



**NORTHERN
TERRITORY**
GOVERNMENT

Department of
**THE CHIEF MINISTER
AND CABINET**

Annual report

2025-26



Growth.
Certainty.
Security.

Cover image: Tamboran Resources Corporation's Shendoah South gas pilot project.

Published by the Department of the Chief Minister and Cabinet

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Department of the Chief Minister and Cabinet

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Purpose of the report

The 2025–26 Annual Report for the Department of the Chief Minister and Cabinet (the department) has been prepared by the Chief Executive Officer (CEO) to comply with the annual reporting requirements of the *Public Sector Employment and Management Act 1993* (PSEMA), the *Financial Management Act 1995*, and the *Information Act 2002*.

The report's primary purpose is to inform the Chief Minister of the department's performance in 2025–26 against approved budget outputs and performance measures.

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

The report must include:

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

Letter to Minister

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

Dear Chief Minister

In accordance with the provisions of the *Public Sector Employment and Management Act 1993*, I am pleased to submit to you the Department of the Chief Minister and Cabinet 2025-26 Annual Report.

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

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

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

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

Yours sincerely



Luccio Cercarelli PSM

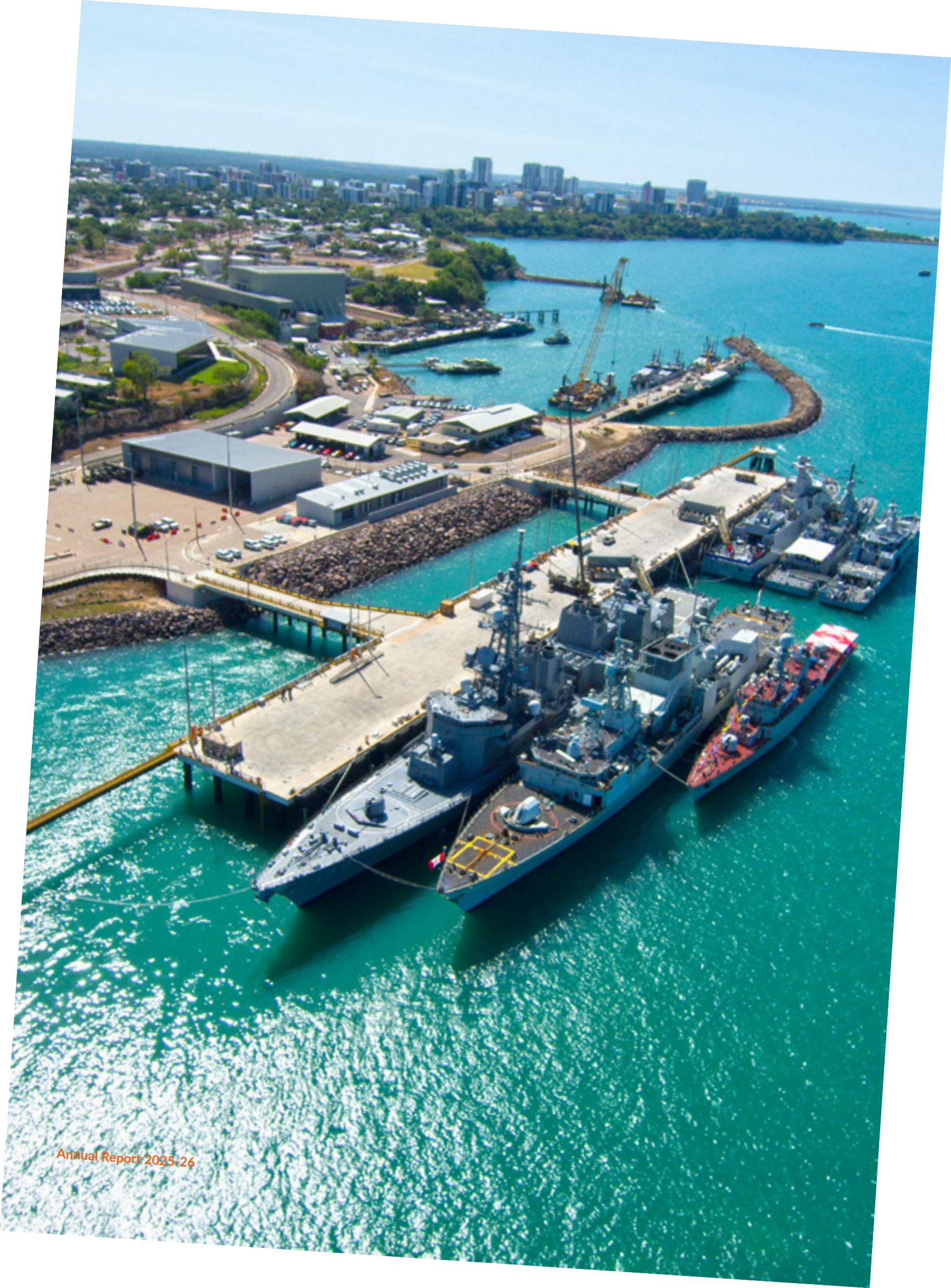
30 September 2026

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List of Acronyms

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





The Agency

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The agency year in review

I am pleased to present the Department of the Chief Minister and Cabinet (CM&C) Annual Report for the year ending 30 June 2026.

