiru and Kakadu Futures from Investment Territory output group to Territory Regional Growth output group. Functional transfer into Investment Territory output for regional economic development fund, defence industry, resourcing the Territory and Investment Attraction from Department of Industry, Tourism and Trade.

Key variances from the final budget to the actual outcome in 2021–22 are:

1. Lower due to timing of expenditure for hydraulic fracturing reforms, NGO reform agenda and community support grants.
2. Lower expenditure mainly due to timing of payments for Jabiru and Kakadu Futures program.
3. Lower expenditure mainly due to timing of payments for Local Jobs Fund.
4. Higher expenditure mainly reflects centralisation of the graduate program.

b. The budget increase of \$50.1 million from the 2021–22 original budget of \$233.6 million and the final budget of \$283.7 million includes:

- \$18.2 million for Local Jobs Fund
- \$8 million to fund the establishment of Aboriginal Sea Company following the Blue Mud Bay settlement.
- \$5 million for Rio Tinto Jabiru Social Infrastructure Fund
- \$2.9 million for Jabiru and Kakadu Futures.
- \$2.5 million for Barkly Regional Deal.
- \$2 million for Safer Territory Places grant program.
- \$1.8 million for NTPS bonus payments.
- \$1.4 million for Disaster Risk Reduction program.
- \$1.3 million for the COVID-19 response.
- \$1 million for Wadeye pool replacement.
- \$1 million for Territory economic reconstruction to establish Territory 4.0 Testlab.
- \$1 million for Darwin Harbour Digital Twin project.



## Advice and coordination

### Outcome:

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

### Output:

#### Strategic Policy Coordination and Engagement

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

Provide strategic advice across a range of public policy issues to the Chief Minister and Cabinet. Work with relevant agencies and stakeholders to develop, guide and implement priority strategies and initiatives. Coordinate and lead development and execution of whole of government policies and initiatives including implementation of the Hydraulic Fracturing Inquiry recommendations.

Key performance indicators	2021-22 KPI	2021-22 actual
Client satisfaction	>90%	80%
Grant payments within agreed timeframes	>90%	100%

# Strategic Coordination and National Reform

The Strategic Coordination and National Reform (SCNR) unit leads the development and implementation of policy and strategic initiatives to best position the Northern Territory's interests as a member of the Australian Federation. A major part of the team's role this year included leading the whole of government response to ongoing health and economic matters arising from the COVID-19 pandemic in the federal context. This included supporting the National Cabinet; Council for the Australian Federation (CAF); the National Coordination Mechanism; and legal policy support and consultation.

The SCNR unit also works with NT Government agencies to negotiate National Agreements, National Partnerships and Project Agreements, and provides advice and whole of government coordination for major inquiries and reviews, such as Productivity Commission reviews, Commonwealth Parliamentary Inquiries and Royal Commissions.

## Key achievements in 2021-22

- Provided whole of government coordination and briefings for the NT's participation in major national and intergovernmental meetings and agreements, including:
  - 24 meetings of the National Cabinet
  - 32 agreements under the Federation Funding Agreements Framework, including the National Mental Health and Suicide Prevention Agreement
  - leading negotiations with the Commonwealth Government on the Coordinated Investment Framework and the extension to the National Partnership on Northern Territory Remote Aboriginal Investment.

- Release of the '*Review of the Independent Commissioner Against Corruption Act 2017*' Discussion Paper.
- Worked to introduce amendments to the *Interpretation Act 1978* and worked collaboratively with the Department of Health to progress amendments to the *Public and Environmental Health Act 2011* to enable the ongoing management of COVID-19 for 2 years following the expiry of the Public Health Emergency.

## Priorities for 2022-23

- Continue to work to maximise outcomes for the Territory through national forums, including the National Cabinet and CAF.
- Progress priority legislative reform including amendments to the *Independent Commissioner Against Corruption Act 2017*.
- Work with the Department of Treasury and Finance and relevant portfolio agencies on priority national reforms to Health, Skills, Education and Disaster Recovery Funding Arrangements.
- Work with the Commonwealth Government to assist with the finalisation of the Australia-European Free Trade Agreement.





# Strategic Policy Division

The Social, Economic and Environment Strategic Policy units are responsible for leading and coordinating strategic policy development from a whole of government perspective. The units partner with other CM&C work units and NT Government agencies to provide advice on current and emerging policy matters, contributing to the development and implementation of whole of government priorities focussed on improving social, economic and environment outcomes. The Social Policy Unit facilitates funding assistance to organisations and groups fostering social cohesion through Community Support Grants.

## Economic and Environment Policy Key achievements in 2021-22

- Established the Advanced Manufacturing Ecosystem Fund in partnership with the Advanced Manufacturing Growth Centre to provide small to medium enterprises with a program to grow advanced manufacturing capabilities in the Northern Territory.
- In partnership with other NT Government agencies, collaboratively developed the Northern Territory Circular Economy Strategy 2022-27 to support and encourage investment by industry, small business and the community to increase waste recovery, reuse and recycling.
- Provided research and analysis advice, including the regulatory requirements to establish onshore and offshore Carbon Capture Utilisation and Sequestration (CCUS) projects in the Territory, a review of the competitiveness of the Territory's investment environment, independent assessment of the Territory's opportunities to value add to critical minerals projects through downstream processing, and regional economic data analysis and reports.
- Fostered and facilitated new and ongoing strategic partnerships with key organisations to provide evidence based policy advice, including the Committee for Economic Development of Australia, Future Batteries Cooperative Research Centre, Cooperative Research Centre for Transformations in Mining Economies, and Advanced Manufacturing Growth Centres.
- Provided advice to ensure effective and efficient delivery of key economic and environmental priorities across governments and with key delivery partners, including Foreign Investment Review Board, Regulatory Impact Committee and NT Environmental Protection Authority.





## Priorities for 2022-23

- Continue to support whole of government economic and environment policy development, including the development of an economic and environmental outcomes framework.
- Continue to provide whole of government coordination and support to the various activities and stakeholders relating to the implementation of remaining recommendations from the Hydraulic Fracturing Inquiry, including support for the Independent Overseer.
- Work collaboratively across governments and with key delivery partners to ensure effective and efficient delivery of government priorities including:
  - o implementing actions of the Northern Territory Circular Economy Strategy 2022-27
  - o implementation of programs and policies to achieve net zero emissions by 2050
  - o contribute to development of the Northern Territory Strategic Water Plan and associated water related policies.

## Social Policy

### Key achievements in 2021-22

- Publication, in partnership with Menzies School of Health Research, of the second Story of Our Children and Young People; a biannual data report that includes 58 indicators and 114 measures across domains affecting children and young people, including the release of an interactive online data platform to improve data accessibility.
- Continued to embed the application of an outcomes approach across government agencies and the Non-Government Organisations (NGO) sector as part of implementation of the NT Social Outcomes Framework, including partnering with Charles Darwin University to strengthen the evidence base and inform the development of the NT Social Capital Index.
- Continued to work collaboratively across government agencies and the NGO sector, including through the NT Government/ NGO Partnership Group and senior officer working groups including; Suicide Prevention, Domestic, Family and Sexual Violence, Public Places, Disability, 10 year Generational Strategy and Child and Youth Research.
- Reviewed existing whole of government grant funding agreements and developed standard funding agreements and policies for capital and sponsorship grants.
- Provided advice on potential social impacts of development applications to the NT Environment Protection Authority.

## Priorities for 2022-23

- Continue to provide high quality, objective advice on social policy issues to government and through inter-agency or intergovernmental projects.
- Finalising the social, cultural and economic study through the University of Queensland for the Strategic Regional Baseline Assessment for the Beetaloo Sub-Basin.
- Oversee the delivery of the Community Engagement and Information Program through CSIRO to ensure greater independent knowledge transfer regarding onshore petroleum activities and community information needs.
- Using the NT Social Outcomes Framework to embed an outcomes approach across identified domains within the Framework, continue to build the evidence base through the finalisation of myTerritory Connections survey and development of a Social Capital Index, including finalising the data dashboard to support ongoing evaluation efforts.
- Continue to support the impact assessment processes of the NT Environment Protection Authority through the provision of social impact considerations.
- Through the Alcohol Policy Coordination Unit, in consultation with relevant agencies and stakeholders, finalise the Northern Territory Alcohol Action Plan.



## Community Support Grants 2021-22

The Social Policy Unit administers the Community Support Grants, which provide financial assistance to community groups and organisations in the Northern Territory. The purpose of the grants is to promote participation in activities that improve social connections between people of different backgrounds, language groups, genders and ages. Community Support Grants paid in 2021-22 are outlined in Appendix 1.



## Territory Regional Growth

### Outcome:

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

### Output:

#### Regional Coordination, 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 enabling services to communities that promote effective remote community engagement and facilitate local community development initiatives.

Coordinate and lead the development and implementation of the Territory's Aboriginal Affairs Strategy, including:

- ensuring land and sea ownership delivers on the economic and social aspirations of Aboriginal Territorians
- implementing the government's local decision-making agenda in partnership with Aboriginal organisations
- progressing Treaty in the Territory
- providing Aboriginal Interpreter Services to overcome language barriers for Aboriginal people accessing government services.

Key performance indicators	2021-22 KPI	2021-22 actual
Client satisfaction	>90%	85%
Grant payments within agreed timeframes	>90%	100%
Aboriginal interpreting assignments completed	70%	51% <sup>1</sup>
Aboriginal interpreting hours provided by qualified interpreters	62%	78%
Local Government compliance reviews completed	4	7
Training and workshop sessions funded or delivered by the department to improve council capabilities	10	10

<sup>1</sup>Lower outcomes due to impact of COVID-19.



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## 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 wherever Territorians live.

TRG includes the key drivers to improving the economic and social development of regional, remote and the urban Northern Territory, including strategic whole of government coordination through the Regional Network, Regional Development, Office of Aboriginal Affairs, Strategic Aboriginal Policy, Aboriginal Interpreter Service, Local Government, and People and Places.

Key initiatives led by TRG include Local Decision Making, the Darwin City Deal and Barkly Regional Deal, community activation and revitalisation, Aboriginal Affairs Strategy, the NT Government participation in the National Agreement on Closing the Gap, Aboriginal Economic Participation Framework, Aboriginal Land and Sea Action Plan, Regional Development Framework, and BushTel.

## Office of Aboriginal Affairs

The Office of Aboriginal Affairs (OAA) is responsible for providing strategic advice to Aboriginal people, organisations and all levels of government on significant Aboriginal affairs agendas and priorities through strategic Aboriginal policy matters, key projects and meaningful engagement and partnerships.

OAA comprises Aboriginal Affairs Strategic Partnerships, Strategic Aboriginal Policy and the Aboriginal Interpreter Services and is supported by the broader CM&C.

OAA champions the changes and accelerates the work already underway by government in the areas of Aboriginal leadership; capability and capacity building; and building a culturally responsive public sector that contributes to driving the commitments agreed to in the 'Everyone Together' Aboriginal Affairs Strategy and National Agreement on Closing the Gap.

## Key achievements in 2021-22

- Led the implementation of a 5 year funding agreement with the Aboriginal Peak Organisations Northern Territory and the NT Government.
- Facilitated the Celebrating Aboriginal Culture (Australia Day) grant which provides funding to Aboriginal communities, individuals and groups to celebrate Aboriginal culture, language history and achievements as part of the Northern Territory's Australia Day celebrations. In 2021-22:
  - 12 grant applications were received
  - 9 grant applications were successful.
- Continued delivery of the First Circles Leadership program which supports emerging Aboriginal leaders from remote communities across the Northern Territory. It is open to 30 members who participate in the annual program. The program consists of 4 workshops designed to support members in their leadership, governance, building of professional profiles and understanding the impact and how to influence public policies and programs. Uniquely the fourth workshop provides the opportunity for direct engagement with Cabinet Ministers to discuss public policies, programs and influence and contribute to Aboriginal Affairs matters.
- Finalised an organisational and business review of the Aboriginal Interpreter Service (AIS), that identified areas for reform in governance, service delivery model, people, processes, and information technology, to contribute to organisation and business success.
- Between the period 1 July 2021 to 30 June 2022, the AIS has:
  - employed 163 active interpreters
  - completed 5 009 interpreting assignments

- completed 21,812.64 hours of interpreting
- completed 457 recording assignments.
- Finalised the first Northern Territory Closing the Gap Implementation Plan, in collaboration with Aboriginal Peak Organisations Northern Territory (APO NT) and the Local Government Association of the Northern Territory (LGANT), and completed the following actions:
  - established the NT Executive Council on Aboriginal Affairs and the NT Closing the Gap Partnership Working Group
  - amended the NT Cabinet process to include a Closing the Gap Impact Statement in Cabinet submissions and developed associated guidelines
  - worked with the Coalition of Peaks and other jurisdictions to develop Sector Strengthening Plans for health, early childhood care and development, housing and disability
  - allocated the NT Government's proportion of the funding pool in partnership with APO NT to strengthen the Aboriginal community controlled sectors for housing, health and education
  - in collaboration with community, nominated an NT community for a place-based partnership and community data project site
  - developed an online Closing the Gap training module that is publicly available on the OAA website and will be available on MyLearning in the future.



## Priorities for 2022-23

- Elevate the profile of the annual Northern Territory Aboriginal Leadership and Governance Forum held in Alice Springs.
- Increase the number of members involved in the First Circles Leadership program from across the regions, and deliver a formal alumni members program.
- Implement AIS reforms designed to improve service delivery under a regional service model, develop and support career pathways for Aboriginal interpreters and refresh the NT Aboriginal Language Services policy.
- Deliver actions under the 2022-23 NT Closing the Gap Implementation Plan in collaboration with NTG agencies, and in partnership with the APO NT and LGANT.
- Develop an Aboriginal grants policy in line with the Aboriginal Economic Participation Framework and progress the whole of government Cultural Responsiveness Framework.
- Deliver the next phase of the place-based partnership and community data project in the nominated community, in line with community aspirations.
- Increase communications and engagement across the regions to share information on Closing the Gap with resources developed in Aboriginal languages and distributed through local Aboriginal media outlets.
- Release the 2022 Aboriginal Affairs Strategy progress report and Closing the Gap Implementation Plan annual report.

# Strategic Aboriginal Policy

The Strategic Aboriginal Policy unit leads whole of government policy development and implementation at a Territory and national level to support the economic, land and sea aspirations of Aboriginal Territorians.

## Key achievements in 2021-22

- Launched the refreshed Northern Territory Aboriginal Land and Sea Action Plan 2022-24.
- Policy development and advice to support the Territory's COVID-19 emergency response.
- Developed a standardised approach to revised native title determination applications and developed the strategic native title policy framework.
- Adopted the National Guiding Principles for Native Title Compensation Agreement Making.
- Developed agreed positions with other stakeholders on proposed mining related amendments to the Aboriginal Land Rights (Northern Territory) Amendment (Economic Empowerment) Bill 2021.
- Coordinated the NT Government response to the Commonwealth Senate Standing Committee to introduce a package of reforms to amend the *Aboriginal Land Rights (Northern Territory) Act 1976*.
- Development and launch of the Aboriginal Economic Participation Framework and Aboriginal Procurement Policy.
- Facilitated policy and legislative responses to the cessation of *Stronger Futures Act 2012 (Cth)*.
- Coordinated and convened the Aboriginal Land Chief Executive Officers' Working Group meetings in July 2021, October 2021, December 2021, March 2022 and June 2022.







## Priorities for 2022-23

- Continue to coordinate implementation of the actions in the refreshed Northern Territory Aboriginal Land and Sea Action Plan.
- Continue to work towards resolution of outstanding Aboriginal land claims:
  - ongoing implementation of the Kenbi Framework Deed, including Indigenous Land Use Agreement registration and resolution of remediation issues.
  - continue negotiations with the Northern Land Council to resolve the 23 outstanding beds and banks of rivers and intertidal zone land claims
  - instruct the Solicitor for the Northern Territory on remaining land claim hearings regarding evidence of traditional ownership and potential NT Government detriment
  - progress the establishment of the Aboriginal Sea Company and facilitate amendments to the *Fisheries Act 1988* to acknowledge Aboriginal rights and interests.
- Provided information and policy guidance to NT Government departments and agencies in relation to existing native title proceedings and proposed future acts.
- Continue the development and implementation of strategic native title policy.
- Support the Aboriginal Economic Leadership Group and the implementation of Territory Economic Reconstruction Committee recommendations for Aboriginal economic development.

# Local Government

The Local Government unit supports the administration of the *Local Government Act 2019* and other legislation relevant to the local government sector. Its work aims to strengthen the sustainability, performance, integrity, transparency and accountability of the local government sector. It does this through contemporary legal policy and legislation and providing guidance, capability-building and compliance functions for the Northern Territory's 17 councils. This includes the administration of local government grant funding and administrative support for the independent Northern Territory Grants Commission.

## Key achievements in 2021-22

- Provided comprehensive guidance to the local government sector to support transition to the new *Local Government Act 2019* (commenced 1 July 2021), and delivered a series of foundational governance courses designed in conjunction with the local government sector to support elected representatives in their roles.
- Led collaboration with the 4 Land Councils and the engagement of over 80 key stakeholders, including the local government sector, on the draft Burial and Cremation Bill that was introduced into the Legislative Assembly on 18 May 2022. A key aim of the legislation is to ensure record keeping for burials throughout the Territory in a way that recognises and respects traditional burial practices and cultural decision making.
- Progressed the Local Government initiative under the Groote Archipelago Local Decision Making Agreement with Chief Minister and Cabinet's East Arnhem Regional Network team, leaders from East Arnhem Regional Council (EARC) and the Anindilyakwa Land Council (ALC). Implemented the first step to establish a prospective council for the Groote Archipelago under the *Local Government Act 2019* to negotiate financial and in-kind support with ALC and EARC.
- Conducted public consultation on the NT Government's proposal to expand the City of Palmerston boundary. From July 1 2022 the City of Palmerston boundary will expand to include unincorporated land from Berrimah (excluding Northcrest residential development), Elrundie, Tivendale and Wishart areas.
- Conducted public consultation on the proposal to incorporate land in the Cox-Daly and Marrakai-Douglas Daly areas into one or more local governments. Written feedback was received from 137 people with 3 community meetings held.
- Administered \$51.9 million in NT Government-funded local government grants, and provided administrative assistance to the NT Grants Commission in the administration of \$48.3 million in Commonwealth grants for the local government sector.
- Developed, in conjunction with the local government sector, a strategic framework to enable capacity development and strengthen sustainable systems of governance and conducted 7 compliance reviews.



## Priorities for 2022-23

- Delivery of 2 modules of mandatory professional development for elected council members.
- Consideration by the Legislative Assembly of the Burial and Cremation Bill 2022, and the development of the Burial and Cremation Regulations 2022. If passed, implementation will include comprehensive stakeholder engagement, provision of guidance materials and other support.
- Development and provision of advice on potential options for further consideration on the incorporation of the Cox-Daly and Marrakai-Douglas Daly areas.
- Establishment of a prospective council in the Groote Archipelago under the *Local Government Act 2019*, and the subsequent provision of detailed financial advice to government to support a decision on whether or not to progress to the establishment of a new local government council.
- Development of a transparent, evidence-informed regulatory framework that guides and strengthens the unit's approach to its regulatory function.
- Completion of the Local Authority Reform review, and implementation of agreed recommendations for supporting regional councils and their Local Authorities to deliver effective engagement of communities in council planning, prioritisation and service delivery.
- Development of a guidebook series for Local Government Chief Executive Officers to navigate local government legislation and recommended good practice.



# Regional Development

The Regional Development unit supports CM&C and government agencies to deliver the Regional Development objectives of government. This includes through the collaboration, management and co-ordination of identified policy, programs and projects, and maintaining strong relationships with all levels of government and external stakeholders.

## Key achievements in 2021-22

- Creation of an intergovernmental Regional Prioritisation Steering Group to deliver the Territory Economic Reconstruction Committee (TERC) recommendations and facilitate regional collaboration.
- Development of the Regional Development Framework, which outlines the objectives, principles and governance model for regional development across the NT.
- Supported regional teams and stakeholders to progress the development of Regional Economic Growth Plans.
- Development of a Regional Data Portal to enable regional business, stakeholders and prospective investors to access a 'single source of truth' for Territory regional data and information.
- Commenced a revised 3 year partnership with Regional Development Australia NT, to improve connection and collaboration with regional stakeholders, improve access to data and co-manage a seed funding program for key identified projects.
- Partnered with local government across the Territory to deliver a 'myTerritory' economic stimulus program to support and protect local jobs in the hospitality and retail sectors, who were significantly impacted by COVID-19.