The past year has been both demanding and purposeful. Following the machinery of government changes in 2024–25, CM&C consolidated its responsibilities and maintained a clear focus on supporting the Chief Minister, the Minister for Aboriginal Affairs, Cabinet and executive government.

Throughout 2025–26, CM&C provided advice on significant and complex issues, supported Cabinet decision-making and led coordination across government. We also worked with communities, Aboriginal organisations, other governments and industry to ensure our advice reflected the Territory's diverse circumstances.

Throughout a demanding year, our staff maintained the essential functions of government while responding to emergencies, progressing reform and supporting the government's priorities.

Supporting the government's agenda

During 2025–26, CM&C supported the government's three priorities: Reducing Crime, Rebuilding the Economy and Restoring the Territory Lifestyle.

Reducing Crime

CM&C supported the development of the Reducing Crime Strategy 2025–2028 and coordinated implementation planning across government.



The department brought agencies and regional partners together to address community safety priorities. This connected Territory-wide policy with local knowledge and supported responses tailored to regional circumstances.

We also provided policy, legislative and national security advice on matters affecting the safety and security of Territorians.

Rebuilding the Economy

CM&C supported implementation of the Rebuilding the Economy Strategy 2025–2028, including regional development and strategic projects.

New arrangements for coordinating strategically significant development became operational during the year. The Northern Territory Defence Strategy 2026 also established a framework for engagement between government, defence and industry.

CM&C coordinated the Territory's participation in National Cabinet and other intergovernmental forums, ensuring the Territory's interests were presented in national policy and funding discussions, including negotiations on health and disability services.

Restoring the Territory Lifestyle

A defining feature of the year was the series of cyclone and flood events affecting communities across the Territory. CM&C led whole-of-government recovery coordination, supporting the restoration of essential services, critical infrastructure and government housing.

Our regional presence was central to this response. Local knowledge and established relationships ensured recovery

planning reflected the circumstances of affected communities, while clear and timely public information kept Territorians informed as conditions changed.

Strengthening partnerships with Aboriginal Territorians remained a key focus. CM&C developed the Northern Territory Aboriginal Affairs Framework 2026–2028 and continued to work with Land Councils, Aboriginal organisations and communities on matters affecting Aboriginal Territorians.

CM&C worked with the Australian Government, Aboriginal Peak Organisations Northern Territory and NT Government agencies to secure and coordinate the Northern Territory Remote Aboriginal Investment Partnership Agreement. The agreement provides \$842.6 million over 6 years for critical services in remote communities. CM&C also established governance arrangements and commenced developing a monitoring, evaluation, accountability and learning framework to support implementation and measure progress.

Our people and capability

Our people are central to CM&C's success.

CM&C's Strategic Plan continued to guide the department. Developed in consultation with staff, it sets out our commitment to professionalism, partnership and accountability.

During 2025–26, we launched our Workforce Strategy 2025–2030, setting a clear direction for building a capable, connected and future-focused workforce. We also continued work to strengthen employee experience and workplace culture, and Aboriginal employment and career development.

The breadth of CM&C's responsibilities requires people who can assess complex issues, work across organisational and geographic boundaries and build productive relationships. Throughout the year, our staff demonstrated these qualities through their professionalism, resilience and commitment to purpose.

Looking ahead

The year ahead presents a significant opportunity for the Northern Territory as development of the Beetaloo Basin continues to advance with first gas in September 2026. In 2026–27, we expect to see further growth and investment in the Beetaloo Basin. The Basin is well positioned to contribute to the Territory and National energy security, regional development and economic growth. Our focus will be on ensuring the Territory realises the benefits of this nationally significant project through local employment, business opportunities and strong partnerships with industry, Traditional Owners and communities. The Beetaloo Basin has the potential to be a key driver in rebuilding the economy and delivering long-term prosperity for Territorians.

CM&C's effectiveness depends on the capability of our staff, the quality of our advice and the strength of our relationships across government and with our partners.

In 2026–27, CM&C will continue to support informed decision-making and lead coordination on matters of importance to the Northern Territory.

We will focus on strengthening Aboriginal and regional partnerships, building organisational capability and supporting effective public administration, while remaining ready to respond to emerging challenges and opportunities.

I acknowledge and thank our staff across the department for their dedication, professionalism and commitment to public service.

I am proud of the department's achievements in 2025–26 and the contribution our staff make to the effective administration of the Northern Territory.



Luccio Cercarelli
Chief Executive Officer
2026

The Department

Our vision

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

Our role

The Department of the Chief Minister and Cabinet (CM&C) drives strategic policy, priority projects and reforms; provides regional leadership and coordination; and strengthens cross-government leadership and support for executive government.

As the Territory's first minister's department, CM&C leads whole-of-government efforts to deliver strategic policy and reform priorities. It provides high-quality advice, coordination and services to support effective and efficient government, and strengthens collaboration through regional leadership and stakeholder engagement.

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

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

Organisation

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

Employees work across diverse functions and output groups to support policy development, monitor and implement policy initiatives, and apply a whole-of-government lens to coordination across government.

Reducing Crime
Northern Territory Crime Reduction Strategy
2025

Restoring the Territory Lifestyle
Northern Territory Lifestyle Strategy
2025-2028

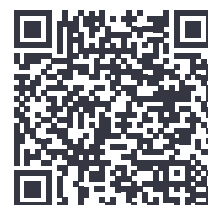
Rebuilding the Economy
Northern Territory Economic Strategy
2025



Strategic Plan

Our core business:

- enhancing cross-government leadership and support of the executive government
- driving strategic policy, priority projects and reforms
- providing strong regional leadership and coordination
- developing our people and capability.



Scan to view and download the Strategic Plan



Department of
THE CHIEF MINISTER
AND CABINET

2025-2030 Strategic Plan

Our Vision

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

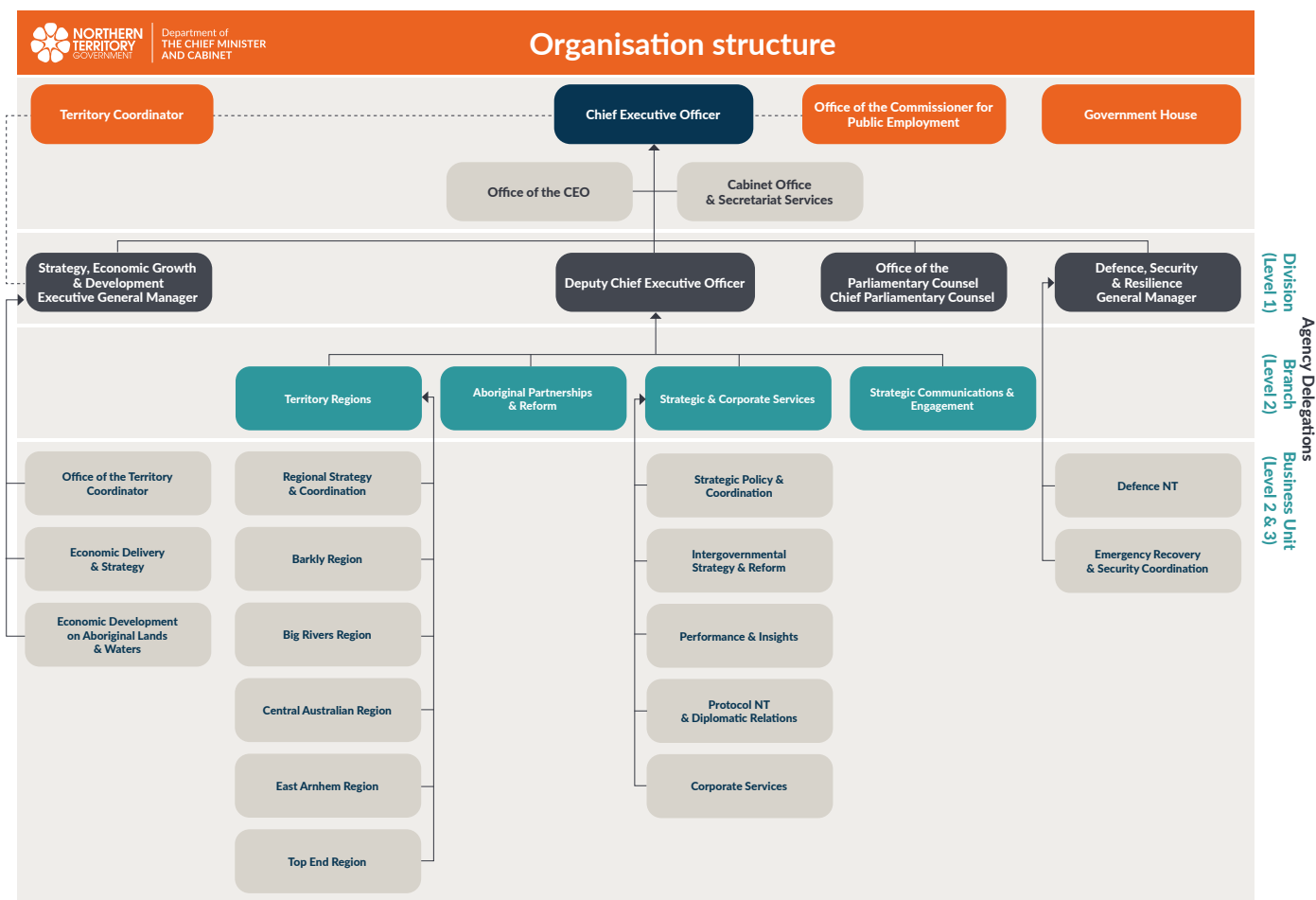
Our Purpose

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

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

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

Department of the Chief Minister and Cabinet Organisational Structure



Note: Chart provides the organisational structure of the Department of the Chief Minister and Cabinet as of 30 June 2026



Performance and achievements

2

Output performance reporting

This section reports CM&C's performance against planned outcomes and outputs for 2025–26 identified in the May 2026 Budget Paper No. 3. It explains what each output was intended to achieve, the work delivered during the year and how that work contributed to government priorities and outcomes for Territorians.

The output narratives focus on outcomes and impact rather than activity alone. Where available, they include evidence such as funding outcomes, statutory milestones, regional coordination activity, public information reach, legislative outputs, service volumes and workforce initiatives.