## Priorities for 2022-23

- Lead NT Government negotiations with the National Indigenous Australians Agency and Aboriginal Peak Organisations Northern Territory for the development of the new Commonwealth NT Remote Aboriginal Investment Agreement in partnership with other NT Government agencies and key stakeholders.
- Develop an NT remote community stores licensing and monitoring scheme post sunset of the Commonwealth Stronger Futures NT legislation.
- Develop a service delivery framework for regional and remote communities and homelands/family outstations by benchmarking service standards to be delivered by location.
- Support the ongoing implementation of Regional Economic Growth Plans and the delivery of TERC Regional Prioritisation recommendations.
- Ongoing development and curation of content within the Regional Data Portal, including integration of 2021 Census data when available.

# Remote Information and Engagement Team

The Remote Information and Engagement Team (RIET) is responsible for the Northern Territory Government's Remote Engagement and Coordination Strategy (RECS) which aims to improve the way we coordinate our services and engage with regional and remote Aboriginal community members.

Integral to the function of the team are a number of internal and external systems and training workshops that implement the RECS. These are offered to the department, the Northern Territory Government and the public, and include:

- BushTel website (a central point for information about the regional and remote communities of the Northern Territory, their people and cultural and historical influences)
- BushReady website (a public-facing website that brings together information gathered about the most effective ways to engage with people in regional and remote Aboriginal communities)
- Remote Engagement Essentials training workshop; getting staff 'BushReady'
- TRIPS dashboard
- A range of spatial data analysis and web mapping information.

## Key achievements in 2021-22

- 132 NTG and NGO staff across the NT completed the RECS Remote Engagement Essentials training workshop. To date, 632 participants have completed the training and attained the Engagement Essentials certificate from International Association of Public Participation (IAP2).
- To better understand the multiple networks and other working groups that exist within communities, RIET worked closely with the Tiwi and Big Rivers regions to create an interactive governance map that shows the connections between communities, governance groups, and individuals.

- In partnership with the CM&C People and Places unit, developed data capture, monitoring, display and reporting capability for real time hotspot mapping of anti-social behaviour incidents.
- Assisted the Big Rivers Regional staff in creating a 'Liveability Survey' to capture community views across a series of liveability metrics.
- Updated the BushTel website to include Commonwealth grants delivered in the NT.
- Assisted the Department of Corporate and Digital Development with the creation of a telecommunications outages map and dashboard to assist with the identification of patterns to outages and any consistent trouble areas.
- Recorded significant increase in visits to the BushTel and BushReady websites.

## Priorities for 2022-23

- Continue to strengthen financial information of regional and remote Aboriginal communities with the inclusion of other financial data for display into BushTel.
- Continue to deliver the Remote Engagement Essentials training workshop across the Territory upskilling NT Government and other service providers.
- Complete and implement the RECS Monitoring and Evaluation Framework, allowing individuals and organisations to have a better picture of how efficient and effective their engagement was, and how it might be improved.
- Continue to develop BushTel as the go-to site for remote Aboriginal communities with continual development to provide transparent and accurate information to users both in government and the public.

# People and Places

The People and Places unit delivers a program of work that includes City and Regional Deals, Activate Territory and the Anti-Social Behaviour (ASB) Central Coordination unit.

The City and Regional Deals team coordinates the delivery of NT Government initiatives of both the Darwin City Deal and the Barkly Regional Deal.

The Activate Territory team supports the regions to revitalise and enhance their community centres while also delivering the functions of Activate Darwin.

The ASB team provides strategic whole-of-government leadership and coordination in the delivery of a range of ASB deterrence and response measures across the Northern Territory. The unit works in close partnership with local government, NT Government and Commonwealth government agencies, peak Aboriginal organisations, industry groups, businesses and non-government organisations, to ensure tailored ASB services are available in emerging hotspot locations.

## Key achievements in 2021-22

- Developed a data capture, monitoring, display and reporting capability for real time hotspot mapping of anti-social behaviour incidents. This capability supports improved coordination and triaged deterrent and response activities by key service providers.
- Administered the Safer Territory Places grant program, allocating \$2M across 12 separate grants. Recipients have included local governments, sporting and social clubs, businesses, an Aboriginal organisation and an association representing market holders.
- Launched the Feeling Cooler in Darwin: Darwin Heat Mitigation and Adaptation Strategy, a City Deal deliverable that includes actions to address urban heat, prepare for heat and heat-related illness, and support Darwin to become a leader in heat mitigation and adaptation in the wet-dry tropics.
- Finalised the negotiation of the development documents for the Larrakia Cultural Centre with Larrakia Development Corporation.
- Delivered the third Darwin International Laksa Festival, which saw 95 entries from 65 Territory businesses, a significant increase from the 35 entries in 2019 and 58 entries in 2020. The Festival also extended to the regions with a new category to award the Territory's Best Regional Laksa.
- Delivery of the 2021 Darwin Street Art Festival, which expanded to include all of the Territory. Five of the Territory's street art murals were recognised in the Australian Street Art Awards with 3 across the Territory receiving bronze and 2 located in the City taking out the top (gold) awards for the Best Monument or Memorial and the Best Entrance Artwork.
- Supported the local music scene by funding Lunch on the Lawn in Bennett Park and Sunset Sounds at Cullen Bay.



## Priorities for 2022-23

- Continue data analysis and reporting of service provision in responding to anti-social behaviour.
- Launch the Darwin City Laneways and Small Streets Action Plan, a City Deal initiative.
- Develop a Night-Time Economy Strategy for Darwin City.
- Continue to work with the Darwin Heat Mitigation and Adaptation Strategy partners to implement actions, and with the Darwin Living Lab to monitor and evaluate existing, and investigate new heat mitigation and adaptation projects.
- Support the delivery of activations, events and place making in the regions to enhance and revitalise regional centres.
- Deliver city events including the Darwin International Laksa Festival and Darwin Street Art Festival.



# Barkly Regional Office

The Barkly Region is the Territory's third largest region, extending along the Stuart Highway from Tara to Elliot and east across the Barkly Tablelands to Queensland. It has a population of about 6 000, 71% of whom are Aboriginal. Tennant Creek is the main centre with a population of about 3 300 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 the effective rollout of the NTG's agenda and to support engagement with regional leaders, communities, organisations, and businesses.

## Key achievements in 2021-22

- Provided Chair and Secretariat functions to the Barkly Regional Coordination Committee (BRCC), and directed development and endorsement of BRCC Regional Action Plan with key themes of 'Liveability', 'Community Wellbeing and Safety', 'Economic Development' and 'Regionalisation' and facilitated the first community based BRCC at Elliott in May 2022..
- Supported Barkly Regional Deal initiatives including secretariat functions to the Economic Growth and Support Working Group, finalisation of the Economic Growth and Support Strategy; finalisation of the Indigenous Land Use Agreement for the Youth Justice Facility site; and support to progress the Tennant Creek Visitor Park, Student Boarding Accommodation, Crisis Youth Accommodation and Trauma Informed Care, and design, funding and establishment of the Governance Table Aboriginal Alliance.
- Facilitated and assisted with stakeholder engagement meetings and events at the regional

level by developing appropriate stakeholder protocols with community, local businesses and services, and access to working groups. Brokered effective partnerships to assist the establishment of major projects.

- Ongoing focus on Local Decision Making Agreements including execution and commencement of implementation planning for the Julalikari Council Aboriginal Corporation Local Decision Making Agreement.
- Improved recognition of, and collaborative working arrangements with, the Patta Aboriginal Corporation and the Aboriginal Leadership Group organisations.
- COVID-19 response through coordination of public masking stations at high volume foot traffic sites and supported Department of Health response measures through staff training to assist at testing clinics and staff resourcing to support Juno Isolation Facility.





## Priorities for 2022-23

- Finalise and enact the Julalikari Council Aboriginal Corporation Local Decision Making Agreement Implementation Plan and associated Key Priority Implementation Plans.
- Lead community consultations to inform, gauge and seek community viewpoints on cessation of the *Stronger Futures Act (2012)* in relation to alcohol restriction provisions, and transition of remote store licencing arrangements.
- Ongoing focus on regional Local Decision Making Agreements with priority on Canteen Creek, Epenarra and Utopia Homelands.
- Establish the Homelands Sub-Committee of Barkly Regional Coordination Committee to improve oversight and management of funding streams, service delivery and community development planning on Barkly Region Homelands and Outstations, to align with the Barkly Regional Deal community planning process.
- Implement actions and priorities within the Regional Action Plan, including tailored and strategic investment into projects through the Barkly Regional Flexible Fund.
- Ongoing support to the Department of Territory Families, Housing and Communities through contract management of the Tennant Creek Marlungku-kari Child and Family Centre (CFC), and community consultations with Aboriginal Community Controlled Organisations for an additional CFC site in the Barkly region to deliver programs that support vulnerable children and families.





# Big Rivers Regional Office

The Big Rivers region covers approximately 25% of the Northern Territory's total land mass, and as the name suggests, includes the largest and the most rivers of any region. The landscapes across the region are incredibly diverse, stretching from clear blue coastal waters of the East Kimberley to the great escarpments of the iconic Nitmiluk Gorge, and the red dirt of the central desert. Nestled in these vistas are an equally varied array of industries including tourism, pastoral, horticulture, defence and mining, as well as a rich representation of Aboriginal cultures.

Working among all this is the Big Rivers CM&C office, delivering NT Government priorities and leading whole of government coordination to best support our regional communities and stakeholders.

## Key achievements in 2021-22

- Three new Local Decision Making (LDM) implementation plans were signed for 2021-23 with existing partners Yugul Mangi Development Aboriginal Corporation, Jawoyn Association Aboriginal Corporation (JAAC), and Gurindji Aboriginal Corporation.
- The Werenbun LDM implementation plan 2021-25 was signed, the first ever LDM Agreement directly with a homeland, with a range of partners including the NTG, JAAC, National Indigenous Australians Agency and Roper Gulf Regional Council.
- Played a key role in the Katherine and surrounds COVID-19 response to the largest outbreak in the Territory at the time. This included assisting police, acting as clean nurses and administration assistants to Health staff, and providing community engagement through local interpreters.
- Ran the first ever regional liveability survey in the Territory, collecting over 500 responses which have now been collated into a report to assist all levels of government to target the delivery of services and infrastructure.
- The Ngaliwany Purrp'ku Child and Family Centre in Kalkaringi was officially opened on 2 November 2021, with the refurbished building transformed into a contemporary space for early childhood learning and parental support.
- Guided by the strategic vision of the Big Rivers Regional Economic Growth Committee, delivered the Big Rivers Regional Economic Growth Plan.
- On 15 February 2022, Bagala Aboriginal Corporation (BAC) was granted the first new liquor licence in a community for over 20 years, for the Bagala Social Club in Barunga. CM&C Big Rivers has supported BAC throughout the process which has included key LDM and community aspirations principles.
- In collaboration with the Katherine Youth Interagency Group, independent consultant, local stakeholders and the Department of Territory Families, Housing and Communities, supported the development of the Katherine Youth Action Plan 2022-24.

## Priorities for 2022-23

- Continue to work with partners to progress LDM agreements at various stages of development, including with the Bagala Traditional Owners, Numburindi Development Aboriginal Corporation in Numbulwar, and Kurdiji Aboriginal Corporation.
- Continue to lead coordination and reporting for the 7 initiatives to address Katherine housing constraints, which continues to be the largest limiting factor for business, non-profits, and government in Katherine.
- Working in coalition with the Katherine Activation Project Control Group, continue to lead projects including new murals for the award winning Big Rivers Portrait Series and the activation of prominent public spaces.
- Support the Big Rivers Children and Families Committee in its inaugural meeting in the second half of 2022.



# Central Australia Regional Office

Central Australia, also known as the Red Centre, is the largest region in the Northern Territory. With a population of about 39 500 people, 43% of whom are Aboriginal, the region is made up of small communities, outstations and homelands, separated by long distances. Alice Springs is the main centre, with a population of about 26 500 people. Major industries in the region include tourism, mining, oil and gas exploration, pastoral and construction.

Territory Regional Growth Central Australia is responsible for the coordination of Government policies and projects across all agencies within the region. The business unit comprises the following work units: local decision making, local government, Aboriginal Interpreter Service, and regional youth coordination.

The 2021-22 year saw the unit involved in coordination and collaboration activities in response to emergency events including COVID-19 response, flooding and food security issues. This demonstrates the diversity and agility of the team.

## Key achievements in 2021-22

- Progressed multiple LDM agreements with 3 community organisations and 2 communities. (Tangentyere Council Aboriginal Corporation (TCAC), Atyenhenge Atherre Aboriginal Corporation (AAAC) and Lyentye Apurte, Ingkerreke Outstations resource services and Bonya).
- Progressed the Youth Services Mapping Project with all 3 tiers of government expenditure mapped and analysed. Six priority areas of reform were identified.
- Coordinated the remote COVID vaccination working group to improve vaccination rates through cross agency and organisation collaboration. Stood up the Southern Region information group including key ACCO's and community groups and brokered welfare referral process across Town Camps and with regional councils in communities.
- Coordination and collaboration associated with supporting community and agencies during the Rolfe trial. A remote worker safety sub-committee was established as part of the NTG plan.

## Priorities for 2022-23

- Progress LDM agreements with multiple community organisations and communities including TCAC, IOR, AAAC, Ngurratjuta, Bonya and Yuendumu.
- Develop a Governance Board to drive the execution of the Youth Services Implementation Plan. Ensure all stakeholders are actively engaged in delivering and reducing youth related ASB as identified in the 6 priority reform areas.
- Stand up and implement Activate Alice. Set up the committee and ensure key community organisations and council are engaged in the project. Develop a website and ensure activation is built into NTG grants in Central Australia.
- Fully implement TCAC's hub and spoke model, and continue to develop Child and Family Centres (CFC) in Yuendumu, Papunya and Arlparra. Embed and support new Resident Medical Officer CFC resource into Central Australia office.
- Develop and implement tristate plan and prioritise recruitment on community.
- Implement and transition stores licensing compliance and licensing frameworks from NIAA.



# East Arnhem Regional Office

The East Arnhem region is situated in the far north eastern corner of the Territory and has a population of about 14 600, 73% of whom are Aboriginal. The region covers East Arnhem Land, Groote Eylandt and Elcho Island, with main centres in Nhulunbuy and Alyangula. Major industries in the East Arnhem region include mining, buffalo farming, tourism, aquaculture and fishing.

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.

East Arnhem CM&C office continues to work to strengthen the Aboriginal Interpreter Services across the region through new partnerships with regional organisations and government agencies. In addition to the strong focus on keeping the region safe and informed about COVID-19 with regional partners, the team increased its focus on economic reconstruction with a dedicated role to drive public and private investment and jobs growth, and continued a strong focus on delivering on Local Decision Making commitments and regional children, families and youth projects alongside a renewed focus on the Gove Peninsula transition work.

## Key achievements in 2021-22

- Led regional coordinated efforts in contextualised COVID-19 public messaging including supporting and funding the development of a range of materials in Warnindilyakwa and Yolŋu Matha.
- Implementation of Local Decision Making policy in East Arnhem in partnership with regional and local organisations and community leaders including:
  - progressed the landmark Groote Archipelago LDM Agreement and 4 signed implementation plans that set out the steps to transition control of service delivery to Anindilyakwa organisations in the areas of housing, education, economic development and law, justice and rehabilitation
  - progressing the Anindilyakwa aspiration to establish an Anindilyakwa Local Government Regional Council and to increase Anindilyakwa control of health services for the Groote Archipelago via negotiation of the Health Implementation Plan
- finalised Djalkiripuyngu (Blue Mud Bay) LDM Agreement which was signed on 30 July 2022
- implementing the Gapuwiyak Child and Family Centre and supported East Arnhem Land Youth model in partnership with Yolŋu leadership groups
- implementing the whole of government Yolŋu region Cultural Competency Training in partnership with ARDS Aboriginal Corporation.
- Continued support and strengthening of the East Arnhem whole of government coordination and broader government and stakeholder cooperative arrangements including finalisation of the East Arnhem Regional Action Plan.
- Continued to provide joint leadership and support for the Regional Economic Growth Committee including finalising the East Arnhem Regional Economic Growth Plan to drive diversification and growth of the regional economy. Project highlights included:
  - finalisation of the East Arnhem Regional Economic Growth Plan

- advancing the jointly funded \$8 million tourism precinct at the Gove Port and a \$10 million commitment in 2022-23 to support co-investment in redevelopment of the Gove Port commercial precinct
- supporting the project facilitation for establishing of the Arnhem Space Centre by Equatorial Launch Australia with the successful first commercial launches of sounding rockets by NASA.
- Leading the NT Government role in the Gove Peninsula Futures Reference Group and Gove transition including:
  - progressing priority transition work in land tenure, master planning, essential services and economic transition
  - negotiation and signing the Stronger Places Stronger People initiative to deliver community strengthening on the Gove Peninsula
  - developed and launched the Gove Peninsula Youth Action Plan 2022-24.

- continue negotiations in the sub-regions of Gatlirr, Birr Rawarrang and Miyrrka sub-regions towards LDM agreements in early 2023
- implementing the Djalkiripuyngu LDM Agreement
- engaging with Australian Government empowerment initiatives including Local and Regional Voice and Empowered Communities.

- Continue to support the regional Yolŋu and Anindilyakwa led youth development strategies and implementation of the Gove Peninsula Youth Action Plan 2022-24
- Establish the Gapuwiyak Child and Family Centre and continue to support the East Arnhem Land Youth Model.
- Continue to work with relevant stakeholders to plan for the future of the 2 mining towns in the region, including the Gove and Alyangula Futures processes already in progress.
- Continue strengthening the Aboriginal Interpreter Services in East Arnhem Land including as a priority on the Gove Peninsula, Groote Archipelago and Galiwinku.
- Support the implementation of major infrastructure projects for the region including the \$225 million Central Arnhem Road upgrade Gove Port diversification strategy and remote housing program including implementation of the Birritjimi residents housing construction project.
- Continue to improve coordination and cooperation across NT Government agencies, other tiers of government, the land councils and regional and local service providers.
- Lead engagement with regional stakeholders on the cessation of the *Commonwealth Stronger Futures Act* including engagement on local community aspirations on the management of alcohol and kava under the *NT Liquor Act 2010* and *Kava Management Act 1998*.
- Continue to support a range of regional economic development initiatives in the region including undertaking engagement and development of Local Economic Growth Plans for each sub-region of East Arnhem Land.

## Priorities for 2022-23

- Support and lead the implementation of the recently mandated Yolŋu-specific cultural competency for all NTPS working in or with the Yolŋu region.
- Continue to drive and facilitate the effective rollout of the NT Government's LDM initiative in East Arnhem including:
  - supporting the development of the next three Groote Archipelago LDM implementation plans in the areas of Local Government and Health
  - ensuring the four signed implementation plans for the Groote Archipelago are progressing as agreed
  - advancing sub-regional LDM workshops in the, Marthakal and Miwatj/Laynhapuy region

# Darwin, Palmerston and Litchfield Region

The Darwin, Palmerston and Litchfield Region team supports the Greater Darwin region and is located on Larrakia country encompassing the cities of the Litchfield Shire, Palmerston, Darwin and East Arm. The population in this region is about 147 200 people (60% of the Territory's population):

- Darwin is the key gateway for tourism, trade and defence
- Palmerston has a rapidly growing population, known as the City of Families
- Litchfield Shire has major industries such as construction, aquaculture, horticulture and crocodile farming
- East Arm includes the Marine Industry Park, where the future Darwin Ship Lift facility will support defence, logistics and freight, and future oil and gas activity
- the regional office works collaboratively with key partners to provide strategic whole of government leadership and coordination to deliver regional priorities and outcomes.

## Key achievements in 2021-22

- Established whole of government and non-government committees' and taskforces to lead strategic delivery of government priorities, address service gaps and work towards the development of a regional economic growth plan.
  - Contributed to the development of the Greater Darwin Destination Management Plan to identify tourism investment and infrastructure opportunities.
  - In collaboration with partners, identified enabling infrastructure to support liveability and increased growth opportunities in the region.
  - Through the Regional Flexible Funds program, engaged with local small business partners to deliver community place-making events.
  - Provided resources and support to assist with the whole of government response to COVID-19, including collaboration with Town Community leaders to develop and install signage with key messaging to keep their communities safe.
- Darwin, Palmerston and Litchfield interpreters completed a total of 4 612 hours of interpreting jobs from 1 July 2021 to March 2022, including on-site, telephone, audio visual and recorded messaging.
  - Facilitated stakeholder engagement, youth activities and health and wellbeing services in the town communities.
  - Continued to negotiate a number of complex Local Decision Making Agreements.
  - In partnership with the Youth Sector and Northern Territory Government agencies, assisted in the delivery of programs for young people in Palmerston and the Northern Suburbs.
  - Led the development and oversight of Darwin and Palmerston Youth Action Plans.
  - Developed and supported a high performing team who work collaboratively with key partners to achieve outcomes for our region.