In 2025–26, CM&C operated to a final budget of \$157.05 million across all output groups, and CM&C's reported total actual expenditure for the financial year was \$148.93 million.

The following table outlines the 2025–26 budget and expenses by output:

Output	2025-26 Final budget \$000	2025-26 Actual \$000	Note
Advice and coordination	94 982	87 172	1
Strategic advice and coordination	14 941	14 872	
Strategic Policy, Reform, and Aboriginal Partnerships	73 688	66 391	
Territory Regional Coordination	6 353	5 910	
Office of the Territory Coordinator	5 617	5 110	
Office of the Territory Coordinator	5 617	5 110	
Government support	32 805	33 453	
Support to Ministers and Leader of the Opposition	17 335	17 376	
Support to the Administrator	4 135	4 469	
Government Services	11 335	11 608	
Office of the Commissioner for Public Employment	9 722	9 303	2
Employee and industrial relations	3 017	3 035	
Workforce planning and development	4 691	4 366	
Aboriginal employment and career development	1 018	945	
Public sector appeals and grievance reviews	996	957	
Corporate and shared services	13 919	13 894	
Corporate and Governance	6 295	6 237	
Shared Services Received	6 837	6 870	
Shared Services Provided	787	787	
Agency total^a	157 045	148 932	

^aFinal budget includes end-of-year budget adjustments not reflected in Budget Paper No. 3.

Key variances from the final budget to actual outcome in 2025–26 are:

¹Lower expenditure reflects the funding profile for the McArthur River Mine settlement in 2025–26, deferral of the strategic fuel reserve purchase, timing of legal expenses relating to the Aboriginal Land Rights (Northern Territory) Act 1976 and de-densification of social and affordable housing.

²Lower expenditure is mainly due to timing of EmployAbility, NTPS survey and executive leadership programs.

Output groups and objectives

Output group — Advice and coordination

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

Output: Strategic advice and coordination

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

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

Lead and coordinate emergency recovery activities across the Territory.

Output: Strategic policy, reform, and Aboriginal partnerships

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

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

Output: Territory regional coordination

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

Key performance indicator	2025–26 target	2025–26 actual
Client satisfaction with engagement through policy development and coordination processes	90%	82%
Ministerial advice provided within allotted timeframes	90%	90%

Output: Strategic advice and coordination

Performance in 2025–26

In 2025-26, strategic advice and coordination strengthened the Territory's influence in national policy, funding, defence, legal policy, security and emergency recovery. This work supported informed decision-making on complex issues and advanced the Territory's interests in national, intergovernmental and strategic reform settings.

Performance highlights

Intergovernmental Strategy and Reform

- Secured stronger national funding outcomes for the Territory through whole-of-government coordination on the January 2026 National Cabinet health and disability agreement, including a new National Health Reform Agreement Addendum valued at \$3.4 billion over 5 years and up to \$1 billion in additional funding for Territory public hospitals.
- Coordinated Territory input for 9 National Cabinet meetings, 8 Council for the Australian Federation meetings and a range of senior officials' forums, ensuring Territory priorities were clearly represented in national discussions and reform processes.
- Strengthened the Territory's position in Federation Funding Agreement and other intergovernmental negotiations, improving alignment with Territory priorities and maximising Commonwealth funding opportunities.

Legal Policy

- Supported passage of the *Integrity and Ethics Commissioner Act 2025*, appointments to key integrity roles and establishment of the Office of the Integrity and Ethics Commissioner.
- Supported the Northern Territory Government's participation in the Royal Commission on Antisemitism and Social Cohesion.
- Progressed legislative amendments to keep laws contemporary, effective and aligned with government priorities, including reforms to the *Public Information Act 2010*.

DefenceNT

- Released the Northern Territory Defence Strategy 2026 to attract greater Australian, allied and partner defence and defence industry presence in the Territory, guided by the principle of 'Strong North, Secure Australia'.
- Established the Northern Territory Defence Industry Council, chaired by the Chief Minister, to align industry and government priorities and support implementation of the Defence Strategy.
- Delivered NT Defence Week 2026, attracting more than 2,400 registrations and bringing together 463 defence and industry leaders in Darwin to showcase Territory capability, infrastructure and investment opportunities.

Emergency Recovery and Security Coordination

- Coordinated whole-of-government recovery for 5 consecutive cyclone and flood events, supporting restoration of critical infrastructure, essential services and government housing across affected communities.
- Supported policy development and collaboration on key security priorities, including foreign interference, counter-terrorism and violent extremism, critical infrastructure protection, protective security and national security clearances.
- Commenced a whole-of-government project to improve the Territory's approach to Disaster Recovery Funding Arrangements, including policy and governance frameworks to strengthen compliance and recovery support for Territorians.
- Established a dedicated whole-of-government approach to flood recovery, providing strategic oversight of a \$100 million Flood Recovery Fund and targeted infrastructure investments that supported community recovery, rebuilding and long-term resilience across flood-affected regions.



DefenceNT stand and supporting Industry delegates at INDOPAC 26, Perth WA.