## Priorities for 2022-23

- Continue to lead collaborative service delivery through the Darwin, Palmerston and Litchfield Regional Coordination Committee and the Regional Economic Growth Committee to drive government's agenda and take action to address regional challenges and opportunities across priority areas.
- Activate urban community spaces and improve the liveability of the region.
- Increase the number of certified Aboriginal Interpreters to strengthen the Aboriginal Interpreter Service to improve accessibility and communication platforms in a culturally appropriate way.
- Promote the Larrakia Cultural Protocols to raise awareness and enhance respect for Larrakia Country and the cultural authority of the Larrakia people, the traditional owners of the region.
- In response to community feedback, continue to work in partnership with key Aboriginal organisations and leaders to develop and implement a regional Reconciliation Action Plan.
- Collaborate with partners and stakeholders, including representatives from remote communities and Land Councils, through the Interagency Tasking Coordination Group and integrated assertive Outreach Taskforce to manage the impacts of antisocial behaviour and rough sleepers.
- Continue to work in partnership with Department of Territory Families, Housing and Communities to deliver school holiday programs, establish a new youth hub in the northern suburbs to engage young people in a safe place, and manage the Child and Family Centre, and Child and Family Community Fund.



# Top End Regional Office

The Top End region encompasses Darwin, the Tiwi Islands and many communities extending east to East Arnhem and south of the Palmerston and Litchfield region to the Katherine region including Wadeye, Peppirmenarti, Maningrida, Warrumiyanga and Jabiru.

Major industries include tourism, horticulture, forestry and mining. Tourism is a significant contributor to economic activity in the region, with world renowned attractions such as Litchfield and Kakadu national parks, as well as the Daly River for recreational fishing and camping. Mining activity in the region includes gold and other minerals around Pine Creek.

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 support effective engagement with regional leaders, communities, organisations and businesses.

## Key achievements in 2021-22

- Refreshed the Top End Economic Growth Committee and supported the Committee to develop and finalise the Top End Regional Economic Growth Plan, identifying key economic and social infrastructure needs and growth opportunities to drive diversification and grow the regional economy.
- Led the NT Government's role in supporting the transition of Jabiru from a mining service centre to a regional services and tourism hub, which included:
  - winding-up of the Jabiru Town Development Authority after 40 years of operation to a fully Aboriginal controlled entity
  - completion of the new Jabiru hybrid power station, which is now powering the town of Jabiru.
- Implementation of Local Decision Making policy across the region in collaboration with key stakeholders and local leaders:
  - finalised negotiations with Green River Aboriginal Corporation (GRAC) to develop a LDM agreement that supports Nauiyu's community aspirations for self-determination
  - finalised LDM negotiations with Mulyung, which will support Emu Point's aspirations for self-determination
  - supported the Nja-marleya Cultural Leaders to develop a youth justice model, to lead restorative conferences to address youth crime in Maningrida, including sourcing funds to develop a Maningrida Youth Strategy
  - establishing the Children and Families Centre in Wadeye, through 'Da Ngimalmin' a cultural respective and community led holistic approach to social development of the people of Wadeye/Thamarrurr. Da Ngimalmin will support social development for the community.
- Led engagement and coordination of Covid-19 messaging across the region, including assisting with the community outbreak response.
- Led engagement activities with communities affected by the cessation of alcohol restrictions connected to the Commonwealth Stronger Futures legislation.
- Provided support for service delivery through the coordination of regular meetings and information sharing, including Commonwealth and local government, non-government organisations, land councils and Aboriginal corporations.

## Priorities for 2022-23

- Implement actions identified in the Top End Regional Economic Growth Plan, including:
  - progressing key enabling infrastructure
  - progressing economic growth opportunities in agribusiness, tourism, resources, energy transition, mine rehabilitations, native bush foods and civil and construction services.
- Finalise LDM agreements and commence the implementation of strategic priorities in the West Daly (Naiyu, Emu Point, Palumpa and Wadeye), Tiwi Islands and West Arnhem (Maningrida) areas.
- Engage, identify aspirations and develop LDM agreements with Belyuen and Amangal community and Gunbalanya.
- Lead and coordinate government responsibilities to progress the development of Jabiru and Kakadu.
- Continue to support strengthening the Aboriginal Interpreter Service across the region – prioritising Tiwi Islands, West Daly and West Arnhem regions.
- Develop governance structures in collaboration with Maningrida and Tiwi Islands communities.
- Co-develop the Maningrida Closing the Gap agreement with the Office of Aboriginal Affairs and the Maningrida community.
- Recognise and formalise the Maningrida Nja-marleya Cultural Leaders and Justice group under an Aboriginal Justice Agreement.
- Support the development and implementation of a Thamarrurr Regional Plan including proposals to support community living spaces outside of Wadeye.







## Investment Territory

### Outcome:

**A diversified and growing Territory economy.**

### 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.

Key performance indicators	2021-22 KPI	2021-22 actual
Major projects being progressed	16	13



# Investment Territory Unit

The Territory Investment Commissioner and Major Projects Commissioner, as co-leads of Investment Territory, have been working to drive a strengthened approach to winning investment and supporting precinct, major and significant project development and execution in the Northern Territory.

Investment Territory is working with proponents with planned and proposed projects that are targeting investment within the next five-years. The focus of Investment Territory's project facilitation is to support projects to reach a final investment decision and maximise Territory benefits.

## Key achievements in 2021-22

- Recent success includes facilitating 18 projects to move to final investment decision ensuring \$842M in capital investment, potentially creating 1600 jobs in construction and 850 direct and 700 indirect jobs during operations in the sectors of circular economy, digital technologies, defence, aerospace, energy, minerals and agribusiness.
- There are currently 13 projects within the priority portfolio with Major Project Status worth more than \$17 billion. 3 projects have been approved for major project status in the last 8 months.
- At 30 June 2022, the Local Jobs Fund has \$34 million committed to Territory projects supporting 533 direct jobs with 1350 indirect jobs to be created by 2025. Further proposals totalling \$26 million are under evaluation.
- Investment Territory is in the final stages of negotiation of the first Northern Australia Infrastructure Facility (NAIF) on-lending partnership.
- The Advanced Manufacturing Ecosystem Fund, a partnership with the Advanced Manufacturing Growth Centre, has more than \$1.5 million in project proposals under consideration.

## Priorities for 2022-23

Investment Territory is focused on 3 key priorities:

- taking investment opportunities to the market and bringing new business to the Territory
- helping major and significant project proponents reach their final investment decision and commence their projects
- ensuring that the Territory is the best place to invest.





# DefenceNT

DefenceNT is responsible for implementing the Northern Territory National Security and Defence Strategy and progressing the Northern Territory Government's vision to become a defence and national security alliance hub for sustainment and training. DefenceNT is comprised of 2 business units: Strategy and Engagement, and Defence Industry Development and Veterans Engagement.

## Key achievements in 2021-22

- Progressed development of a Virtual Twin project to support planning and development of the Territory's infrastructure through engagement of Dassault Systems and Secora. The initial stage of the project centres on the development of the Darwin Harbour and maritime sustainment infrastructure to cater to the current and future requirements of Defence, regional allies and partners.
- Supported the application of Charles Darwin University (CDU) to the national Industry 4.0 Testlab Program in partnership with the Royal Melbourne Institute of Technology (RMIT). The CDU-RMIT Industry 4.0 Testlab Program for Defence Industries and Aerospace will house an advanced manufacturing and test flight facility at CDU, facilitate research collaboration, and support tertiary educational pathways and skills for students relevant to defence industries and their workforce.
- Increased strategic engagement activities with a US Engagement Strategy and developed a Japan Engagement Strategy to guide the international engagement and advocacy activities of the Territory.
- Delivered the inaugural NT Defence Week which featured a program of events in Darwin and Katherine to strengthen engagement between Defence and industry stakeholders and to strengthen partnerships across northern Australia.
- Led the largest NT delegation at the 2022 Indo Pacific International Maritime Defence Exposition, demonstrating the growing capability, experience and confidence of local industry in delivering for Defence.





## Priorities for 2022-23

- Continue to facilitate engagement between the Australian Defence Force, local industry and relevant government agencies and organisations to enhance understanding of their current and future requirements, delivery constraints, information gaps and how local industry can be better positioned to tender, win and deliver work for Defence.
- Continue to provide support for the establishment the Royal Australian Navy's Regional Maintenance Centre North, and activities that facilitate capability development of the broader maritime sector.
- Progress work to attract the basing and sustainment of the future army watercraft fleet in the Territory.
- Continue to lead the Territory delegation at Land Forces and the Avalon Aerospace and Defence Exhibitions, and to deliver the NT Defence Week including regional defence industry events.
- Develop a Northern Territory Veterans Strategy.



All defence images courtesy ©Commonwealth of Australia 2022

# Gas Taskforce

In 2018, the Northern Territory Government announced its Gas Strategy with a vision for the Territory as a world class hub for gas production, manufacturing and services by 2030. This vision and associated plan are led by the Gas Taskforce Chief Executive Steering Committee, comprising relevant departmental chief executives and supported by industry expertise.

The Gas Taskforce unit supports the priority focus on:

- expanding Darwin's world-scale liquefied natural gas (LNG) export hub
- establishing gas-based processing and manufacturing
- contributing to Australia's energy security.

The Gas Taskforce unit is collaborating with industry and the Commonwealth Government to capitalise on the long-term opportunities arising from world-class energy resources, and transform the Territory into an innovative and globally competitive environment ready for sustainable gas production, manufacturing and services investment.

## Key achievements in 2021-22

- Established Carbon Capture Utilisation and Storage (CCUS) Working Group with the CSIRO, industry and engineering companies to fast track emissions reduction across Northern Australia's energy sector. CCUS (decarbonisation) is critical to the gas industry and transforming the Middle Arm Peninsula into a globally competitive, sustainable precinct.
- Continued to engage and collaborate across government and with industry through regular forums including: Gas Taskforce CEO Steering Group; Gas Industry Reference Group; Beetaloo Basin Steering Committee; industry events, and bilateral meetings.
- Contributed to securing Commonwealth Government support for the Middle Arm Sustainable Development Precinct (MASDP) infrastructure, which will include new port

infrastructure, an offloading facility, and dredging of the shipping channel, to boost the region's import and export capability.

- Contributed to securing an Energy and Emissions Reductions Agreement with the Australian Government.
- Initiated important studies that inform and progress the Gas Taskforce priorities including, MASDP market analysis, Middle Arm economic benefits modelling, and midstream infrastructure requirements for the Beetaloo.
- Initiated strategic development discussions with key industry leaders to ensure a coordinated approach to maximising the benefits of the MASDP and the Beetaloo.

## Priorities for 2022-23

- Continue work to commercially activate the MASDP as a world-class globally competitive low-emissions precinct, harnessing the Territory's strategic advantages to build on existing industry, drive sustainable new manufacturing sectors and transform how energy is produced, transported and consumed.
- Develop and deliver the MASDP marketable prospectus, working towards:
  - completing recommendation M1 of the Territory Economic Reconstruction Report – complete the rapid master planning for low emissions manufacturing
  - enabling the establishment of manufacturing at the precinct per the NT Gas Strategy.
- Work with INPEX to progress its Vision@2022 long-term strategy and medium-term business plan.
- Contribute to Australia's energy security.
- Prepare for rapid industry development in the Beetaloo by facilitating studies into midstream infrastructure required to commercially activate the Beetaloo Sub-Basin, and consider future regional population-related infrastructure growth requirements.





# Output group

## Government support

### Outcome:

Efficient and effective support of Executive Government.

### Output:

#### Support to ministers and Leader of the Opposition.

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

Key performance indicators	2021-22 KPI	2021-22 actual
Client satisfaction	>90%	83%

### Output:

#### Support to the Administrator.

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

Key performance indicators	2021-22 KPI	2021-22 actual
Client satisfaction	>90%	100%

# Government House

Government House supports the delivery of the Statutory, Ceremonial and Civic duties of the Commonwealth Statutory Office of the Administrator of the Northern Territory of Australia and provides efficient and effective stewardship of the historic Government House 5 acre heritage listed estate, across 2 sites comprising offices, residential, commercial, and event spaces.

## Key achievements in 2021-22

- Delivered 551 hosted and attended engagements by the Administrator in support and promotion of the Northern Territory, which included 9 intrastate visit programs to remote and rural communities, 2 interstate visit programs and 1 international visit program, 244 Courtesy Calls and digital and face to face meetings with community leaders. The impact of COVID-19 continued to disrupt the Administrator's program which resulted in the cancellation of 25 events and 6 travel programs.
- Led Northern Territory observances of Her Majesty The Queen's Platinum Jubilee including celebrations to mark Her Majesty's 70 years of service, hosting Music on the Lawn: A Jubilee Event, a reception for Patronages and Royal Organisations to recognise the Queen's Birthday and 2 special open days.
- A total of 5 170 guests visited Government House, including visits by school and community groups, and members of the public. Government House hosted 2 'Yoga on the Terrace' sessions in support of community health and wellbeing.
- Supported the statutory duties of the Administrator through hosting 13 meetings of the Executive Council and nine Swearing-In Ceremonies.
- One Investiture Ceremony was held for 26 recipients at Government House, for appointments within the Australian Honours and Awards system. An investiture was held for the Official Secretary, appointed as a Member of the Royal Victorian Order, the second Aboriginal person to be recognised by the order.
- Delivered a number of capital and minor works across the Government House estate, as well as significant upgrades to the eastern water feature zone of the estate involving tree management, planting and extensive mulching.
- Delivered the '15 Year Maintenance Project Plan' to preserve the Government House Estate.



## Priorities for 2022-23

- 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 and travel.
- Ensure efficient and effective stewardship of the Government House Estate in accordance with the *Northern Territory Heritage Act 2011* and approved capital works and maintenance programs.
- Continue to identify technological advancements, environmentally friendly and economically efficient measures for all activities at Government House, including maintenance requirements.



## Government services

### Outcome:

Provide strategic coordination and facilitation, policy advice, and implementation and planning for counter-disaster management and high level security for the Territory.

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

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

Provide Secretariat Services to the department, Cabinet and Executive Council.

Provide legislation on drafting services and advice about Bills for Acts, Assembly Amendments, subordinate legislation and miscellaneous statutory instruments.

Key performance indicators	2021-22 KPI	2021-22 actual
Client satisfaction	>90%	98%
Publication without error on the Northern Territory Legislation website within 5 business days of notification/commencement <sup>1</sup>	>95%	98%

<sup>1</sup> Includes Acts assented to, subordinate legislation made and reprints of Acts and subordinate legislation.



## Strategic Communications and Engagement

The Strategic Communications and Engagement (SCE) team 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
- facilitates the functions of the Communications Review Committee
- manages the Have Your Say online community engagement tool, the NT Government newsroom and NT Government Image Library
- manages procurement arrangements for whole of government advertising and media monitoring services and ensures the consistent application of the NT Government brand.

## Key achievements in 2021-22

- Led the Public Information Group, coordinated and delivered whole of government emergency communications (including vaccination campaigns), during the COVID-19 pandemic, as well as the maintenance of the coronavirus.nt.gov.au website and SecureNT social page. From 1 July 2021 to 30 June 2022, the coronavirus.nt.gov.au website saw:
  - 3.99 million users (compared to 2.8 million users in 2020-21)
  - 9.82 million sessions (5.7 million in 2020-21)
  - 21.45 million page views (10.8 million in 2020-21).
- Established a new whole of government newsroom (media release distribution).
- 80 new projects were created on 'Have Your Say' online engagement platform resulting in 32,900 visits and 3 060 standalone submissions and survey responses.
- Led the whole of government employment marketing approach and the interstate Masterbrand Digital Campaign utilising innovative digital channels to target audiences with a propensity to move to the Territory.
- Sponsored Darwin Salties Basketball Team in their inaugural season in the NBL1 national competition.
- Led the Chief Minister's Customer Reform Agenda across the NTPS through Human Centred Design training.

## Priorities for 2022-23

- Progress the whole of government Customer Experience (CX) project.
- Progress the whole of government Employment Marketing Strategy.
- Continue to deliver government communications, engagement, marketing and brand activities that are consistent and of the highest standard and value for money.
- Continue to build brand support across the Territory, and Territory brand awareness in targeted interstate markets.





# Protocol NT

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

Services that Protocol NT deliver, showcasing the Territory as a place to live, work and invest include:

- Managing protocol functions relating to ceremony, table of precedence, forms of address, the NT Flag, Coat of Arms, and official emblems of the Territory.
- Overseeing arrangements for ministerial gifts.
- Providing VIP chauffeur services to the Chief Minister, Ministers, Leader of the Opposition, Speaker of the Legislative Assembly and Supreme Court Judges.
- Coordination of official events hosted by the Chief Minister and Ministers.
- Preparing ceremonial and other significant events including state funerals and memorials.
- Planning and delivering royal, head of state, head of mission and other dignitary visits to the Territory and to facilitate engagement with the Chief Minister, Ministers, Northern Territory Government officials and other NT stakeholders.

## Key achievements in 2021-22

- Arranged 66 official events hosted by Northern Territory Government Ministers.
- Facilitated visits by 23 Ambassadors, High Commissioners and Consuls-General, and other dignitaries and visiting VIPs from various countries including: United States of America, Japan, France, India, Philippines, Great Britain, Timor Leste, Indonesia, Croatia and Canada.
- Prepared one State Funeral and provided support and assistance to 3 other funerals for notable Territorians.

## Priorities for 2022-23

- 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.
- Ensure support is provided where needed to uphold protocol standards, procedures and policies.

# Cabinet Office and Secretariat Services

## Cabinet Office

The Cabinet Office provides operational and secretariat services to the Northern Territory Cabinet, Cabinet Sub-Committees and Executive Council. This includes the programming of Cabinet business, scheduling meetings and conducting quality assurance of Executive Council and Cabinet documentation. Through the Cabinet Office, CM&C administers the *Assembly Members and Statutory Officers (Remuneration and Other Entitlements) Act 2006* (AMSORE Act). This includes the provision of a secretariat service to the Northern Territory Remuneration Tribunal, meeting the publishing requirements of the Act, and processing statutory officer and board member appointments made by the Administrator.

## Secretariat Services

The Secretariat manages the flow of information between CM&C and ministerial offices and provides high level support to the Office of the Chief Executive. The team has a role in cross-agency coordination of information, and assists in meeting CM&C's whole of government reporting obligations.

### Key achievements in 2021-22

- An audit was completed as part of the triennial strategic review of the NT Auditor-General's Office (NTAGO), pursuant to section 26 of the *Audit Act 1995*, and was tabled in the Legislative Assembly on 1 December 2021.
- The Northern Territory Remuneration Tribunal undertook 4 inquiries which were tabled in the Legislative Assembly.
- Opening of the 30-year Cabinet and Executive Council records from 1991 by the Minister for Arts, Culture and Heritage, the Hon Chansey Paech MLA on 1 January 2022.

### Priorities for 2022-23

- 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, including the inaugural inquiry into 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*.
- Finalise the opening of the 30-year Cabinet and Executive Council records from 1992.

# Office of the Parliamentary Counsel

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

The OPC provides legislation drafting services to local government councils and other bodies.

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 publishes the Northern Territory Government Gazette.

## Key achievements in 2021-22

- Drafted 3748 pages of legislation within given timeframes. This included:
  - 27 Government Bills introduced
  - 10 government Assembly Amendments drafted
  - 21 items of subordinate legislation settled
  - 573 statutory instruments settled.
- Drafted several significant and noteworthy pieces of legislation, including the Electrical Safety Bill 2021, the Births, Deaths and Marriages Registration Amendment Bill 2022, the Statute Law Amendment (Territory Economic Reconstruction) Bill 2022, the Public and Environmental Health Legislation Amendment Bill 2022, the Associations and Liquor Amendment Bill 2022, the Surrogacy Bill 2022, and the Burial and Cremation Bill 2022.
- Drafted legislation and statutory instruments, including 175 Chief Health Officer directions, to assist with the NT Government's response to the COVID-19 pandemic.
- Provided public access to law, by making legislation available to the public within required publishing timeframes. This included 124 items (new and amended legislation titles) published on the legislation website.

## Priorities for 2022-23

- Meet increasing demands for legislation drafting services.
- Improve the capacity of the OPC to provide high quality legislation drafting and publishing services by:
  - improving office processes and systems, particularly in relation to workflow, drafting and publishing systems
  - ensuring legislative quality and access in accordance with best practice
  - engaging with government agencies at all levels to help plan strategic legislative priorities for 2022-24
  - continuing to improve the capacity of drafters and other staff.
- Actively participate in the Australasian Parliamentary Counsel's Committee to ensure the Territory's interests are represented in relation to national legislative schemes.







# Security and Emergency Recovery Team

The Security and Emergency Recovery Team (SERT) represents the Northern Territory on peak advisory bodies for National Security and Emergency Management, providing whole of government strategic coordination of 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 natural disaster emergency events on NT communities.

## Key achievements in 2021-22

- Delivered the NT Natural Hazard Risk Management Framework and Remote Essential Services Infrastructure Mapping project to support emergency-management decision makers through the identification, assessment and treatment of risks posed by natural hazards in the Territory, and improve the understanding of links between remote essential services and infrastructure networks.
- Conducted Emergency Recovery, Counter-Terrorism, and Countering Violent Extremism information sessions in Darwin and remote areas to build knowledge and awareness across the NT.
- Delivered Exercise ZEALOT 2022, an Australian-New Zealand Counter Terrorism Committee sponsored Countering Violent Extremism exercise focusing on an individual radicalising to extremism in the NT.

## Priorities for 2022-23

SERT will continue to provide leadership in whole of government strategic policy development and coordination to strengthen capability in security and emergency management in the NT including: disaster risk reduction; disaster recovery arrangements; counter terrorism; countering violent extremism; protective security; critical infrastructure; liquid fuel emergencies; national security clearances; countering foreign interference; identity security; international travel security advice; and managing Territory Crisis Coordination Centre operations.

Key priorities include:

- Support the CEO in the role of the Territory Recovery Coordinator and Co-chair of the Territory Emergency Management Council during the recovery for emergency events.
- Deliver the Northern Territory Risk Reduction Program through \$1.04 million of projects aimed at reducing the risks associated with natural disasters in the NT.
- In partnership with the NT Police, Fire and Emergency Services and the Department of the Attorney-General and Justice, deliver a NT Counter Terrorism Strategy that supports the national approach to terrorism 'Safeguarding Our Communities Together'.
- Counter foreign interference by raising awareness and developing mitigation strategies that protect national and Territory interests.

## Corporate and Governance

### Outcome:

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

### Output:

#### Corporate and Governance

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



# Governance, Information and Reporting

The Governance, Information and Reporting (GIR) 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 compliance with the *Information Act (NT) 2002* including freedom of information applications processing, development and implementation of the anti fraud and corruption framework, and corporate planning and performance reporting.

## Key achievements in 2021-22

- Updated the shared services fraud and corruption control framework, including policy, plan and procedure documents, to align with the agency's risk management framework.
- Developed and delivered online training modules covering the following topics:
  - fraud and corruption
  - delegations
  - privacy and information management
  - risk management
  - 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 4 internal audits during 2021-22 and developed the internal audit plan for the 2022-23 financial year.
- Coordinated the agency's 2020-21 annual report to publishing stage.

- Processed 41 Freedom of Information applications and 13 requests for a review of a decisions made under the *Information Act (NT) 2002* under shared service arrangements for CM&C including the Office of the Chief Minister.
- Facilitated development of the agency's business plans for 2021-22, updated the shared services agencies fraud risk registers, and updated the procurement, contract, finance and human resources delegations and developed the information delegations.

## Priorities for 2022-23

- Review and continue to strengthen the agency's risk management framework.
- Facilitate the development of CM&C business plans for 2022-23.
- Deliver the internal audit plan for the shared services agencies for 2022-23.
- Develop and implement an online reporting register for conflicts of interests and gifts and benefits registers.

# Finance, Budget and Business Services

The Shared Services Finance, Budget and 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, and compliance reporting to facilitate responsible financial management and high level management practices in addition to quality and cost effective service in the delivery of building access, maintenance and courier services.

## Key achievements in 2021-22

- Worked with business units to enable responsible financial and budget management practices while ensuring COVID-19 expenditure was captured appropriately and facilitated necessary internal budget requirements.
- Following on from the prior year's machinery of government change, undertook significant organisation restructure for reporting and budget purposes.
- Business Services jointly facilitated improved efficiencies through consolidating office space across the agency.

## Priorities for 2022-23

- Prepare and implement Sage, a new whole of government agency internal budgeting system.
- Continue to streamline financial and business services support across the agencies.
- Continue to work with business units to enable responsible financial and budget management practices.
- Further improve agency efficiencies through consolidating office space across the agency.

## Office of the Commissioner for Public Employment

The Office of the Commissioner for Public Employment (OCPE) is responsible for public sector workforce management and development, and industrial relations. The office supports the Commissioner's statutory employer role as defined in the *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.

Following machinery of government changes in September 2020, OCPE merged with the Department of the Chief Minister and Cabinet for budgeting purposes, however it remains an independent office with 4 standalone output groups: Employee Relations, Strategic Workforce Planning and Development, Aboriginal Employment and Career Development and Public Sector Appeals and Grievance Reviews. Further information on OCPE can be found in the 2021-22 OCPE Annual Report [ocpe.nt.gov.au/about](https://ocpe.nt.gov.au/about)





## 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 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 2021-22, the Darwin Waterfront continued to be the Top End's premier lifestyle destination, providing a venue for more than 60 community events and hosted weekly activities including movie nights, fitness classes and school holiday programs.

### Key achievements in 2021-22

DWC reports on their activities through its standalone annual report. Some highlights for 2021-22 include:

- **Visitation:** The Darwin Waterfront welcomed more than 1,000,000 visitors to the precinct throughout 2021-22.
- **Masterplan:** The Darwin Waterfront Corporation unveiled plans for a complete redevelopment, transforming the precinct into one of Australia's leading leisure and entertainment destinations.
- **Skyline Precinct:** Stokes Hill Wharf welcomed the return of the popular Skyline Ferris Wheel, with the addition of a 9-hole mini golf course and pizza bar.
- **Aqua Park:** The largest WiBit Park in Australia opened at Darwin Waterfront, quadrupling the size of the existing park and providing exciting new equipment for visitors.

- **Spin bikes:** Darwin Waterfront installed Australia's first ever permanent outdoor spin bike class, combining the precinct's stunning views with the convenience of an indoor gym bike.
- **New Years Eve:** Despite the challenges of COVID-19, Darwin Waterfront held the Territory's largest NYE event, bringing national talent such as Amy Shark and Conrad Sewell to Darwin.

### Priorities for 2022-23

- 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 2021-22 DWC Annual Report:  
[corporate.waterfront.nt.gov.au](https://corporate.waterfront.nt.gov.au)



## SECTION 3

# Our people

Overview

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# Overview

CM&C recognises that our people are what makes CM&C a great place to work. CM&Cs 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 delivery of government's priorities, we are focussed 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.

We are working to embed a culture of continuous improvement that reflects our core values:

- Commitment to Service
- Respect
- Accountability
- Diversity
- Impartiality
- Innovation
- Excellence
- Ethical Practice





# Our Workforce

The table below outlines FTE Actual classifications at June 2021 to June 2022.

Designation	June 2021	June 2022
Executive Contract Officer 6	2.00	3.00
Executive Contract Officer 5	3.00	3.50
Executive Contract Officer 4	2.00	3.00
Executive Contract Officer 3	6.80	5.40
Executive Contract Officer 2	17.40	18.50
Executive Contract Officer 1	26.17	22.54
Executive Officer 3	1.00	0.16
Senior Professional Officer 2	2.27	1.63
Senior Professional Officer 1	2.00	1.00
Senior Administrative Officer 2	30.87	35.50
Senior Administrative Officer 1	60.79	65.64
Professional Officer 3	0.54	1.00
Professional Officer 2	1.40	1.00
Professional Officer 1	1.00	1.00
Administrative Officer 7	40.60	38.30
Administrative Officer 6	69.35	57.95
Administrative Officer 5	26.97	28.76
Administrative Officer 4	28.65	31.68
Administrative Officer 3	18.60	14.97
Administrative Officer 2	6.20	5.90
Administrative Officer 1	1.00	2.00
Technical 3	1.95	1.95
Technical 2	2.70	1.69
Physical 6	1.00	1.00
Physical 3	4.51	5.53
Early Careers Development program	11.60	8.90
VIP drivers	4.00	3.91
Client drivers	1.00	1.00
<b>Subtotal</b>	<b>375.37</b>	<b>366.41</b>
Ministerial employees	86.27	83.87
<b>Total</b>	<b>461.64</b>	<b>450.28</b>

Note: This excludes casuals (FTE 35.29) and Darwin Waterfront Corporation.

## Gender breakdown

Gender breakdown (excluding casuals).

	Female	Male	Total
FTE	290.2	160.08	450.28

## Equity and diversity

Male to Female (both executive and non-executive positions) – based on FTE

Stream	Female		Male	
	FTE	%	FTE	%
Executive	29.54	53	26.56	47
Senior Administrative	59.34	59	41.80	41
Administrative	133.20	74	46.36	26
Professional	3.63	64	2.00	36
Technical	0.69	19	2.95	81
Physical	3.53	54	3.00	46
Early Careers	5.90	66	3.00	34
VIP Driver	0.00	0	3.91	100
Client Driver	0.00	0	1.00	100
Ministerial	54.37	65	29.50	35
Total	290.20	64.45	160.08	35.55

## Headcount by region

The department has a regional network, with staff based in each of the Territory's regions and the majority of staff working in the Darwin area.

Location Distribution	No.	%
Darwin	437	90
Central Australia	21	4
Big Rivers	12	2
East Arnhem	10	2
Barkly	4	1
Top End	4	1
Total	488	100.00

Note: Excludes casuals.

# Equal Employment Opportunity (EEO)

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

## Aboriginal staff

There were 132 CM&C staff who self-identified as Aboriginal employees as at 30 June 2022. This accounts for 32% of the agency.

## Culturally diverse backgrounds

There were 66 CM&C staff who self identified as being from a culturally diverse background as at 30 June 2022. This accounts for 16% of the agency.

## Staff with a disability

There were 12 CM&C staff who self identified as living with a disability as at 30 June 2022. This accounts for 3% of the agency.

## Strategic capability development

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

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

In 2021-22, CM&C invested \$336 647 in conferences, structured learning opportunities, facilitators' fees, and training and development, including study assistance and leadership programs for its employees.

## Professional and technical development

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

In 2021-22, CM&C invested \$17 602 in financial study assistance for its employees, who undertook study in the areas of:

- Bachelor of Business
- Bachelor of Laws
- Diploma of Government
- Juris Doctor
- Master of Environmental Law
- Chartered Accountants Australia and New Zealand

2019-20	2020-21	2021-22
\$14 514	\$26 484	\$17 602

## Employment programs

CM&C uses a range of employment programs to meet immediate recruitment needs and build a talent pipeline for the future. CM&C's Early Careers Strategy articulates the aims for each of the programs and the specific actions intended to achieve those aims. Recruitment to these programs is undertaken in line with CM&C's approved Special Measures Plan.

## 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 strategic succession management. Graduates are offered 12 month contracts and are rotated through various CM&C business units. CM&C had 8 graduates commence in 2021.

## Vacation employment program

CM&C had 3 employees undertake the vacation employment program 2021-22.



## Comparison of participants by employment program

Program	2018-19	2019-20	2020-21	2021-22
Graduate development	5	5	9	8
Aboriginal traineeship	2	1	1	0
Apprenticeship	0	0	0	2
Vacation employment	2	4	1	3
Disability employment	1	1	0	0
<b>Total</b>	<b>10</b>	<b>10</b>	<b>11</b>	<b>13</b>

## Workplace initiatives accessed by employees

Program	2018-19	2019-20	2020-21	2021-22
Employee Assistance Program	97	116	209	268
Ergonomic assessments	4	1	2	2
Flu vaccinations	131	123	153	76
<b>Total</b>	<b>232</b>	<b>240</b>	<b>257</b>	<b>346</b>

# Employment Instructions

Under the *Public Sector Employment and Management Act 1993* (PSEMA), Employment Instructions provide direction to agencies on human resource matters. CM&C met all obligations as required under the Employment Instructions.

## Public sector principles

Part 1A, Sections 5A–5F, of the PSEMA 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 2021-22, CM&C complied with all of the prescribed principles.

## Actions against Public Sector Principles

Public Sector Principle	Action in 2021-22
Administration Management Principle (PSEMA Section 5B)	CM&C provided effective, efficient and appropriate services to the community and government, ensuring appropriate use of public resources while working cooperatively and responsively carrying out our functions objectively, impartially and with integrity.
Human Resource Management Principle (PSEMA Section 5C)	Workplace diversity and equity is upheld and provides everyone equal opportunity to make the most of their talents and abilities in the workplace. Our workplace environment ensures that our employees are treated fairly, reasonably and in a non discriminatory way.
Merit Principle (PSEMA Section 5D)	CM&C appointments are based on the principles of merit. Employees are capable and competent to perform their duties; having the knowledge, skills, experience, and qualifications required to be successful in their role and having consideration of their potential for future development.
Equality of Employment Opportunity Principle (PSEMA Section 5E)	Implementation of affirmative special measures policy and identifying designated positions has ensured CM&C promotes 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.



## SECTION 4

# Governance

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# Boards and Committees

## Executive Leadership Team

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

ELT provides leadership and guidance across the 3 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/or provide guidance on issues impacting 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 2021-22, the ELT met 15 times. The ELT continues to meet every 3 weeks, and/or as required.

## Executive Leadership Team Membership as at 30 June 2022.

Members	Role	Job title
Kathleen Robinson	Chair	Chief Executive Officer
Andrew Cowan	Member	Deputy Chief Executive Officer
Alister Trier	Member	Chair, Gas Taskforce
Andrew Jones	Member	Chief Parliamentary Counsel
Anthony Shelley	Member	Executive Director, Strategic Aboriginal Policy
Brendan Blandford	Member	Regional Executive Director, Central Australia
Bridgette Bellenger	Member	General Manager, Territory Regional Growth
Cliff Weeks	Member	Executive Director, Central Australia Economic Reconstruction
Janet Hanigan	Member	Executive Director, Social, Economic and Environment Policy
Jason Schoolmeester	Member	Major Projects Commissioner
Jean Doherty	Member	Executive Director, Intergovernmental and Legal Policy
Karen Vohland	Member	Executive Director, Strategic Communications and Engagement
Robert Csar	Member	Chief Financial Officer
Tim McManus	Member	General Manager, Strategic Services
Kimberley Mappas	Secretariat	Director, Office of the CEO

## 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).

The ARMC provides 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 Chair) and 1 member from each of CM&C, DTF and OCPE. The committee met 4 times during 2021-22.

The ARMC has a formal charter under which it is responsible for undertaking the following functions on behalf of the agency heads:

- monitor and advise on strategic and risk management frameworks
- through internal audit and other reporting, review the adequacy of the internal controls which may include requesting specific reviews from time to time
- review the adequacy of, and make recommendations on, the corporate governance framework in the context of managing strategic risk
- monitor key financial risks and trends of the agencies and provide advice to agency heads, as and when required
- monitor the internal audit function, including review and endorsement of the annual internal audit plan and review of the follow up logs at each meeting
- monitor the Northern Territory Auditor-General's audit program for the agencies including follow up logs at each meeting
- review assurance activities related to procurement governance practices
- within the context of the committee's purpose, undertake any other functions determined from time to time by the agency heads.

# Work Health and Safety Committee

The Department of the Chief Minister and Cabinet (CM&C), the Office of the Commissioner for Public Employment (OCPE) and the Department of Treasury and Finance (DTF) have a combined Work Health and Safety (WHS) Committee, which is established under shared services arrangements. CM&C, OCPE and DTF are committed to a workplace that fosters behaviour aimed at the prevention of injury, illness or death to our employees, contractors and visiting workers. The committee provides advice to the CM&C CEO, through the ELT, on work health and safety issues to facilitate the health and safety of employees and clients in the workplace.

The committee is chaired by Karen Vohland, Senior Executive Director, Corporate Services, Strategic Communications, Engagement and Protocol, CM&C, and includes a range of representative members from across the agencies, inclusive of regional offices. The committee has governance oversight of WHS obligations under the *Work Health and Safety (National Uniform Legislation) Act 2011*, including:

- advising the CEO on the establishment, maintenance and monitoring of programs, measures and procedures in the workplace relating to the health and safety of employees
- developing and maintaining a WHS management system incorporating policies and programs in accordance with relevant legislation
- promoting a culture of responsibility and accountability for personal health and safety in the workplace
- ensuring WHS issues are considered in the planning and implementation of any major workplace changes or new work processes
- information sharing and coordination relating to the strategic, cross-government WHS reform context
- training of first aid and fire warden office holders.

The committee met 4 times during 2021-22.

Key achievements include:

- COVID-19 safety supervisor training was undertaken by all committee members
- COVID-19 in the workplace policy, including information on working from home was developed
- regular, appropriate and documented risk and incident notification, reporting and management across the 3 shared service agencies, with escalation of identified WHS notifications to the relevant management body where required
- capability development of the committee with respect to the legislative and operational context of WHS in the NTPS.







# Freedom of Information

All public sector organisations, including the department and its staff, are required to comply with the *Information Act 2002* (the Act).

The Governance, Information and Reporting team, under a shared services arrangement, provides and manages the governance of the Act for the Department of the Chief Minister and Cabinet (CM&C), the Office of the Commissioner for Public Employment (OCPE), and the Department of Treasury and Finance (DTF). The team also supports the Office of the Chief Minister (OCM) to process freedom of information and other applications made under the Act.

The team ensures the agency remains compliant with the Act, processes all requests for information, helps develop policy and conducts investigations into noncompliance or privacy breaches when required.

## Applications under the Information Act 2002

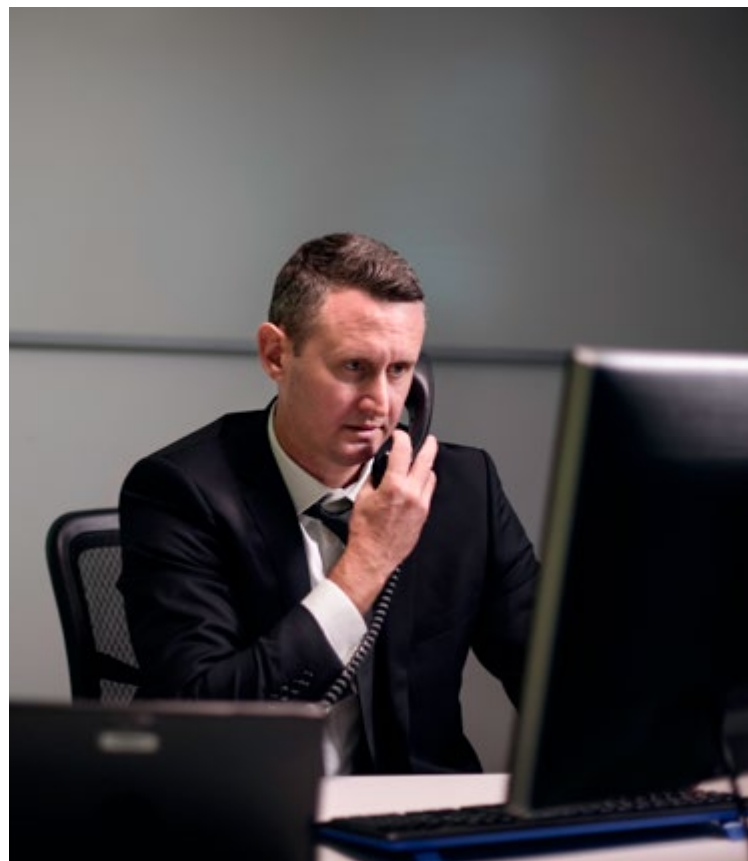
The department finalised 41 requests for information under section 18 of the Act.

During 2021-22, the department finalised for CM&C and OCM:

- 13 requests for a review of a decision
- 4 freedom of information complaints to the Information Commissioner
- no privacy complaints to the Information Commissioner
- no applications to correct information.

For OCPE:

- no applications under section 18 of the Act
- no requests for a review of a decision
- no freedom of information complaints to the Information Commissioner
- no privacy complaints to the Information Commissioner
- no applications to correct information.



## Records management

Records and archives management standards are established through Part 9 of the *Information Act 2002*, and section 131(2) requires agencies to report annually on their compliance with this part.

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

The following internal and external audits were completed and reported in 2021-22:

Audit or review	Objective	Outcome
Value for Territory (VFT) annual assurance program for the 2021 calendar year.	To test CM&C's compliance with the obligations set out under the Value for Territory assurance program, which arise from the <i>Procurement Act 1995</i> , Procurement Regulations, Procurement Governance Policy and Rules and the Buy Local Plan.	<p>Several matters were identified during the review. Two tier one transactions (out of 25) were identified as non-compliant in relation to procurement approvals and delegation requirements.</p> <p>Across tiers one to tier 5 there were deficiencies in record keeping practices and contract management.</p> <p>All matters of non-compliance are being addressed by an ongoing program of work to improve procurement and contract controls.</p>
Security of information, data and records.	Review of policies, processes and systems around security of information and data and consideration of communications to staff on best practice information security to identify opportunities for awareness raising and improved controls.	No breaches of financial legislation or Northern Territory Government policy and procedures
Procurement Framework.	<p>Test compliance with procurement framework. Confirm that previously identified non-compliances have been adequately addressed.</p> <p>Identification of opportunities for improvement in compliance with agency specific procurement controls.</p>	<p>The Procurement Framework internal audit found minor non-compliances with the NT Procurement rules.</p> <p>All matters of non-compliance are being addressed by an ongoing program of work to improve procurement and contract controls.</p>
Anti-Fraud and corruption Framework.	Identification of policies, procedures and systems that govern management of fraud and corruption and consider the effectiveness and adequacy of the policies and procedures including controls described in the policies and procedures and identify opportunities for improvement.	No other breaches of financial legislation or Northern Territory Government policy and procedures were identified.