Output groups and objectives

Highlight: Supporting communities through one of the Territory's most challenging disaster seasons

In 2025-26, the Northern Territory experienced 5 consecutive cyclone and flood events. Communities across multiple regions faced damage to homes, infrastructure and essential services, creating one of the most demanding disaster seasons in recent Territory history.

As communities moved from response to recovery, the Emergency Recovery and Security Coordination team led the whole-of-government effort to support affected communities to rebuild and recover. Working with government agencies, local councils, service providers and community organisations, the team coordinated recovery activities across multiple regions, supporting the restoration of housing, infrastructure and essential services.

The recovery effort was closely linked with the work of the Public Information Group, which provided trusted information to Territorians through SecureNT. During Cyclone Fina, SecureNT recorded more than 1.16 million views in a single day as people accessed information about changing conditions, safety advice and available support.

The impact of recovery work is evident when essential services are restored, roads reopen and families can safely return home. CM&C acknowledges the significant contribution of NT Government agencies, the Australian Government, state and territory governments, local councils, service providers and community organisations. Their expertise, cooperation and support were critical to supporting affected communities to recover from one of the most significant disaster periods in recent Territory history.



The Emergency Recovery and Security team along with the Public Information Group at the Emergency Operation Centre.

Output groups and objectives

Output: Strategic policy, reform and Aboriginal partnerships

Performance in 2025–26

In 2025–26, strategic policy, reform and Aboriginal partnerships supported government priorities into clear policy direction, implementation pathways and stronger partnerships with Aboriginal Territorians. This work enabled whole-of-government reform across economic growth, lifestyle, community safety, Aboriginal affairs, and land and waters.

Performance highlights

Strategic Policy and Delivery – Economy and Lifestyle

- Provided ongoing stewardship of the Rebuilding the Economy Strategy 2025–2028, including strategic advice to support economic development priorities and initiatives across government.
- Monitored implementation of Approvals Fast-Track Taskforce recommendations to reduce regulatory approval timeframes and ease red tape for business.
- Worked across government to deliver the Restoring the Territory Lifestyle Strategy 2025–2028, setting out how government will support its priority to restore the Territory lifestyle.

Strategic Policy and Delivery – Communities

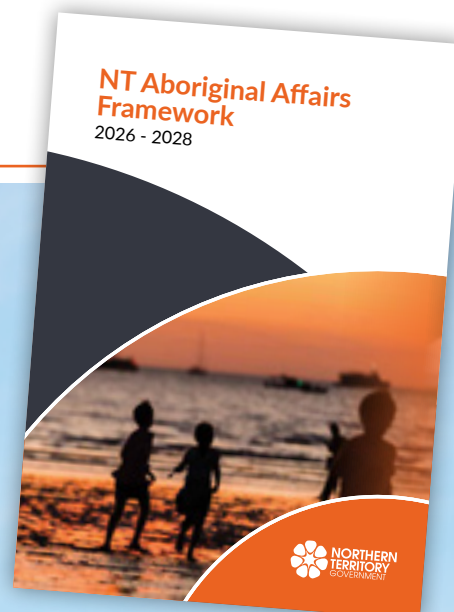
- Supported development of the Reducing Crime Strategy 2025–2028 and worked with agencies to develop implementation plans for strategic priorities under the strategy.
- Led an across-government review of Northern Territory Government grants to strengthen grant planning, management and administration.
- Established governance arrangements and delivered a co-design workshop to support development of a Monitoring, Evaluation, Accountability and Learning Framework for the Northern Territory Remote Aboriginal Investment Partnership Agreement, aligned to the Northern Territory Aboriginal Affairs Framework.

Aboriginal Partnerships and Reform

- Developed the Northern Territory Aboriginal Affairs Framework 2026–2028, setting a clear whole-of-government approach to Aboriginal affairs supported by 6 strategic policies aligned to the government's core priorities to reduce crime, rebuild the economy and restore the Territory lifestyle.
- Supported emerging remote Aboriginal leaders through the First Circles Leadership Program, with 11 participants in 2025 and 13 participants in 2026 from communities across Big Rivers, Barkly and Central Australia.
- Secured \$842.6 million from the Commonwealth over 6 years through the Northern Territory Remote Aboriginal Investment Partnership Agreement to support critical services in remote communities, with Aboriginal Peak Organisations Northern Territory as partners.

Aboriginal Land and Waters

- Progressed the National Guiding Principles for Native Title Compensation Agreement Making as a practical pathway for resolving native title compensation claims through negotiation rather than litigation.
- Coordinated a whole-of-government submission to a parliamentary inquiry reviewing the future acts regime under the *Native Title Act 1993* (Cth).
- Continued work with Land Councils and other stakeholders to resolve outstanding land claims, including claims over riverbeds, banks and intertidal zones.



NT Aboriginal Affairs Framework 2026-2028

The framework establishes a consistent whole-of-government approach to Aboriginal affairs and is supported by 6 strategic policy priorities aligned to the government's priorities to:

- Create safer communities
- Empower bush communities
- Create jobs and business on country
- Boost health, wellbeing and culture
- Build community foundations
- Develop skills for the future



Output: Territory Regional Coordination

Performance in 2025–26

In 2025–26, Territory Regional Coordination aligned government priorities with local knowledge, community needs and regional economic opportunities. Regional teams provided place-based leadership across Central Australia, Barkly, Top End, Big Rivers and East Arnhem to support coordinated action on reducing crime, rebuilding the economy and restoring the Territory lifestyle.