CM&C is subject to the NT Auditor-General's audit program under the powers and responsibilities established by the *Audit Act 1995*. In 2021-22, the Auditor-General audits and reviews comprised:

Audit	Objective	Outcome
End of year review 30 June 2021	The objective of this review was to assess the adequacy of selected aspects of end of financial year controls over reporting, accounting and material financial transactions and balances at your Agency with the primary purpose of providing support to the audit of the Treasurer's Annual Financial Statement (TAFS).	The agency's accounting and control procedures were found to be generally satisfactory.
Local Government Financial Assistance Acquittal to 30 June 2021	The objective of the audit was to complete sufficient audit verification to form an audit opinion on the acquittal statement (the Statement) for the year ended 30 June 2021  Prepared in accordance with the <i>Local Government (Financial Assistance) Act 1995</i> of the Commonwealth (the Act).	There were no matters arising from the audit.
Agency compliance audit for the year ending 30 June 2022	To assess whether internal control systems include necessary features to ensure compliance with financial legislative obligations, in particular responsibilities under Treasurer's Directions and the Procurement Governance Policy and Rules by examining selected aspects of CM&C's systems.	One matter arising from the audit was identified: - Payment days exceeded the mandated payment period from the date of receipt of valid invoices.
NTAGO Darwin City Deals Performance Management System Audit	To obtain assurance as to whether the performance management systems in place to manage the Darwin City Deals strategy initiatives enable the agency to assess whether its objectives are being achieved economically, efficiently and effectively.	At the time of reporting, the audit had not been completed.
NTAGO Implementation of the TERC Recommendation Performance Management System Audit	To obtain assurance as to whether the performance management systems in place to manage the implementation of the TERC recommendations enable the agency to assess whether its objectives are being achieved economically, efficiently and effectively.	At the time of reporting, the audit had not been completed.
NTAGO Local Jobs Fund Performance Management System Audit	To obtain assurance as to whether the performance management systems in place to manage the Local Jobs Fund strategy initiatives enable the agency to assess whether its objectives are being achieved economically, efficiently and effectively.	At the time of reporting, the audit had not been completed.

# Legislation administered

The Department of the Chief Minister and Cabinet was responsible for administering the following legislation as at 30 June 2022:

- *Assembly Members and Statutory Officers (Remuneration and Other Entitlements) Act 2006*
- *Essential Goods and Services Act 1981*
- *Flag and Emblem Act 1985*
- *Inquiries Act 1945*
- *Interpretation Act 1978*
- *Jabiru Town Development Act 1978*
- *Public Information Act 2010*
- *Referendums Act 1998*
- *Succession to the Crown (Request) (National Uniform Legislation) Act 2013*
- *Transfer of Powers Act 1978*
- *Transfer of Powers (Further Provisions) Act 1978*
- *Transfer of Powers (Self Government) Act 1978*
- *Ichthys LNG Project Act 2008*
- *Treaty Commissioner Act 2020*
- *Kenbi Land Trust Act 2011*
- *Annual Leave Act 1981*
- *Correctional Officers Arbitral Tribunal Act 1950*
- *Long Service Leave Act 1981*
- *Police Administration Act 1978 (Part III)*
- *Public Employment (Mobility) Act 1989*
- *Public Holidays Act 1981*
- *Public Sector Employment and Management Act 1993*
- *Cemeteries Act 1952*
- *Crown Lands Act 1992 (section 79)*
- *Local Government Act 2008 (except Chapter 8)*
- *Local Government Act 2019 (except Chapter 8)*
- *Local Government Grants Commission Act 1986*
- *Local Government (Katherine Rates) Act 1999*
- *Northern Territory Rates Act 1971*
- *Nudity Act 1975*
- *Pounds Act 1930*
- *Status of Darwin Act 1959*
- *Status of Palmerston Act 2000*

## Associated regulations:

- *Administrative Arrangements Order 2021*
- *Assembly Members and Statutory Officers (Remuneration and Other Entitlements) Regulations 2009*
- *Cemeteries Regulations 1967*
- *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 2021-22.

## Insurance risk categories and mitigation strategies

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

# Workers Compensation

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



## SECTION 5

# Financial performance

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# Financial Statement Overview

## Overview

The 2021-22 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 2021-22 and comparative financial information for 2020-21 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 2021-22 budget to the final budget is outlined in the table provided in Output Performance Reporting on page 12.

Significant variations between the actual outcome compared to the original budget for the 2021-22 financial year are reported in Note 29 of the financial statements. Where comparisons to budget have been made in this overview, they reflect the final budget.

## Comprehensive operating statement

Summary	2021-22 Final Budget	2021-22 Actual (a)	2020-21 Actual (b)	Movement (a-b)
	\$M	\$M	\$M	\$M
Operating Income	251.0	244.9	290.3	(45.3)
Operating Expenses	283.7	259.1	259.3	(0.2)
Net Surplus/(Deficit)	(32.8)	(14.1)	31.0	(45.1)

## Operating Income

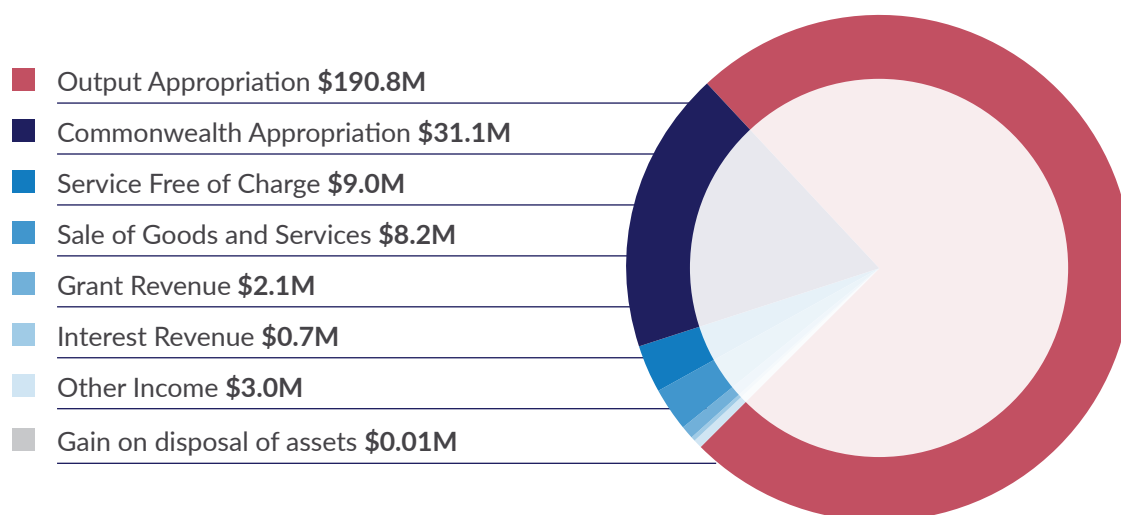
The agency's total income for 2021-22 was \$244.9 million, a decrease of \$45.3 million compared to 2020-21. The decrease is predominantly due to lower output appropriation (\$25.7 million), Commonwealth appropriation (\$21.1 million), goods and services received free of charge (\$0.24 million) and current grants revenue (\$0.17 million), offset by an increase in other income (\$1.43 million), sale of good and services (\$0.35 million) and interest revenue (\$0.09 million).

The decrease in output appropriation is largely due to Local Jobs Fund program that was originally appropriated in 2020-21.

The decrease in Commonwealth appropriation in 2021-22 mainly reflects funding profile of Darwin City Deal Commonwealth National Partnership Agreement.

The increase in other income is mainly due to cost recovery changes for the Jabiru Power Station and the return of unspent grants by local government councils.

### Chart 1: 2021-22 Source of income



The agency's primary source of income is output appropriation of \$190.8 million (\$216.6 million in 2020-21), which makes up 77.9 per cent of the total agency income. The agency received Commonwealth appropriation of \$31.1 million. Sale of goods and services revenue of \$8.2 million is predominantly from rates issued under *NT Rates Act 1971* (\$3.3 million), recoveries from Darwin Waterfront Corporation for expenses incurred on its behalf (\$1.9 million), interpreting services performed by Aboriginal Interpreter Services (\$0.81 million), services provided by Office of the Parliamentary Counsel (\$0.52 million) and training fees charged for capability development programs managed by the Office of the Commissioner for Public Employment (\$0.74 million). Grants revenue of \$2.1 million in 2021-22 is largely for Aboriginal Interpreter Services (\$1.1 million) and Big Rivers Region youth program (\$0.4 million). Other income recognised by the agency includes cost recovery charges for Jabiru Power Station, return of unspent grants by local government councils and other cost recovery from entities.



## Operating Expenses

Total expenses of \$259.1 million were incurred by the agency in 2021-22, a decrease of \$0.2 million on 2020-21 and \$24.7 million lower than the final budget of \$283.7 million.

## Employee Expenditure

Employee expenses increased by 4.8% or \$3.5 million to \$76.5 million in 2021-22 compared to 2020-21, predominantly due to the Defence Industry function that was transferred in from Department of Industry, Tourism and Trade and NTPS bonus payments.

Employee expenses were \$0.30 million below the final employee budget for 2021-22.

## Administrative Expenditure

Total administrative expenses increased by \$9.8 million in 2021-22 compared to 2020-21 predominantly due to the transfer in of Defence Industry function, expenses associated with Jabiru and Kakadu Futures program and COVID-19 pandemic leave payments.

Administrative expenses of \$48.6 million in 2021-22 were higher than the final budget of \$45.2 million by \$3.4 million, mainly due to impairment of advances.

## Grants Expenditure

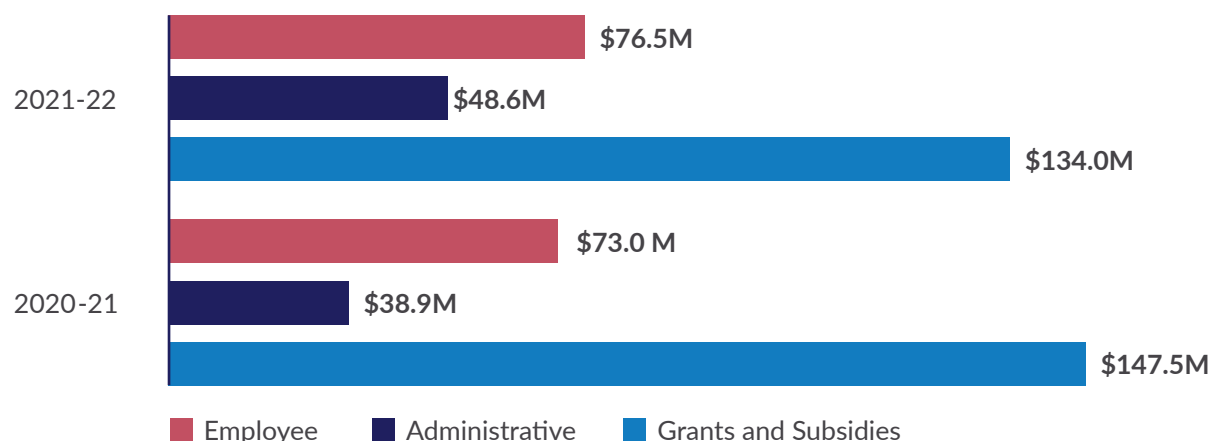
Total grants and subsidies expenses decreased by \$13.5 million from \$134 million in 2021-22 compared to \$147.5 million in 2020-21.

Current grants and subsidies expenses decreased by \$2.5 million in 2021-22 predominantly due to lower grants under the Local Jobs Fund program.

Capital grants expenses decreased by \$11.0 million in 2021-22 largely reflecting the funding profile of the Darwin City Deal National Partnership Agreement.

Current and capital grants of \$134.0 million in 2021-22 were lower than final budget of \$161.7 million by \$27.7 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 Commonwealth National Partnership Disaster Risk Reduction program.

## Chart 2: Expenditure comparison between 2021-22 and 2020-21



## Balance sheet

Summary	2021-22 \$M	2020-21 \$M	Movement \$M
Assets	93.1	90.6	2.5
Liabilities	32.6	17.6	15.0
Equity	60.5	73.0	(12.5)

During 2021-22 the agency's total assets increased by \$2.5 million to \$93.1 million predominantly due to timing of Rio Tinto Jabiru Social Infrastructure Fund.

The \$15 million increase in liabilities from 2020-21 to 2021-22 is predominantly due to the establishment of the Aboriginal Sea Company following the Blue Mud Bay settlement, recognition of Rio Tinto Jabiru Social Infrastructure Fund, Commonwealth National Partnership agreements for Disaster Risk Reduction, Barkly Regional Deal and NT Remote Aboriginal Investment.

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

Summary	2021-22 \$M	2020-21 \$M	Movement \$M
Balance 1 July	73.0	22.0	51.0
Accumulated Funds	(14.1)	33.8	(47.9)
Reserves	(3.1)	1.81	(4.9)
Capital	4.7	15.5	(10.8)
Balance 30 June	60.5	73.0	(12.6)

The agency's total equity is the difference between total assets and total liabilities.  
For the 2021-22 year equity decreased by \$12.6 million to \$60.5 million.

## Cash flow statement

Summary	2021-22 \$M	2020-21 \$M	Movement \$M
Balance 1 July	54.3	14.8	39.6
Receipts	244.9	300.2	(55.3)
Payments	(241.6)	(266.8)	25.2
Repayment of advances	0.6	0.2	0.4
Purchase of Assets	(0.3)	(0.1)	(0.2)
Investment in Shares	(5.9)	0.0	(5.9)
Advances	(0.6)	(8.9)	8.3
Equity	4.2	15.1	(10.9)
Cash at End of Financial Year	55.5	54.3	1.2

The cash flow statement summary above provides information on the movement of cash during the year and shows an increase in cash balances of \$54.3 million to \$55.5 million in 2021-22.

# 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 the prescribed format, 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 2022 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.



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**Kathleen Robinson**  
Chief Executive Officer

31 August 2022



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**Robert Csar**  
Chief Financial Officer

31 August 2022

## Comprehensive operating statement for the year ended 30 June 2022

	Note	2022 \$000	2021 \$000
<b>INCOME</b>			
Grants and subsidies revenue	4a		
Current		2 067	2 238
Capital			
Appropriation	4b		
Output		190 825	216 551
Commonwealth		31 108	52 173
Sales of goods and services	4c	8 175	7 823
Interest revenue		745	654
Goods and services received free of charge	5	8 993	9 230
Gain on disposal of assets	6	11	-
Other income	4d	3 019	1 589
<b>TOTAL INCOME</b>	<b>3</b>	<b>244 944</b>	<b>290 258</b>
<b>EXPENSES</b>			
Employee expenses		76 462	72 973
Administrative expenses			
Purchases of goods and services	7	35 560	28 335
Depreciation and amortisation	15	351	637
Other administrative expenses <sup>1</sup>	8	12 706	9 874
Grants and subsidies expenses			
Current	9a	95 407	97 918
Capital	9b	38 595	49 551
<b>TOTAL EXPENSES</b>	<b>3</b>	<b>259 082</b>	<b>259 289</b>
<b>NET SURPLUS/(DEFICIT)</b>		<b>(14 137)</b>	<b>30 970</b>
<b>OTHER COMPREHENSIVE INCOME</b>			
<b>Items that will not be reclassified to net surplus/(deficit)</b>			
Changes in asset revaluation surplus		(112)	-
Changes in investment in shares revaluation		(3 000)	-
Other		-	4 615
<b>TOTAL OTHER COMPREHENSIVE INCOME</b>		<b>(3 112)</b>	<b>4 615</b>
<b>COMPREHENSIVE RESULT</b>		<b>(17 249)</b>	<b>35 584</b>

<sup>1</sup> 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 2022

	Note	2022 \$000	2021 \$000
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and deposits	11	55 531	54 332
Receivables	13	3 023	2 133
Advances and investments	14	1 480	1 013
<b>Total current assets</b>		<b>60 034</b>	<b>57 478</b>
<b>Non-current assets</b>			
Advances and investments	14	6 817	7 205
Property, plant and equipment	15	26 246	25 901
<b>Total non-current assets</b>		<b>33 064</b>	<b>33 106</b>
<b>TOTAL ASSETS</b>		<b>93 098</b>	<b>90 584</b>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Payables	17	13 860	5 347
Provisions	19	9 435	9 013
Other liabilities	20	9 319	3 226
<b>Total current liabilities</b>		<b>32 614</b>	<b>17 586</b>
<b>Non-current liabilities</b>			
Provisions	19	-	-
Other liabilities	20	-	-
<b>Total non-current liabilities</b>		<b>-</b>	<b>-</b>
<b>TOTAL LIABILITIES</b>		<b>32 614</b>	<b>17 586</b>
<b>NET ASSETS</b>		<b>60 484</b>	<b>72 998</b>
<b>EQUITY</b>			
Capital		89 747	85 012
Reserves	22	8 521	11 633
Accumulated funds		(37 784)	(23 646)
<b>TOTAL EQUITY</b>		<b>60 484</b>	<b>72 998</b>

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

## Statement of changes in equity for the year ended 30 June 2022

	Note	Equity at 1 July \$000	Comprehensive result \$000	Transactions with owners in their capacity as owners \$000	Equity at 30 June \$000
<b>2021-22</b>					
<b>Accumulated funds</b>		(26 452)	(14 137)	-	(40 589)
Changes in accounting policy		-	-	-	-
Correction of prior period errors		-	-	-	-
Transfers from reserves		-	-	-	-
Other		2 806	-	-	2 806
		<b>(23 646)</b>	<b>(14 137)</b>	-	<b>(37 784)</b>
<b>Reserves</b>	22	<b>11 633</b>	<b>(3 112)</b>	-	<b>8 521</b>
<b>Capital – transactions with owners</b>					
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)
		<b>85 012</b>	-	<b>4 735</b>	<b>89 747</b>
<b>Total equity at end of financial year</b>		<b>72 998</b>	<b>(17 249)</b>	<b>4 735</b>	<b>60 484</b>
<b>2020-21</b>					
<b>Accumulated funds</b>		(57 422)	30 970	-	(26 452)
Changes in accounting policy		-	-	-	-
Correction of prior period errors		-	-	-	-
Transfers from reserves		-	-	-	-
Other movements directly to equity		-	2 806	-	2 806
		<b>(57 422)</b>	<b>33 776</b>	-	<b>(23 646)</b>
<b>Reserves</b>	22	<b>9 824</b>	<b>1 809</b>	-	<b>11 633</b>
<b>Capital – transactions with owners</b>					
Equity injections					
Capital appropriation		43 266	-	138	43 404
Equity transfers in		26 047	-	2 686	28 733
Other equity injections		46 391	-	18 924	65 315
Equity withdrawals					
Capital withdrawal		(35 167)	-	(3 493)	(38 660)
Equity transfers out		(10 974)	-	(2 806)	(13 780)
		<b>69 563</b>	-	<b>15 449</b>	<b>85 012</b>
<b>Total equity at end of financial year</b>		<b>21 965</b>	<b>35 584</b>	<b>15 449</b>	<b>72 998</b>

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

## Cash flow statement for the year ended 30 June 2022

	Note	2022 \$'000	2021 \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Operating receipts</b>			
Grants and subsidies received			
Current		2 067	2 238
Appropriation			
Output		190 825	216 551
Commonwealth		31 506	68 027
Receipts from sales of goods and services		20 317	13 297
Interest received		187	128
<b>Total operating receipts</b>		<b>244 903</b>	<b>300 242</b>
<b>Operating payments</b>			
Payments to employees		(75 987)	(69 005)
Payments for goods and services		(40 120)	(30 837)
Grants and subsidies paid			
Current		(86 939)	(117 446)
Capital		(38 595)	(49 551)
<b>Total operating payments</b>		<b>(241 642)</b>	<b>(266 840)</b>
<b>Net cash from/(used in) operating activities</b>	12	<b>3 261</b>	<b>33 402</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>Investing receipts</b>			
Proceeds from asset sales	6	11	-
Repayment of advances		560	164
<b>Total investing receipts</b>		<b>572</b>	<b>164</b>
<b>Investing payments</b>			
Purchases of assets		( 343)	( 113)
Investment in shares		(5 893)	-
Advances and investing payments		( 632)	(8 937)
<b>Total investing payments</b>		<b>(6 869)</b>	<b>(9 050)</b>
<b>Net cash from/(used in) investing activities</b>		<b>(6 297)</b>	<b>(8 886)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>Financing receipts</b>			
Equity injections			
Capital appropriation		942	138
Commonwealth appropriation		-	( 500)
Other equity injections		6 360	18 924
<b>Total financing receipts</b>		<b>7 302</b>	<b>18 562</b>
<b>Financing payments</b>			
Equity withdrawals		(3 067)	(3 493)
<b>Total financing payments</b>		<b>(3 067)</b>	<b>(3 493)</b>
<b>Net cash from/(used in) financing activities</b>		<b>4 235</b>	<b>15 069</b>
Net increase/(decrease) in cash held		1 198	39 585
Cash at beginning of financial year		54 332	14 747
<b>CASH AT END OF FINANCIAL YEAR</b>	11	<b>55 531</b>	<b>54 332</b>

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 2021-22 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.

## Machinery of government changes

### Transfers in

*Details of transfer:* Defence Community Liaison & Development of Defence related Industries transferred from the Department of Industry, Tourism and Trade

*Basis of transfer:* Administrative Arrangements Order 15 December 2021

*Date of transfer:* Effective from 1 July 2021

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

	\$000
<strong>Assets</strong>	
Cash	(984)
Receivables	14
	<u>(970)</u>
<strong>Liabilities</strong>	
Provisions	46
Other liabilities	63
	<u>109</u>
<strong>Net assets</strong>	<u>(1 079)</u>

## 2. 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 2021-22

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 early adopted for 2021-22.

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). Certain items, while managed by the agency, are controlled and recorded by the Territory rather than the agency (Territory items). Territory items are recognised and recorded in the Central Holding Authority as discussed next.

## Central Holding Authority

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

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

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

The Central Holding Authority recognises and records all Territory items, and as such, these items are not included in the agency's financial statements. However, as the agency is accountable for certain Territory items managed on behalf of government, these items have been separately disclosed in Note 28 – Schedule of administered Territory items.

## e) Comparatives

Where necessary, comparative information for the 2020-21 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 2021-22 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.

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## 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.

## k) Impact of COVID-19

The agency's Strategic Communications and Engagement unit continued to lead the whole of government Public Information Group during the COVID-19 pandemic response providing information and marketing across all channels including management and updating of the coronavirus website, community messaging including border control and mandatory quarantine, exemptions to quarantine, events and gatherings, business restart, safety, symptoms and COVIDSafe App, NT data and promotion of uptake of vaccinations was provided on various platforms. MyCouncil grants program to various councils provided economic stimulus to boost local business activity. The Northern Territory supported the pandemic leave payments providing financial support to those in need while in isolation.



### 3. Comprehensive operating statement by output group

Note		Advice and Coordination		Territory Regional Growth		Investment Territory		Darwin Waterfront Corporation	
		2022 \$000	2021 \$000	2022 \$000	2021 \$000	2022 \$000	2021 \$000	2022 \$000	2021 \$000
INCOME									
4a	Grants and subsidies revenue								
	Current	-	-	1 834	2 027	-	-	-	-
4b	Appropriation								
	Output <sup>1</sup>	6 045	7 640	100 895	88 477	21 586	56 735	21 327	21 263
	Commonwealth <sup>2</sup>	-	-	30 505	50 086	-	-	-	-
4c	Sales of goods and services	-	-	4 517	4 135	-	-	-	-
	Interest revenue	-	-	558	526	187	128	-	-
5	Goods and services received free of charge	-	-	-	-	-	-	-	-
6	Gain on disposal of assets	-	-	-	-	-	-	-	-
4d	Other income	24	27	1 099	489	1 581	631	-	-
	TOTAL INCOME	6 069	7 667	139 409	145 739	23 354	57 494	21 327	21 263
EXPENSES									
	Employee expenses <sup>3</sup>	4 617	4 281	24 728	23 801	10 468	9 168	-	-
	Administrative expenses								
7	Purchases of goods and services <sup>4</sup>	779	515	10 654	9 612	12 180	8 907	-	-
15	Depreciation and amortisation	-	-	70	373	-	-	-	-
8	Other administrative expenses <sup>5</sup>	-	-	758	557	2 918	-	-	-
	Grants and subsidies expenses								
9a	Current <sup>6</sup>	1 527	2 039	71 213	63 931	2 528	11 227	18 252	18 212
9b	Capital <sup>7</sup>	-	-	27 300	45 000	7 904	1 500	3 391	3 051
	TOTAL EXPENSES	6 924	6 835	134 724	143 275	35 997	30 803	21 643	21 263
	NET (DEFICIT)/SURPLUS	(855)	832	4 685	2 464	(12 643)	26 692	(316)	-
OTHER COMPREHENSIVE INCOME									
	Items that will not be reclassified to net surplus/(deficit)								
22	Changes in asset revaluation surplus	-	-	(112)	-	-	-	-	-
22	Changes in investment in shares revaluation	-	-	-	-	(3 000)	-	-	-
	Other	-	-	-	1 809	-	-	-	-
	TOTAL OTHER COMPREHENSIVE INCOME	-	-	(112)	1 809	(3 000)	-	-	-
	COMPREHENSIVE RESULT	(855)	832	4 573	4 273	(15 643)	26 692	(316)	-

Note	Government Support			Office of the Commissioner for Public Employment			Corporate and Shared Services			Total	
	2022	2021		2022	2021		2022	2021		2022	2021
	\$000	\$000		\$000	\$000		\$000	\$000		\$000	\$000
<b>INCOME</b>											
Grants and subsidies revenue											
Current	233	211		-	-		-	-		2 067	2 238
Appropriation											
Output <sup>1</sup>	30 548	32 183		5 400	5 374		5 024	4 879		190 825	216 551
Commonwealth <sup>2</sup>	603	2 087		-	-		-	-		31 108	52 173
Sales of goods and services	591	803		1 178	1 232		1 888	1 654		8 175	7 823
Interest revenue	-	-		-	-		-	-		745	654
Goods and services received free of charge	-	-		-	-		8 993	9 230		8 993	9 230
Gain on disposal of assets	11	-		-	-		-	-		11	-
Other income	234	92		51	97		30	254		3 019	1 589
<b>TOTAL INCOME</b>	<b>32 220</b>	<b>35 376</b>		<b>6 629</b>	<b>6 702</b>		<b>15 936</b>	<b>16 017</b>		<b>244 944</b>	<b>290 258</b>
<b>EXPENSES</b>											
Employee expenses <sup>3</sup>	25 129	24 513		4 889	4 869		6 630	6 341		76 462	72 973
Administrative expenses											
Purchases of goods and services <sup>4</sup>	9 201	6 621		1 250	1 443		1 495	1 238		35 560	28 335
Depreciation and amortisation	244	208		1	-		60	55		351	637
Other administrative expenses <sup>5</sup>	12	87		-	-		8 995	9 230		12 706	9 874
Grants and subsidies expenses											
Current <sup>6</sup>	1 881	2 504		6	5		-	-		95 407	97 918
Capital <sup>7</sup>	-	-		-	-		-	-		38 595	49 551
<b>TOTAL EXPENSES</b>	<b>36 467</b>	<b>33 933</b>		<b>6 146</b>	<b>6 316</b>		<b>17 181</b>	<b>16 864</b>		<b>259 082</b>	<b>259 289</b>
<b>NET (DEFICIT)/SURPLUS</b>	<b>(4 247)</b>	<b>1 443</b>		<b>483</b>	<b>386</b>		<b>(1 245)</b>	<b>(848)</b>		<b>(14 137)</b>	<b>30 970</b>
<b>OTHER COMPREHENSIVE INCOME</b>											
Items that will not be reclassified to net surplus/(deficit)											
Changes in asset revaluation surplus	-	-		-	-		-	-		(112)	-
Changes in investment in shares revaluation	-	-		-	-		-	-		(3 000)	-
Other	-	-		-	2 806		-	-		-	4 615
<b>TOTAL OTHER COMPREHENSIVE INCOME</b>	<b>-</b>	<b>-</b>		<b>-</b>	<b>2 806</b>		<b>-</b>	<b>-</b>		<b>(3 112)</b>	<b>4 615</b>
<b>COMPREHENSIVE RESULT</b>	<b>(4 247)</b>	<b>1 443</b>		<b>483</b>	<b>3 192</b>		<b>(1 245)</b>	<b>(848)</b>		<b>(17 249)</b>	<b>35 584</b>

<sup>1</sup> Decrease in Investment Territory output mainly reflects Local Jobs Fund program originally appropriated in 2020-21. The increase in Territory Regional Growth output mainly reflects funding for the establishment of the Aboriginal Sea Company following the Blue Mud Bay settlement.

<sup>2</sup> Decrease in Territory Regional Growth output mainly reflects funding profile of Darwin City Deal Commonwealth National Partnership Agreement.

<sup>3</sup> Increase in Investment Territory output mainly reflects Defence Industry function transferred in from Department of Industry, Tourism and Trade. Other increases reflects the NTPS bonus payments.

<sup>4</sup> Increase in Investment Territory output mainly reflects transfer in of Defence Industry and expenses associated with Jabiru and Kakadu Futures program. The increase in Government Support output mainly reflects COVID-19 pandemic leave payments.

<sup>5</sup> Increase in Investment Territory output mainly reflects doubtful debts.

<sup>6</sup> Increase in Investment Territory output mainly reflects expenses associated with the establishment of the Aboriginal Sea Company following the Blue Mud Bay settlement. The decrease in Investment Territory output mainly reflects Local Jobs Fund.

<sup>7</sup> Decrease in Territory Regional Growth output mainly reflects funding profile of Darwin City Deal Commonwealth National Partnership Agreement and increase in Investment Territory output mainly reflects grants provided through Local Jobs Fund.

## 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. Revenue

### a) Grants and subsidies revenue

	2022			2021		
	\$000	\$000	\$000	\$000	\$000	\$000
	Revenue from contracts with customers	Other	Total	Revenue from contracts with customers	Other	Total
Current grants	1 615	452	2 067	-	2 238	2 238
<b>Total grants and subsidies revenue</b>	<b>1 615</b>	<b>452</b>	<b>2 067</b>	<b>-</b>	<b>2 238</b>	<b>2 238</b>

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 2021-22 and 2020-21 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.

	2022 \$000	2021 \$000
<b>Type of goods and services:</b>		
Service delivery	1 615	-
<b>Total revenue from contracts with customers</b>	<b>1 615</b>	<b>-</b>
<b>Type of customer:</b>		
Australian Government entities	1 365	-
Non-government entities	250	-
<b>Total revenue from contracts with customers</b>	<b>1 615</b>	<b>-</b>
<b>Timing of transfer of goods and services:</b>		
Overtime	1 615	-
Point in time	-	-
<b>Total revenue from contracts with customers</b>	<b>1 615</b>	<b>-</b>

## b) Appropriation

	2022			2021		
	\$000	\$000	\$000	\$000	\$000	\$000
	Revenue from contracts with customers	Other	Total	Revenue from contracts with customers	Other	Total
Output	-	190 825	190 825	-	216 551	216 551
Commonwealth	31 108	-	31 108	48 522	3 651	52 173
<b>Total appropriation</b>	<b>31 108</b>	<b>190 825</b>	<b>221 933</b>	<b>48 522</b>	<b>220 202</b>	<b>268 724</b>



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.

	2022 \$000	2021 \$000
<b>Type of goods and services:</b>		
Service delivery	31 108	48 522
<b>Total revenue from contracts with customers</b>	<b>31 108</b>	<b>48 522</b>
<b>Type of customer:</b>		
Australian Government entities	31 108	48 522
<b>Total revenue from contracts with customers</b>	<b>31 108</b>	<b>48 522</b>
<b>Timing of transfer of goods and services:</b>		
Overtime	3 808	-
Point in time	27 300	48 522
<b>Total revenue from contracts with customers</b>	<b>31 108</b>	<b>48 522</b>

### c) Sales of goods and services

	\$000	2022 \$000	\$000		2021 \$000	\$000
		Other	Total	Revenue from contracts with customers	Other	Total
Sales of goods and services	-	8 175	8 175	-	7 823	7 823
<b>Total sales of goods and services</b>	-	<b>8 175</b>	<b>8 175</b>	-	<b>7 823</b>	<b>7 823</b>

### 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.

### d) Other income

	\$000	2022 \$000	\$000		2021 \$000	\$000
		Other	Total	Revenue from contracts with customers	Other	Total
Other income	-	3 019	3 019	-	1 589	1 589
<b>Total other income</b>	-	<b>3 019</b>	<b>3 019</b>	-	<b>1 589</b>	<b>1 589</b>

## 5. Goods and services received free of charge

	2022 \$000	2021 \$000
Corporate and information services <sup>1</sup>	8 577	8 866
Repairs and maintenance <sup>2</sup>	417	364
<b>Total goods and services received free of charge</b>	<b>8 993</b>	<b>9 230</b>

<sup>1</sup>DCDD service charges

<sup>2</sup>DIPL 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 and associated employee costs are centralised and provided by the Department of Infrastructure, Planning and Logistics and forms part of goods and services free of charge of the agency.

## 6. Gain on disposal of assets

	2022 \$000	2021 \$000
Net proceeds from the disposal of non-current assets	11	-
Less: Carrying value of non-current assets disposed	-	-
<b>Gain on the disposal of non-current assets</b>	<b>11</b>	<b>-</b>
Proceeds from sale of minor assets	-	-
<b>Total gain on disposal of assets</b>	<b>11</b>	<b>-</b>

## 7. Purchases of goods and services

The net surplus/(deficit) has been arrived at after charging the following expenses:

### Goods and services expenses:

	2022 \$000	2021 \$000
Consultants <sup>1</sup>	5 405	5 321
Advertising <sup>2</sup>	71	-
Marketing and promotion <sup>3</sup>	3 013	2 189
Document production	95	95
Legal expenses <sup>4</sup>	2 263	2 253
Recruitment <sup>5</sup>	304	478
Training and study	337	249
Official duty fares	1 131	952
Travelling allowance	274	349
Property Management	3 108	3 526
Information technology charges and communications	3 610	3 448
Motor vehicle expenses	1 103	1 013
Agent service arrangements <sup>6</sup>	9 924	4 440
Other	4 921	4 023
<b>Total purchases of goods and services</b>	<b>35 560</b>	<b>28 335</b>

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

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

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

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

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

<sup>6</sup> Contract arrangements with external entities.

## 8. Other administrative expenses

	2022 \$000	2021 \$000
Doubtful debt expense	3 476	526
Write-offs and losses	202	2
Assets written down	35	116
Corporate and information services <sup>1</sup>	8 577	8 866
Repairs and maintenance <sup>2</sup>	417	364
<b>Total other administrative expenses</b>	<b>12 706</b>	<b>9 874</b>

<sup>1</sup>DCDD service charges

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



## 9. Grant and subsidies expenses

### a) Current grant and subsidy expense

	2022 \$000	2021 \$000
Current grant	92 391	91 001
<b>Total current grants</b>	<b>92 391</b>	<b>91 001</b>
Subsidy	3 016	6 918
<b>Total subsidies</b>	<b>3 016</b>	<b>6 918</b>
<b>Total current grant and subsidy expense</b>	<b>95 407</b>	<b>97 918</b>

Current grants expenses are intended to finance the current activities of the recipient for which no economic benefits of equal value are receivable in return.

Subsidies are payments aimed at reducing all or part of the costs of an activity.

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 expenses

	2022 \$000	2021 \$000
Capital grant	38 595	49 551
<b>Total capital grant expenses</b>	<b>38 595</b>	<b>49 551</b>

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 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.

## 10. Write-offs, postponements, waiver, gifts and exgratia payments

	Agency			
	2022 \$000	No. of Trans.	2021 \$000	No. of Trans.
<b>Write-offs, postponements and waivers under the <i>Financial Management Act 1995</i></b>				
Represented by:				
<b><i>Amounts written off, postponed and waived by delegates</i></b>				
Irrecoverable amounts payable to the Territory or an agency written off	2	3	2	6
Losses or deficiencies of money written off	-	-	-	-
Public property written off	-	13	-	20
Waiver or postponement of right to receive or recover money or property	-	-	-	-
<b>Total written off, postponed and waived by delegates</b>	<b>2</b>	<b>16</b>	<b>2</b>	<b>26</b>
<b><i>Amounts written off, postponed and waived by the Treasurer</i></b>				
Irrecoverable amounts payable to the Territory or an agency written off	-	-	-	-
Losses or deficiencies of money written off	-	-	-	-
Public property written off	-	-	-	-
Waiver or postponement of right to receive or recover money or property	200	1	-	-
<b>Total written off, postponed and waived by the Treasurer</b>	<b>200</b>	<b>1</b>	<b>-</b>	<b>-</b>
<b>Write-offs, postponements and waivers authorised under other legislation</b>				
<b>Gifts under the <i>Financial Management Act 1995</i></b>				
<b><i>Gifts by delegate</i></b>				
Office furniture	-	-	-	-
Computer and other electronic equipment	-	-	-	-
Other	6	12	1	6
<b>Total gifts by delegate</b>	<b>6</b>	<b>12</b>	<b>1</b>	<b>6</b>
<b><i>Gifts by Treasurer</i></b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Gifts authorised under other legislation</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Ex gratia payments under the <i>Financial Management Act 1995</i></b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## 11. Cash and deposits

	2022 \$000	2021 \$000
Cash at bank	55 531	54 332
<b>Total cash and deposits</b>	<b>55 531</b>	<b>54 332</b>

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

## 12. Cash flow reconciliation

### a) Reconciliation of cash

The total of agency 'Cash and deposits' of \$55.531 million recorded in the balance sheet is consistent with that recorded as 'Cash' in the cash flow statement.

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

	2022 \$000	2021 \$000
<b>Net surplus/(deficit)</b>	<b>(14 137)</b>	<b>30 970</b>
<b>Non-cash items:</b>		
Depreciation and amortisation	351	637
Asset write-offs/write-downs	235	116
Impairment of advances	3 476	526
Interest on advances	(558)	(526)
Net discount on concessional loans	(223)	765
(Gain)/Loss on Disposal of Assets	(11)	-
<b>Changes in assets and liabilities:</b>		
Decrease/(increase) in receivables	(768)	13 577
Decrease/(increase) in advances	-	-
Decrease/(increase) in prepayments	(122)	(360)
(Decrease)/increase in payables	8 513	(17 113)
(Decrease)/increase in provision for employee benefits	305	2 859
(Decrease)/increase in other provisions	117	566
(Decrease)/increase in other deferred income	6 083	1 385
<b>Net cash from/(used in) operating activities</b>	<b>3 261</b>	<b>33 402</b>

## b) Reconciliation of liabilities arising from financing activities

There were no liabilities arising during 2021-22 and 2020-21.

## c) Non-cash financing and investing activities

During the year, interest amounting \$0.558 million was accrued on loan advance receivable and added to the amount of loan advance receivable. Refer to Note 14 – Advances and investments for more information.

# 13. Receivables

	2022 \$000	2021 \$000
<b>Current</b>		
Accounts receivable	155	400
Less: loss allowance	-	-
	<b>155</b>	<b>400</b>
Accrued contract revenue	-	-
Less: loss allowance	-	-
	-	-
GST receivables	1 006	1 102
Prepayments	647	510
Other receivables	1 215	121
	<b>2 868</b>	<b>1 733</b>
<b>Non-current</b>		
Other receivables	-	-
	-	-
<b>Total receivables</b>	<b>3 023</b>	<b>2 133</b>

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

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

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

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



## 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.

## 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 there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery includes a failure to make contractual payments for a period greater than 90 days past due.

There is no material impact on the agency's expected credit losses due to COVID-19.

The loss allowance for receivables and reconciliation as at the reporting date is disclosed below.

	2022				2021			
	Gross Receivables	Loss rate	Expected credit losses	Net receivables	Gross receivables	Loss rate	Expected credit losses	Net receivables
	\$000	%	\$000	\$000	\$000	%	\$000	\$000
<b>Internal receivables</b>								
Not overdue	24	-	-	24	37	-	-	37
Overdue for less than 30 days	1	-	-	1	8	-	-	8
Overdue for 30 to 60 days	-	-	-	-	-	-	-	-
Overdue for more than 60 days	-	-	-	-	-	-	-	-
<b>Total internal receivables</b>	<b>25</b>	<b>-</b>	<b>-</b>	<b>25</b>	<b>45</b>	<b>-</b>	<b>-</b>	<b>45</b>
<b>External receivables</b>								
Not overdue	49	-	-	49	286	-	-	286
Overdue for less than 30 days	25	-	-	25	2	-	-	2
Overdue for 30 to 60 days	-	-	-	-	2	-	-	2
Overdue for more than 60 days	57	-	-	57	65	-	-	65
<b>Total external receivables</b>	<b>130</b>	<b>-</b>	<b>-</b>	<b>130</b>	<b>355</b>	<b>-</b>	<b>-</b>	<b>355</b>

Total amounts disclosed exclude statutory amounts and prepayments; and include contract receivables and accrued contract revenue.

## Reconciliation of loss allowance for receivables

There is no loss allowance for receivables as at 30 June 2022 or 30 June 2021.

## Prepayments

Prepayments represent payments in advance of receipt of goods and services or that part of expenditure made in one accounting period covering a term extending beyond that period.