Performance highlights

Central Australia

- Provided whole-of-government leadership through the Central Australia Regional Coordination Committee, driving coordinated agency and stakeholder action to reduce crime across Alice Springs and the broader region.
- Maintained strong cross-agency and stakeholder engagement to progress more than \$250 million in new Alice Springs projects and more than \$5 billion in regional developments, supporting the visitor economy and regional liveability.
- Progressed the regional economic development framework by mapping current and prospective private sector investments, identifying economic priorities and commencing work on regional economic planning.

Barkly

- Coordinated a whole-of-government recovery effort following the February–March 2026 Murray Downs and Imangara flooding, supporting displaced residents, restoring 19 damaged homes and essential services, and enabling residents to return safely by 26 March 2026.
- Provided leadership through the Barkly Regional Coordination Committee, with a priority focus on reducing crime through multi-stakeholder initiatives in Tennant Creek, particularly during the summer holiday period.
- Supported the \$100 million Barkly Regional Deal Governance Table and delivery of initiatives including the enhanced Barkly Business Hub, strengthening access to key community-facing services.

Top End

- Led the Top End Regional Coordination Committee to maintain a coordinated whole-of-government focus on reducing crime, rebuilding the economy and restoring the Territory lifestyle.
- Supported local stakeholders in Wadeye to secure commercial freight services after the previous operator ceased services, maintaining essential supply links to the region.
- Engaged Larrakia Nation Aboriginal Corporation to deliver the Larrakia Host Program, a frontline, prevention-focused community safety initiative to reduce antisocial behaviour in the Darwin CBD.
- Provided dedicated recovery and repatriation support following November–December 2025 flooding and February–March 2026 flooding, including emergency management support, public communication and recovery coordination.

Output groups and objectives

Big Rivers

- Led recovery coordination and supported the NT Police-led response across simultaneous weather events, including major flooding in Katherine and Wugularr, flooding in Jilkminggan and cyclone impacts in Numbulwar and Bulman.
- Supported proactive community safety initiatives through the Big Rivers Regional Coordination Committee and Katherine Community Safety Collaboration forum, including trialling new approaches to address drivers of crime and antisocial behaviour.
- Supported local engagement in Borroloola with Glencore and Gudanjji Yanyuwa Garrwa Marra Aboriginal Corporation to secure the future of McArthur River Mine and resolve the McArthur River native title compensation claim.

East Arnhem

- Provided whole-of-government leadership through the East Arnhem Regional Coordination Committee, aligning agency effort to support the Gove transition and the government's rebuilding the economy and reducing crime strategies.
- Supported Nhulunbuy's transition to a regional services hub by coordinating agency implementation of the NT Government's position on the future of the Gove Peninsula.
- Worked with partners through the Gove Peninsula Futures Reference Group to progress future land tenure models and transition planning for essential services, infrastructure and housing.
- Strengthened regional service coordination during the mining transition, with a focus on food security, supply and logistics, and access to private and public medical services in Nhulunbuy.

Output group – Office of the Territory Coordinator

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

Output: Office of the Territory Coordinator

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

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

As an independent statutory officer, the Territory Coordinator supported the advancement of economically significant developments across sectors and regions by:

- coordinated complex projects, making it easier for private sector investors to bring strategic projects of significance to life
- streamlined approvals across government to support earlier delivery of significant investments
- driving strategic development and infrastructure planning to unlock long-term growth
- strengthening the NT’s competitiveness to attract and secure high-value investments.

Key performance indicator	2025–26 target	2025–26 actual
Stakeholder engagements conducted by the Territory Coordinator	120	315
Client satisfaction with engagement through Territory Coordinator processes	90%	92%

Output: Office of the Territory Coordinator

Performance in 2025–26

In 2025-26, the Office of the Territory Coordinator moved from establishment to implementation, putting in place the statutory, governance and digital foundations needed to accelerate significant economic development projects in the Territory. The Office supported the Territory Coordinator to coordinate complex projects, streamline approvals and improve certainty for strategic investment across sectors and regions.

Performance highlights

- Led development of the *Territory Coordinator Regulations 2025*, which commenced on 29 August 2025, and developed statutory instruments needed to operationalise the *Territory Coordinator Act 2025*.
- Supported the Territory Coordinator to commence exercising statutory designation powers on 2 February 2026, when the Minister for Territory Coordinator formally designated the Northern Marine Complex Territory Development Area.

Output groups and objectives

Output group — Government Support

Objective: Efficient and effective support for executive government.

Output: Support to Ministers and Leader of the Opposition

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

Output: Support to the Administrator

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

Output: Government services

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

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

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

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

Key performance indicator	2025-26 target	2025-26 actual
Client satisfaction with government services provided	90%	91%
Client satisfaction with support provided to the Administrator	90%	100%
Publications without error on the Northern Territory legislation website within 5 business days of commencement	95%	95%



Output: Support to Ministers and Leader of the Opposition

Performance in 2025–26

In 2025-26, support to Ministers and Leader of the Opposition provided operational, administrative and protocol support for effective executive government. This support enabled ministers and the Leader of the Opposition to meet official, ceremonial, parliamentary and community responsibilities with appropriate coordination and advice.

Output: Support to the Administrator

Performance in 2025–26

In 2025-26, support to the Administrator enabled the Administrator of the Northern Territory to fulfil constitutional, statutory, civic and ceremonial responsibilities on behalf

of the Territory. Through the Office of the Official Secretary, the department supported official duties, Executive Council processes, assent arrangements, community engagement and stewardship of the Government House estate.

Performance highlights

Office of the Official Secretary

- Led the ceremonial departure of the 23rd Administrator and swearing-in of the 24th Administrator, His Honour the Honourable David Connolly, ensuring constitutional continuity through 4 swearings-in, 30 assents and 15 Executive Council meetings.
- Strengthened Territory-wide community and regional engagement through 530 engagements, including 22 regional visits and 9 Deputy of the Administrator events in Alice Springs.
- Celebrated excellence through 7 Australian honours and awards ceremonies, achieved 3.9 million digital views and a 200% increase in followers, and delivered 12 property projects to support stewardship of the Government House estate.



His Excellency Ambassador Kazuhiro Suzuki, Ambassador of Japan met with His Honour the Honourable David Connolly, Administrator of the Northern Territory, and his wife, Ms Susan Brosnan OLY.

Output groups and objectives

Output: Government Services

Performance in 2025–26

In 2025–26, Government Services provided the communications, Cabinet, Executive Council, legislative drafting, protocol and secretariat services that support the effective operation of government. This work supported clear public communication, sound decision-making, official events, legislative delivery and timely implementation of government priorities.

Performance highlights

Strategic Communications and Engagement

- Led the Public Information Group to coordinate public communications, media and community information during multiple emergency weather events, including two cyclones and widespread flooding, with SecureNT as the authorised single source of truth for verified public information.
- Delivered key whole-of-government initiatives, including the Northern Territory Government brand refresh, the whole-of-government recruitment project and the Join the Territory employment website.
- Supported communications for major workforce and strategic priorities, including the People Matter Survey 2025, enterprise agreement negotiations across the Northern Territory Public Sector, the 2026–27 Northern Territory Budget and the launch of the 2026 Northern Territory Defence Strategy.

Cabinet Office and Secretariat Services

- Introduced updated Cabinet guidance materials to improve clarity, strengthen governance controls and support more efficient whole-of-government decision-making.
- Provided inductions, advice and training to ministerial staff, secretariats and Northern Territory Government agencies to maintain strong Cabinet governance and consistent compliance with Cabinet processes.
- Completed review of 30-year Cabinet and Executive Council records from 1995 opened on 1 January 2026, and reviewed 1980 records kept closed for 45 years to determine suitability for release.

Office of the Parliamentary Counsel

- Drafted 1,893 pages of legislation within required timeframes, including 40 government bills, 6 government Assembly amendments, 25 items of subordinate legislation and 378 statutory instruments.
- Supported introduction of significant legislation, including the Youth Justice Legislation Amendment Bill 2025, Police Administration Amendment (Police Public Safety Officers) Bill 2025, Integrity and Ethics Commissioner Bill 2025 and Pipelines and Petroleum Legislation Amendment (Industry Development) Bill 2026.
- Hosted the Australasian Parliamentary Counsel's Committee Technology, Publishing and Office Systems Forum from 16 to 18 July 2025.

Protocol NT

- Delivered 58 ministerial hosted events and supported 2 significant community events, strengthening the Territory's public, civic and stakeholder engagement.
- Facilitated 12 full official programs and supported 15 courtesy calls for members of the Diplomatic Corps and other VIPs visiting the Northern Territory.
- Delivered 2 state memorials, supporting respectful public recognition and ceremonial arrangements for significant Territory service and contribution.

Output group — Corporate and shared services

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

Corporate and governance

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

Shared services received

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

Shared services provided

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

Output: Corporate and Governance

Performance in 2025–26

In 2025-26, Corporate and Governance strengthened the department's operating foundations through sound financial stewardship, effective governance, business services, workforce strategy and organisational improvement. This work enabled CM&C and partner agencies to manage public resources responsibly, meet governance obligations and build a capable, inclusive and responsive workforce.

Performance highlights

Corporate Services

- Collaborated with business units to promote responsible budget management practices in line with the budget charter, supporting financial discipline and informed decision-making across the department.
- Jointly facilitated office accommodation efficiencies by consolidating office space across the agency, contributing to better use of resources and more coordinated corporate service delivery.
- Progressed the internal audit program by conducting 2 internal audits and developing the 2026–27 internal audit plan to strengthen assurance, accountability and risk oversight.
- Coordinated targeted integrity and conflict of interest training to strengthen employee and manager understanding of their obligations and support the appropriate identification, disclosure and management of conflicts of interest.

Organisational Improvement Unit

- Provided secretariat support to the Strategic Human Resource and Budget Committee, aligning workforce, budget and organisational priorities through executive-level governance.
- Coordinated initiatives to strengthen workforce strategy, attraction, retention, employee experience and workplace culture across the department.
- Supported a more capable, inclusive and sustainable workforce through development of the CM&C Workforce Strategy 2025–2030 and initiatives focused on workplace culture, capability and career development, and the retention and mobilisation of talent.