# 14. Advances and investments

	2022 \$000	2021 \$000
<b>Current</b>		
Advances paid	14 632	10 699
Less: loss allowance	(13 151)	(9 686)
	<b>1 480</b>	<b>1 013</b>
<b>Non-current</b>		
Investments in shares	3 000	-
	<b>3 000</b>	<b>-</b>
Advances paid	3 818	7 205
Less: loss allowance	-	-
	<b>3 818</b>	<b>7 205</b>
<b>Total advances and investments</b>	<b>8 297</b>	<b>8 218</b>

## 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 23. 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 5.78%.

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 and reconciliation as at the reporting date is disclosed below.

	2022				2021			
	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
<b>Internal advances paid</b>								
Not overdue	-	-	-	-	-	-	-	-
Overdue for less than 30 days	-	-	-	-	-	-	-	-
Overdue for 30 to 60 days	-	-	-	-	-	-	-	-
Overdue for more than 60 days	-	-	-	-	-	-	-	-
<b>Total internal advances paid</b>	-	-	-	-	-	-	-	-
<b>External advances paid</b>								
Not overdue	8 216	36%	2 918	5 297	8 218	-	-	8 218
Overdue for less than 30 days	47	100%	47	-	44	100%	44	-
Overdue for 30 to 60 days	95	100%	95	-	90	100%	90	-
Overdue for more than 60 days	10 091	100%	10 091	-	9 552	100%	9 552	-
<b>Total external advances paid</b>	<b>18 449</b>		<b>13 151</b>	<b>5 297</b>	<b>17 904</b>		<b>9 686</b>	<b>8 218</b>

## Reconciliation of loss allowance for advances paid

	2022 \$000	2021 \$000
<b>Internal advances paid</b>		
Opening balance	-	-
Written off during the year	-	-
Increase/decrease in allowance recognised in profit or loss	-	-
<b>Total internal advances paid</b>	-	-
<b>External advances paid</b>		
Opening balance	9 686	8 520
Other	-	650
Recovered during the year	( 10)	( 10)
Increase/decrease in allowance recognised in profit or loss	3 475	526
<b>Total external advances paid</b>	<b>13 151</b>	<b>9 686</b>

## 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.

	Fair value		Dividend income	
	2022 \$000	2021 \$000	2022 \$000	2021 \$000
Amphibian Aircraft Holding	2 000	-	-	-
Equatorial Launch Australia	1 000	-	-	-
<b>Total investment in shares</b>	<b>3 000</b>	<b>-</b>	<b>-</b>	<b>-</b>

No investments were disposed of during 2022, and there were no transfers of any cumulative gain or loss within equity relating to these investments.



## 15. Property, plant and equipment

### a) Total property, plant and equipment

	2022 \$000	2021 \$000
<b>Land</b>		
At fair value	18 067	18 178
<b>Buildings</b>		
At fair value	12 025	11 560
Less: accumulated depreciation	(4 426)	(4 196)
	<b>7 599</b>	<b>7 364</b>
<b>Plant and equipment</b>		
At fair value	2 687	2 894
Less: accumulated depreciation	(2 446)	(2 552)
	<b>241</b>	<b>343</b>
<b>Computer software</b>		
At fair value	159	159
Less: accumulated depreciation	(159)	(157)
	<b>-</b>	<b>3</b>
<b>Computer hardware</b>		
At fair value	-	-
Less: accumulated depreciation	-	-
	<b>-</b>	<b>-</b>
<b>Transport equipment</b>		
At fair value	13	56
Less: accumulated depreciation	(4)	(42)
	<b>10</b>	<b>13</b>
<b>Construction (work in progress)</b>		
At capitalised cost	329	-
	<b>329</b>	<b>-</b>
<b>Total property, plant and equipment</b>	<b>26 246</b>	<b>25 901</b>

## 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	Computer Hardware \$000	Transport Equipment \$000	WIP \$000	Total \$000
<b>Carrying amount as at 1 July 2021</b>	<b>18 178</b>	<b>7 364</b>	<b>343</b>	<b>3</b>	<b>-</b>	<b>13</b>	<b>-</b>	<b>25 901</b>
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	-	-	-	-	-	-	-	-
<b>Carrying amount as at 30 June 2022</b>	<b>18 067</b>	<b>7 599</b>	<b>241</b>	<b>-</b>	<b>-</b>	<b>10</b>	<b>329</b>	<b>26 246</b>

## 2021 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	Computer Hardware \$000	Transport Equipment \$000	WIP \$000	Total \$000
<b>Carrying amount as at 1 July 2020</b>	<b>14 575</b>	<b>6 500</b>	<b>659</b>	<b>26</b>	-	-	<b>286</b>	<b>22 046</b>
Additions	-	-	98	-	-	14	-	113
Disposals	-	-	-	-	-	-	-	-
Depreciation	-	(198)	(415)	(24)	-	(1)	-	(637)
Additions/(disposals) from administrative restructuring	3 603	-	-	-	-	-	-	3 603
Additions/(disposals) from asset transfers	-	1 062	-	-	-	-	(286)	776
Revaluation increments/(decrements)	-	-	-	-	-	-	-	-
Impairment losses	-	-	-	-	-	-	-	-
Impairment losses reversed	-	-	-	-	-	-	-	-
<b>Carrying amount as at 30 June 2021</b>	<b>18 178</b>	<b>7 364</b>	<b>343</b>	<b>3</b>	<b>-</b>	<b>13</b>	<b>-</b>	<b>25 901</b>

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## 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 23: 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 and intangible agency assets are assessed for indicators of impairment on an annual basis or whenever there is indication of impairment. If an 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. Where an impairment loss is subsequently reversed, the carrying amount of the asset is increased to the revised estimate of its recoverable amount. 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 22 provides additional information in relation to the asset revaluation surplus.

Agency property, plant and equipment assets were assessed for impairment as at 30 June 2022. 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 or amortised 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:

	2022	2021
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 or amortised from the date of acquisition or from the time an asset is completed and held ready for use.

## 16. Agency as a lessee

### *Inter-governmental leases*

The agency applies the inter-governmental leases recognition exemption as per the Treasurer's Direction – Leases and recognise 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.

## 17. Payables

	2022 \$000	2021 \$000
Accounts payable	81	71
Accrued expenses	5 354	5 277
Grants payable	8 425	-
<b>Total payables</b>	<b>13 860</b>	<b>5 347</b>

Liabilities for accounts payable and other amounts payable are carried at 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.

## 18. Borrowings and advances

The agency had no borrowings and advances as at 30 June 2022 and 30 June 2021.

### **Lease liabilities**

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

	2022		2021	
	Internal \$000	External \$000	Internal \$000	External \$000
Within one year	840	-	623	-
Later than one year and not later than five years	1 434	-	879	-
Later than five years	-	-	-	-
<b>Total</b>	<b>2 274</b>	<b>-</b>	<b>1 502</b>	<b>-</b>

## 19. Provisions

	2022 \$000	2021 \$000
<b>Current</b>		
<i>Employee benefits</i>		
Recreation leave	7 285	6 945
Leave loading	693	728
<i>Other current provisions</i>		
Fringe Benefit Tax	167	132
Payroll Tax	507	487
Superannuation	783	721
	<b>9 435</b>	<b>9 013</b>
<b>Non-current</b>		
<i>Other non-current provisions</i>	-	-
<b>Total provisions</b>	<b>9 435</b>	<b>9 013</b>
<b>Reconciliations of provisions</b>		
<b>Fringe benefit tax</b>		
Balance as at 1 July	132	90
Machinery of government transfer	-	14
Additional provisions recognised	167	563
Reductions arising from payments	(132)	(535)
<b>Balance as at 30 June</b>	<b>167</b>	<b>132</b>
<b>Payroll tax</b>		
Balance as at 1 July	487	299
Additional provisions recognised	507	487
Reductions arising from payments	(487)	(299)
<b>Balance as at 30 June</b>	<b>507</b>	<b>487</b>
<b>Superannuation</b>		
Balance as at 1 July	721	385
Additional provisions recognised	783	721
Reductions arising from payments	(721)	(385)
<b>Balance as at 30 June</b>	<b>783</b>	<b>721</b>

The Agency employed 450.28 employees as at 30 June 2022 (461.64 employees as at 30 June 2021).

## 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 wages and salaries, 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 twelve months of the reporting date are measured at present value, calculated using the government long-term bond rate.

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 in agency financial statements.

## 20. Other liabilities

	2022 \$000	2021 \$000
<b>Current</b>		
Unearned contract revenue	9 319	3 195
Unearned capital grants	-	-
Other liabilities	-	31
<b>Total other liabilities</b>	<b>9 319</b>	<b>3 226</b>

## Financial guarantee contracts

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 do not have any financial guarantee contracts as at 30 June 2022 or 30 June 2021.

## 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.

## 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 2022 is \$9.319 million (balance at 1 July 2021 was \$3.195 million).

Of the amount included in the unearned contract revenue balance as at 1 July 2021, \$0.618 million has been recognised as revenue in 2021-22.

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:

	2022 \$000	2021 \$000
Not later than one year	9 319	3 195
Later than one year and not later than 5 years	-	-
Later than five years	-	-
<b>Total</b>	<b>9 319</b>	<b>3 195</b>



## 21. Commitments

Commitments contracted represent future obligations or cash outflows that are not recognised as liabilities on the balance sheet and can be reliably measured.

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

### Other expenditure commitments

Other non-cancellable expenditure commitments not recognised as liabilities are payable as follows:

Within one year

Later than one year and not later than five years

Later than five years

**Total commitments (exclusive of GST)**

Plus: GST recoverable

**Total commitments (inclusive of GST)**

2022		2021	
Internal	External	Internal	External
\$000	\$000	\$000	\$000
840	12 182	623	10 276
1 434	15 289	879	16 858
-	-	-	2 100
<b>2 274</b>	<b>27 471</b>	<b>1 502</b>	<b>29 234</b>
227	2 229	150	2 296
<b>2 501</b>	<b>29 700</b>	<b>1 652</b>	<b>31 530</b>

## 22. 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	
	2022	2021	2022	2021	2022	2021	2022	2021
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<i>Movements in the asset revaluation surplus</i>								
Balance as at 1 July	11 385	9 576	248	248	-	-	11 633	9 824
Changes in accounting policies	-	-	-	-	-	-	-	-
Correction of prior period errors	-	-	-	-	-	-	-	-
Revaluation increment/ (decrement)	(112)	-	-	-	(3 000)	-	(3 112)	-
Other	-	1 809	-	-	-	-	-	1 809
<b>Balance as at 30 June</b>	<b>11 273</b>	<b>11 385</b>	<b>248</b>	<b>248</b>	<b>(3 000)</b>	<b>-</b>	<b>8 521</b>	<b>11 633</b>

## 23. 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, deposits, 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	2021	2022	2021	2022	2021	2022	2021
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Assets</b>								
<b>Financial assets</b>								
Investment in shares (Note 14)	3 000	-	-	-	3 000	-	3 000	-
<b>Total financial assets</b>	<b>3 000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3 000</b>	<b>-</b>	<b>3 000</b>	<b>-</b>
<b>Non-financial assets</b>								
Land (Note 15)	18 067	18 178	-	-	18 067	18 178	18 067	18 178
Buildings (Note 15)			7 599	7 364	7 599	7 364	7 599	7 364
Plant & equipment (Note 15)			241	343	241	343	241	343
Computer software (Note 15)			-	3	-	3	-	3
Computer hardware (Note 15)			-	-	-	-	-	-
Transport equipment (Note 15)			10	13	10	13	10	13
Work in progress (Note 15)			329	-	329	-	329	-
<b>Total non-financial assets</b>	<b>18 067</b>	<b>18 178</b>	<b>8 179</b>	<b>7 723</b>	<b>26 246</b>	<b>25 901</b>	<b>26 246</b>	<b>25 901</b>
<b>Total assets</b>	<b>21 067</b>	<b>18 178</b>	<b>8 179</b>	<b>7 723</b>	<b>29 246</b>	<b>25 901</b>	<b>29 246</b>	<b>25 901</b>

## b) Valuation techniques and inputs

Valuation techniques used to measure fair value in 2021-22 are:

### Asset classes

Investment in shares (Note 14)

Land (Note 15)

Buildings (Note 15)

Plant & equipment (Note 15)

Computer software (Note 15)

Computer hardware (Note 15)

Level 2 Techniques	Level 3 Techniques
Market approach	
Market approach	
	Cost approach
	Cost approach
	Cost approach
	Cost approach

There were no changes in valuation techniques from 2020-21 to 2021-22.



### 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	Computer Hardware \$000	Transport Equipment \$000	Work in Progress \$000
<b>2021-22</b>						
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	-	-	-	-	-	-
<b>Fair value as at 30 June 2022</b>	<b>7 599</b>	<b>241</b>	<b>-</b>	<b>-</b>	<b>10</b>	<b>329</b>
<b>2020-21</b>						
Fair value as at 1 July 2020	6 500	659	26	-	-	286
Additions	-	98	-	-	14	-
Disposals	-	-	-	-	-	-
Transfers from Level 2	-	-	-	-	-	-
Transfers to Level 2	-	-	-	-	-	-
Depreciation	(198)	(415)	(24)	-	(1)	-
Additions/(disposals) from asset transfer	1 062	-	-	-	-	(286)
Gains/losses recognised in net surplus/(deficit)	-	-	-	-	-	-
Gains/losses recognised in other comprehensive income	-	-	-	-	-	-
<b>Fair value as at 30 June 2021</b>	<b>7 364</b>	<b>343</b>	<b>3</b>	<b>-</b>	<b>13</b>	<b>-</b>

## (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.

## 24. 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 and deposits; receivables; advances paid; investment in shares and payables.

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		Amortised cost	Fair value through other comprehensive income	Total
	Mandatorily at fair value	Designated at fair value			
	\$000	\$000			
<b>2021-22</b>					
Cash and deposits	-	-	55 531	-	55 531
Receivables <sup>1</sup>	-	-	155	-	155
Advances paid	-	-	5 297	-	5 297
Investment in shares	-	-	-	3 000	3 000
<b>Total financial assets</b>	-	-	<b>60 983</b>	<b>3 000</b>	<b>63 983</b>
Payables <sup>1</sup>	-	-	(81)	-	(81)
<b>Total financial liabilities</b>	-	-	<b>(81)</b>	-	<b>(81)</b>
<b>2020-21</b>					
Cash and deposits	-	-	54 332	-	54 332
Receivables <sup>1</sup>	-	-	400	-	400
Advances paid	-	-	8 218	-	8 218
Investment in shares	-	-	-	-	-
<b>Total financial assets</b>	-	-	<b>62 950</b>	-	<b>62 950</b>
Payables <sup>1</sup>	-	-	(71)	-	(71)
<b>Total financial liabilities</b>	-	-	<b>(71)</b>	-	<b>(71)</b>

<sup>1</sup>Total 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)
- fair value through profit and loss (FVTPL).

Financial liabilities are classified under the following categories:

- amortised cost
- fair value through profit and loss (FVTPL).

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 cash and deposits, 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 assets at fair value through profit or loss

Financial assets are classified at FVTPL where they do not meet the criteria for amortised cost or FVOCI. These assets are initially and subsequently recognised at fair value with gains or losses recognised in the net result for the year.

The agency does not have any financial assets under this category.

## 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.

## Financial liabilities at fair value through profit or loss

Financial liabilities are classified at FVTPL when the liabilities are either held for trading or designated as FVTPL. Financial liabilities classified at FVTPL are initially and subsequently measured at fair value with gains or losses recognised in the net result for the year.

For financial liabilities designated at FVTPL, changes in the fair value of the liability attributable to changes in the agency's credit risk are recognised in other comprehensive income, while remaining changes in the fair value are recognised in the net result.

The agency does not have any financial liabilities under this category.

## 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 credit worthy 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 13 and advances paid in Note 14.



### 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.

#### 2022 Maturity analysis for financial liabilities

	Carrying amount \$000	Less than a year \$000	1 to 5 years \$000	More than 5 years \$000	Total \$000
<b>Liabilities</b>					
Payables	(81)	(81)	-	-	(81)
<b>Total financial liabilities</b>	<b>(81)</b>	<b>(81)</b>	<b>-</b>	<b>-</b>	<b>(81)</b>

#### 2021 Maturity analysis for financial liabilities

	Carrying amount \$000	Less than a year \$000	1 to 5 years \$000	More than 5 years \$000	Total \$000
<b>Liabilities</b>					
Payables	(71)	(71)	-	-	(71)
<b>Total financial liabilities</b>	<b>(71)</b>	<b>(71)</b>	<b>-</b>	<b>-</b>	<b>(71)</b>

## 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.

## 2022 Interest rate risk for financial assets and liabilities

	Interest bearing		Non-interest bearing	Total	Weighted average
	Variable	Fixed			
	\$000	\$000	\$000	\$000	%
<b>Assets</b>					
Cash and deposits	-	-	55 531	55 531	
Receivables	-	-	155	155	
Advances	5 297	-	-	5 297	3.24%
Investment in shares	-	-	3 000	3 000	
<b>Total financial assets</b>	<b>5 297</b>	<b>-</b>	<b>58 686</b>	<b>63 983</b>	
<b>Liabilities</b>					
Payables	-	-	(81)	(81)	
<b>Total financial liabilities</b>	<b>-</b>	<b>-</b>	<b>(81)</b>	<b>(81)</b>	

## 2021 Interest rate risk for financial assets and liabilities

	Interest bearing			Total \$000	Weighted average %
	Variable \$000	Fixed \$000	Non-interest bearing \$000		
<b>Assets</b>					
Cash and deposits	-	-	54 332	54 332	
Receivables	-	-	400	400	
Advances	8 018	-	200	8 218	2.08%
<b>Total financial assets</b>	<b>8 018</b>	<b>-</b>	<b>54 932</b>	<b>62 950</b>	
<b>Liabilities</b>					
Payables	-	-	(71)	(71)	
<b>Total financial liabilities</b>	<b>-</b>	<b>-</b>	<b>(71)</b>	<b>(71)</b>	

## 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.

	Profit or loss and equity	
	100 basis points increase \$000	100 basis points decrease \$000
<b>30 June 2022</b>		
Financial assets – advances	53	(53)
<b>Net sensitivity</b>	<b>53</b>	<b>(53)</b>
<b>30 June 2021</b>		
Financial assets – advances	80	(80)
<b>Net sensitivity</b>	<b>80</b>	<b>(80)</b>

### (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.

## 25. Related parties

### i) 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 dependants
- 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.

### ii) 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 members of the executive team of the Department as listed on page 76.

### iii) 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:

	2022 \$000	2021 \$000
Short-term benefits	3 615	3 158
Post-employment benefits	288	265
Long-term benefits	-	-
Termination benefits	-	-
<b>Total</b>	<b>3 904</b>	<b>3 423</b>

#### iv) 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.

#### 2022

##### Related party

All NTG Government departments

Subsidiaries

**Total**

Revenue from related parties \$000	Payments to related parties \$000	Amounts owed by related parties \$000	Amounts owed to related parties \$000
13 729	38 032	157	548
1 863	1 872	1 057	45
<b>15 592</b>	<b>39 904</b>	<b>1 214</b>	<b>592</b>

#### 2021

##### Related party

All NTG Government departments

Subsidiaries

**Total**

Revenue from related parties \$000	Payments to related parties \$000	Amounts owed by related parties \$000	Amounts owed to related parties \$000
12 946	37 822	146	542
992	1 721	19	38
<b>13 939</b>	<b>39 543</b>	<b>165</b>	<b>579</b>

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

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

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



## 26. Contingent liabilities and contingent assets

### a) Contingent liabilities

The agency did not have quantitatively material contingent liabilities as at 30 June 2022. 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 2022 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 Luxury Hotel

A series of indemnities were provided in support of the Darwin Luxury Hotel Development under the Luxury Hotel Transaction Documentation. The agreement expired on 1 July 2021 and the corresponding indemnities were considered low risk and the possibility of any action during the limitation period being extremely low.

### b) Contingent assets

The agency had no contingent assets as at 30 June 2022 or 30 June 2021.

## 27. 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.

## 28. Schedule of administered Territory items

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

## 29. Budgetary information

### Comprehensive operating statement

	2022 Actual \$000	2022 Original budget \$000	Variance \$000	Note
<b>INCOME</b>				
Grants and subsidies revenue				
Current	2 067	1 317	750	1
Appropriation				
Output	190 825	176 044	14 781	2
Commonwealth	31 108	33 478	( 2 370)	3
Sales of goods and services	8 175	7 231	944	
Interest revenue	745	-	745	
Goods and services received free of charge	8 993	12 065	( 3 072)	4
Gain on disposal of assets	11	-	11	
Other income	3 019	57	2 962	5
<b>TOTAL INCOME</b>	<b>244 944</b>	<b>230 192</b>	<b>14 752</b>	
<b>EXPENSES</b>				
Employee expenses	76 462	67 177	9 285	6
Administrative expenses				
Purchases of goods and services	35 560	30 268	5 292	7
Repairs and maintenance	-	-	-	
Depreciation and amortisation	351	308	43	
Services free of charge	8 993	12 065	( 3 072)	4
Other administrative expenses	3 713	-	3 713	8
Grants and subsidies expenses				
Current	95 407	90 014	5 393	9
Capital	38 595	30 668	7 927	10
<b>TOTAL EXPENSES</b>	<b>259 082</b>	<b>230 500</b>	<b>28 582</b>	
<b>NET SURPLUS/(DEFICIT)</b>	<b>( 14 137)</b>	<b>( 308)</b>	<b>( 13 830)</b>	
<b>OTHER COMPREHENSIVE INCOME</b>				
Items that will not be reclassified to net surplus/(deficit)				
Changes in asset revaluation surplus	(112)	-	(112)	
Changes in investment in shares revaluation	(3 000)	-	(3 000)	
<b>TOTAL OTHER COMPREHENSIVE INCOME</b>	<b>(3 112)</b>	<b>-</b>	<b>(3 112)</b>	
<b>COMPREHENSIVE RESULT</b>	<b>( 17 249)</b>	<b>( 308)</b>	<b>( 16 942)</b>	

## Notes:

1. Increase is predominantly due to funding received for various Commonwealth Own Purpose Expenditure programs, Katherine Youth Grants program and Rio Tinto Jabiru Social Infrastructure Fund.
2. Increase mainly due to funding received for the establishment of the Aboriginal Sea Company following the Blue Mud Bay settlement, Safer Territory Places initiative, Wadeye pool replacement, NTPS bonus payments, Digital Twin project and transfer in of the Defence Industry function.
3. Decrease reflects accounting treatment and the revised funding profile for National Partnership agreements revenue for the Disaster Risk Reduction program and Barkly Regional Deal.
4. Variation reflects Department of Corporate and Digital Development billing of services provided free of charge.
5. Increase mainly reflects contribution from Power and Water Corporation for Jabiru and Kakadu Futures and concessional loan amortisation for Local Jobs Fund.
6. Increase mainly reflects realignment of agency employee profile following machinery of government changes, NTPS bonus payments and costs associated with the emergency operational centre in response to COVID-19.
7. The variation mainly relates to timing of major projects facilitation initiatives including Ship Lift, Suncable, Jabiru and Kakadu Futures program, and COVID-19 related expenses such as pandemic leave payments.
8. Largely due to the recognition of doubtful debts.
9. Variation reflects timing of expenditure for the establishment of the Aboriginal Sea Company following the Blue Mud Bay settlement, Jabiru and Kakadu Futures, Barkly Regional Deal and the National Partnership agreement for Disaster Risk Reduction.
10. Increase reflects timing of expenditure for the Local Jobs Fund.

## Balance Sheet

### ASSETS

#### Current assets

Cash and deposits	55 531	6 276	49 255	1
Receivables	2 385	921	1 464	2
Prepayments	638	316	322	
Advances and investments	8 298	75 000	( 66 702)	3
Property, plant and equipment	26 246	25 443	803	

#### TOTAL ASSETS

**93 098    107 956    ( 14 858)**

### LIABILITIES

#### Current liabilities

Payables	13 860	2 350	11 510	4
Provisions	9 435	8 819	616	
Other liabilities	9 319	20	9 299	5

#### TOTAL LIABILITIES

**32 614    11 189    21 425**

### NET ASSETS

**60 484    96 767    ( 36 283)**

### EQUITY

#### Capital

Opening balance	85 012	92 452	( 7 440)	
Equity injections/withdrawals	4 735	60 000	( 55 265)	6
<b>Reserves</b>	<b>8 521</b>	<b>11 633</b>	<b>( 3 112)</b>	

#### Accumulated funds

Opening balance	( 23 647)	( 67 010)	43 363	
Current year surplus/(deficit)	( 14 137)	( 308)	( 13 829)	

#### TOTAL EQUITY

**60 484    96 767    ( 36 283)**

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## Notes:

1. The variation is predominantly due to timing of payments for the Local Jobs Fund, the establishment of the Aboriginal Sea Company following the Blue Mud Bay settlement, Jabiru and Kakadu Futures, Rio Tinto Jabiru Social Infrastructure Fund, Commonwealth National Partnership agreements for Disaster Risk Reduction program and Barkly Regional Deal.
2. The variation mainly relates to Jabiru and Kakadu Futures.
3. Variation predominantly due to the timing of Local Jobs Fund loan drawdowns and equity co-investment.
4. The increase is mainly due to the establishment of the Aboriginal Sea Company following the Blue Mud Bay settlement.
5. The increase is due to the recognition of Rio Tinto Jabiru Social Infrastructure Fund, and National Partnership agreements for Disaster Risk Reduction, Barkly Regional Deal and NT Remote Aboriginal Investment.
6. The variation mainly relates to the timing of equity injections for the Local Jobs Fund.



## Cash flow statement

### CASH FLOWS FROM OPERATING ACTIVITIES

#### Operating receipts

Grants and subsidies received

Current

Appropriation

Output

Commonwealth

Receipts from sales of goods and services

Interest received

**Total operating receipts**

#### Operating payments

Payments to employees

Payments for goods and services

Grants and subsidies paid

Current

Capital

**Total operating payments**

**Net cash from/(used in) operating activities**

### CASH FLOWS FROM INVESTING ACTIVITIES

#### Investing receipts

Proceeds from asset sales

Repayment of advances

**Total investing receipts**

#### Investing payments

Purchases of assets

Investment in shares

Advances and investing payments

**Total investing payments**

**Net cash from/(used in) investing activities**

### CASH FLOWS FROM FINANCING ACTIVITIES

#### Financing receipts

Equity injections

Capital appropriation

Other equity injections

**Total financing receipts**

#### Financing payments

Equity withdrawals

**Total financing payments**

**Net cash from/(used in) financing activities**

Net increase/(decrease) in cash held

Cash at beginning of financial year

**CASH AT END OF FINANCIAL YEAR**

2022 Actual	2022 Original budget	Variance	Note
\$000	\$000	\$000	
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Operating receipts</b>			
Grants and subsidies received			
Current	2 067	1 317	750 1
Appropriation			
Output	190 825	176 044	14 781 2
Commonwealth	31 506	33 478	( 1 972) 3
Receipts from sales of goods and services	20 317	7 288	13 029 4
Interest received	187	-	187
<b>Total operating receipts</b>	<b>244 903</b>	<b>218 127</b>	<b>26 775</b>
<b>Operating payments</b>			
Payments to employees	75 987	67 177	8 810 5
Payments for goods and services	40 120	30 268	9 852 6
Grants and subsidies paid			
Current	86 939	90 014	( 3 075) 7
Capital	38 595	30 668	7 927 8
<b>Total operating payments</b>	<b>241 642</b>	<b>218 127</b>	<b>23 514</b>
<b>Net cash from/(used in) operating activities</b>	<b>3 261</b>	<b>-</b>	<b>3 261</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>Investing receipts</b>			
Proceeds from asset sales	11	-	11
Repayment of advances	560	200	360
<b>Total investing receipts</b>	<b>572</b>	<b>200</b>	<b>372</b>
<b>Investing payments</b>			
Purchases of assets	343	-	343
Investment in shares	5 893	-	5 893 9
Advances and investing payments	632	60 000	( 59 368) 9
<b>Total investing payments</b>	<b>6 869</b>	<b>60 000</b>	<b>( 53 132)</b>
<b>Net cash from/(used in) investing activities</b>	<b>(6 297)</b>	<b>( 59 800)</b>	<b>53 503</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>Financing receipts</b>			
Equity injections			
Capital appropriation	942	-	942
Other equity injections	6 360	60 000	( 53 640) 9
<b>Total financing receipts</b>	<b>7 302</b>	<b>60 000</b>	<b>( 52 698)</b>
<b>Financing payments</b>			
Equity withdrawals	3 067	-	3 067 10
<b>Total financing payments</b>	<b>3 067</b>	<b>-</b>	<b>3 067</b>
<b>Net cash from/(used in) financing activities</b>	<b>4 235</b>	<b>60 000</b>	<b>( 55 765)</b>
Net increase/(decrease) in cash held	1 199	200	999
Cash at beginning of financial year	54 332	6 076	48 256
<b>CASH AT END OF FINANCIAL YEAR</b>	<b>55 531</b>	<b>6 276</b>	<b>49 255</b>

## Notes:

1. The increase is predominantly due to funding received for various Commonwealth Own Purpose Expenditure programs, Katherine Youth Grants program and Rio Tinto Jabiru Social Infrastructure Fund.
2. The increase is mainly due to funding received for the establishment of the Aboriginal Sea Company following the Blue Mud Bay settlement, Safer Territory Places initiative, Wadeye pool replacement, NTPS bonus payments, Darwin Harbour Digital Twin project and the transfer in of the Defence Industry function.
3. The decrease reflects the timing of funding for the Disaster Risk Reduction program and the Barkly Regional Deal.
4. The variation mainly reflects Rio Tinto Jabiru Social Infrastructure Fund, council rates received and GST refunds from the Australian Taxation Office.
5. The increase mainly reflects the realignment of agency employee profile following machinery of government changes, NTPS bonus payments and costs associated with the emergency operational centre in response to COVID-19.
6. The variation mainly relates to timing of major projects facilitation initiatives including Ship Lift and Suncable, COVID-19 related expenses such as pandemic leave payments, and GST payments to the Australian Taxation Office.
7. The variation reflects the timing of expenditure for Jabiru and Kakadu Futures, Barkly Regional Deal and the Disaster Risk Reduction program.
8. The increase reflects timing of payments for Local Jobs Fund.
9. The variation relates to the timing of Local Jobs Fund investments.
10. Mainly relates to the DigitalCity fibre optic program and Qantas staff base.



## SECTION 6

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# Appendix 1

## Grant programs paid in 2021-22

### Community Support Grants

Organisation	Purpose	Amount paid (GST exclusive) \$
Australia Day Council NT Inc.	Funding for the Council to administer Australia Day events in the Northern Territory	40 000
Australia Day Council NT Inc	Provide peak body funding to promote Australia Day across the Northern Territory	164 474
Autism NT	Autism NT Annual Luncheon 2021	4 000
Charles Darwin University	College of Engineering, IT and Environment 2022 Prize Giving Ceremony	1 000
Down Syndrome Association of the NT Inc	2021 Christmas Party	5 000
Indian Cultural Society Inc	To assist with costs for the 'India@Mindil 2022' event	20 000
Larrakia Nation Aboriginal Corporation	To deliver wet weather respite for upto 100 clients per night during prolonged wet weather events in Darwin during the wet season	20 081
Melaleuca Refugee Centre	Roof cover for Mela-Kulcha courtyard	123 821
Northern Cowboys Association Inc	Northern Cowboys Association 2021 Rodeo	2 000
Northern Territory Council of Social Service	Peak body funding - NT Council for Social Services	802 891
NT Thai Association	Support delivering of 2022 Thailand Grand Festival	5 000
Road Transport Historical Society	National Road Transport Hall of Fame 2022 Reunion	40 000
Starlight Children's Foundation Australia	Support delivering the Darwin Star Ball 2022	5 000
Thurgoona Rural Fire Brigade	Donation for bushfires	1 000
Total Recreation NT Inc.	Supporting the Dancing with Celebrities 2021 event	3 900
Unions NT	Peak body funding 2020-21 Unions NT	261 750
Volunteering SA and NT Inc	Support the NT Volunteer of the Year 2021 awards	27 500
<b>Grand Total</b>		<b>1 527 417</b>

# Local Government Grants Programs

## Northern Territory Operational Subsidy

The Northern Territory Operational Subsidy funding provided by the Northern Territory Government is the main funding source helping to provide local government services.

In 2021-22, \$31.5 million was allocated to the nine local government regional councils as well as the Belyuen, Coomalie and Wagait councils.

**Table: Northern Territory Operational Subsidy**

Council	Amount paid \$
Barkly Regional Council	4 260 000
Belyuen Community Government Council	82 000
Central Desert Regional Council	2 567 000
Coomalie Community Government Council	636 000
East Arnhem Regional Council	6 500 000
MacDonnell Regional Council	4 208 000
Roper Gulf Regional Council	4 484 000
Tiwi Islands Regional Council	1 480 000
Victoria Daly Regional Council	1 626 000
Wagait Shire Council	217 000
West Arnhem Regional Council	3 645 000
West Daly Regional Council	1 795 000
<b>Total</b>	<b>31 500 000</b>



## Reserves and Other Organisations

In 2021-22, the agency provided funding of \$395 100 to five organisations that, while not local governing bodies, provide local government services around the Northern Territory through necessity.

**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
Roper Gulf Regional Council	Operational funding for the community of Larrimah	9 000
Roper Gulf Regional Council	Operational funding for the Mataranka (Elsey) Cemetery	2 000
<b>Total</b>		<b>395 100</b>

## Local Authority Project Funding

Local authority project funding supports projects that encourage the continued development of local authorities and their communities.

The funding aims to:

- build stronger communities
- help local governing bodies 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.

The funding pool is distributed to local authorities through a methodology developed by the Northern Territory Grants Commission.

In 2021-22, the Department provided \$5.47 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	1 242 200
MacDonnell Regional Council	568 400
Roper Gulf Regional Council	876 200
Tiwi Islands Regional Council	357 800
Victoria Daly Regional Council	333 600
West Arnhem Regional Council	626 500
West Daly Regional Council	465 700
<b>Total</b>	<b>5 472 000</b>

## One-off Grants

In 2021-22, the Department provided \$387 750 in one-off grants where a strategic, priority or urgent need for financial assistance was required by a council, and to the Local Government Association of the NT to deliver priority governance initiatives for elected members and the sector.

**Table: One-off grants**

Organisation	Purpose	Amount paid \$
Belyuen Community Government Council	Extension of consultancy	30 000
Local Government Association of the NT	12 month Senior Governance Advisor part-time position	75 000
Local Government Association of the NT	2021-22 elected member training	72 000
MacDonnell Regional Council	Security screen upgrades to council's office extension	60 750
Victoria Daly Regional Council	Relocation of water main in Yarralin community	130 000
West Daly Regional Council	Assist with undertaking repairs to damage sustained at Wadeye oval	20 000
<b>Total</b>		<b>387 750</b>

## Indigenous Jobs Development Funding

The Department provides funding to subsidise the cost of employing Aboriginal people across regional councils and the Belyuen Community Government Council to support the delivery of local government outcomes in the councils' strategic and operational plans, and support Aboriginal employment.

In 2021-22, the Department provided \$8.48 million in funding to 10 councils to support local 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	1 395 000
Roper Gulf Regional Council	1 354 265
Tiwi Islands Regional Council	596 000
Victoria Daly Regional Council	685 000
West Arnhem Regional Council	794 000
West Daly Regional Council	610 735
<b>Total</b>	<b>8 480 000</b>

## Local Government Priority Infrastructure Fund

The Local Government Priority Infrastructure Fund is an application based program that enables councils and other entities funded under the local government grants program the opportunity to apply for funding for animal welfare and infrastructure related projects that can be commenced immediately. In 2021-22, \$3.8 million was available under this program with approved projects having to be completed by 31 January 2023.

**Table: Local Government Priority Infrastructure Fund**

Council	Project	Amount paid \$
Barkly Regional Council	Towards purchase of fridge, furniture, arcade games, puzzles and various kitchen equipment for the new Youth Centre	100 000
	Towards priority re-sealing of roads in the Tennant Creek township: Peko Road, Perry Drive, Davidson Street and Thompson Street	350 000
Barkly Regional Council	Towards providing an animal management program with veterinary services in the region	50 000
Belyuen Community Government Council	Restoration of the Belyuen sports oval	263 000
Blatherskite Park Trustees Inc.	To upgrade the sewerage electrical components that control the monitoring and pumping of the twelve septic tanks, including a shelter at Blatherskite Park Reserve	79 700
Blatherskite Park Trustees Inc.	For upgrades to buildings situated at Blatherskite Park Reserve to comply with fire and emergency requirements.	50 500
Central Desert Regional Council	Towards the Nturiya Road upgrade including earth fill, reformation, subgrade and gravel base construction and upgrade of associated drainage.	317 000
Central Desert Regional Council	Towards the purchase of a litter picker and tractor for towing the litter picker	163 000
City of Darwin	Towards security upgrades for Casuarina Library by replacing the brick wall with 2.1 meter fencing and replacing outdoor flooring with a non-slip surface	141 000
City of Palmerston	Towards the upgrade of two service vehicles with custom animal holding pens including air vents, shelter from weather and cage lifting support	110 300
Coomalie Community Government Council	Towards the construction of approximately 1km of concrete or asphalt footpaths in Adelaide River and Bachelor.	206 000

Table continued on the next page

**Table: Local Government Priority Infrastructure Fund**

Council	Project	Amount paid \$
East Arnhem Regional Council	Towards the construction of a Galiwinku-Buthan priority link footpath	470 000
Katherine Town Council	Towards the demolition of an old public amenities block located at the Katherine Sports Precinct near the Adventure Park Playground and new modular amenities including garrison fencing and landscaping	200 000
Katherine Town Council	Towards the Footpath Renewal project of the Katherine town area	150 000
MacDonnell Regional Council	Supply and installation of pool fencing upgrades to the communities of Santa Teresa, Areyonga and Kintore Communities	253 500
Robbie Robins Reserve	To fund stage 2 of the construction of the shade structure at Robbie Robbins Reserve to comply with animal welfare requirements	125 000
Roper Gulf Regional Council	Towards the construction of an ablution block public amenity at the Numbulwar airport	113 000
Victoria Daly Regional Council	Towards the termination of the Pine Creek landfill operations and construction of a waste transfer station for the transfer of waste to Katherine landfill	250 000
West Arnhem Regional Council	Towards the purchase of a rubbish compactor for Waruwi	162 000
West Daly Regional Council	To purchase a tipper truck for Peppimenarti	78 000
West Daly Regional Council	To purchase a skid steer compact track loader with attachments and power rake for Peppimenarti	118 000
<b>Total</b>		<b>3 750 000</b>



## Waste and Resource Management Program

In 2021-22, \$1.8 million was provided under the Waste and Resource Management program to regional and shire councils to assist with addressing issues specific to waste and resource management.

**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
<b>Total</b>	<b>1 800 000</b>

## Election Commitments

In May 2021, Cabinet approved a list of minor infrastructure projects across the Northern Territory to promote community well-being and social inclusion. In 2021-22, \$0.5 million was paid to two regional councils.

**Table: Election Commitments**

Council	Project	Amount paid \$
Central Desert Regional Council	Shade for remote playgrounds in Lajamanu and Harts Range communities	200 000
MacDonnell Regional Council	Shade structures over community playgrounds in Ntaria and Santa Teresa communities	300 000
<b>Total</b>		<b>500 000</b>

# 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 (Kate) 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 Licencing  
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
<b>Hon N Fyles (Chief Minister)</b>	<b>1 163</b>
Employee	1 005
Operational	158
<b>Hon N Manison</b>	<b>973</b>
Employee	888
Operational	85
<b>Hon E Lawler</b>	<b>1 051</b>
Employee	973
Operational	78
<b>Hon L Moss</b>	<b>902</b>
Employee	819
Operational	83
<b>Hon S Uibo</b>	<b>1 078</b>
Employee	915
Operational	163
<b>Hon P Kirby</b>	<b>952</b>
Employee	881
Operational	71
<b>Hon K Worden</b>	<b>1 030</b>
Employee	917
Operational	114
<b>Hon C Paech</b>	<b>1 080</b>
Employee	847
Operational	233
<b>Hon N Ah Kit</b>	<b>61</b>
Employee	53
Operational	8
<b>Hon M Gunner</b>	<b>5 976</b>
Employee	5 332
Operational	643
<b>Leader of the Opposition (CLP)</b>	<b>1 710</b>
Employee	1 528
Operational	181
<b>Total</b>	<b>15 975</b>
Employee	14 158
Operational	1 817

# 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.

One competitive neutrality complaint was received and investigated in 2021-22 in relation to an Expression of Interest (EOI) for the Data Centre project released by Department of the Chief Minister and Cabinet (CM&C). The complaint was lodged against CM&C and the Land Development Corporation (LDC).

The complaint allegations for CM&C were:

- a) Denied the opportunity to bid on land components of major projects (Data Centre and Ship Lift and Marine Industries projects) where the Territory is the proponent and utilises LDC offered and nominated land.
- b) Private sector developers were not given a genuine opportunity to provide land as part of Government's facilitates commercial developments.

In accordance with the Territory's policy statement on competitive neutrality, Department of Treasury and Finance investigated the complaint. In relation to the Ship Lift and Marine Infrastructure project, the complaint allegations were not upheld. In relation to the Data Centre project, the complaint allegations were upheld.

In response to the findings, CM&C will develop and publish a transparent process for the identification and selection of land for strategic investment facilitation that complies with the principles of competitive neutrality.

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