Output groups and objectives

Output group – Office of the Commissioner for Public Employment

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

The Commissioner provides strategic and policy advice to support the Minister for Public Service under PSEMA and other industrial relations legislation.

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

Further information on OCPE can be found in the [2025–26 OCPE Annual Report](#).





Our people

3

Workforce snapshot

Total FTE workforce



182.17

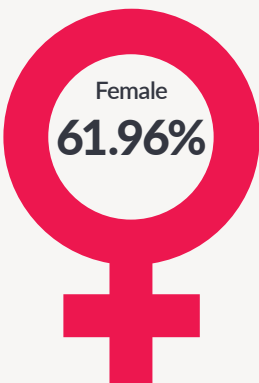
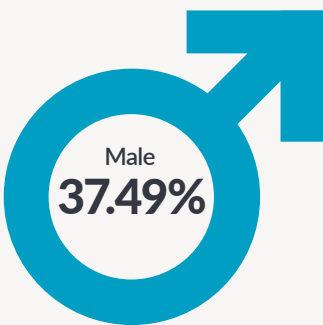
Total workforce full-time equivalent representing a paid headcount of 190. This was a decrease of 1.45 FTE from 183.62 FTE in 2024–25.



Administrative, senior administrative and executive contract made up the majority of employees representing 86.16% of total FTE.

The remaining 13.84% comprised physical, technical, professional, graduate, VIP driver and trainee classifications.

By Gender



Equal Employment Opportunity



9.41%
Identify as Aboriginal

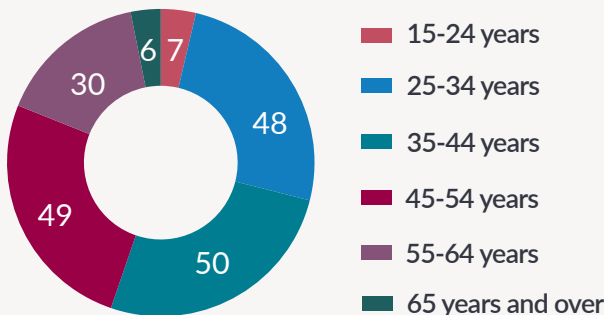


14.21%
Identify as culturally and linguistically diverse



2.63%
Reported having a disability

Employee age profile



Our people

Classification	FTE
Administrative Officer 2	1.00
Administrative Officer 3	5.00
Administrative Officer 4	6.41
Administrative Officer 5	23.30
Administrative Officer 6	13.07
Administrative Officer 7	22.75
Chief Driver	1.00
Executive Officer 1, executive contract	9.00
Executive Officer 2, executive contract	12.76
Executive Officer 3, executive contract	4.87
Executive Officer 4, executive contract	2.00
Executive Officer 5, executive contract	1.83
Executive Officer 6, executive contract	4.90
Graduate trainees	4.00
NTPS traineeship AQF4 level A	0.80
Physical 2, RDO	1.00
Physical 3	2.53
Physical 3, RDO	2.00
Physical 6, RDO	1.00
Professional 2	2.00
Professional 3	1.00
School-based trainee	0.40
Senior Administrative Officer 1	29.98
Senior Administrative Officer 2	20.10
Senior Professional Officer 1	1.00
Senior Professional Officer 2	1.00
Technical 2	2.68
Technical 3	1.79
VIP driver	3.00
Total	182.17

Classification stream [paid headcount]	Female	Male	Self-specified
Administrative	51	24	0
Senior administrative	37	15	0
Executive contract	18	18	0
Professional and senior professional	4	1	0
Other	9	12	1
Total	119	70	1

Note: Other includes physical, technical, graduate trainee, NTPS traineeship, school-based trainee, VIP driver and chief driver classifications.

CM&C's regional workforce supports the department's strategic plan commitment to provide strong regional leadership and coordination, and reflects the 2025–2030 Workforce Strategy's focus on building a capable, connected and responsive workforce. Maintaining a regional presence enables the department to connect government priorities with local knowledge, strengthen relationships with regional stakeholders and support place-based delivery across the Territory.

The department had 17.14 FTE outside Greater Darwin, representing 9.41% of total FTE. Regional FTE was highest in East Arnhem and Central Australia, reflecting the department's regional coordination role.

Region	FTE	% of total FTE
Greater Darwin	165.03	90.59%
East Arnhem	7.76	4.26%
Central Australia	6.98	3.83%
Big Rivers	1.00	0.55%
Top End	1.00	0.55%
Barkly	0.40	0.22%
Total	182.17	100%

Other workforce statistics

Measure — headcount	2025–26
Commencements	53
Separations	43
Net movement	10
Agency transfers in	40
Agency transfers out	50
Net transfers	-10

Workforce diversity and inclusion

CM&C is committed to a diverse, inclusive and representative workforce that reflects the community it serves. As a key priority of the CM&C Workforce Strategy, the agency seeks to create workplaces that are accessible, culturally safe and supportive of participation for all employees.

During the reporting period, CM&C continued initiatives that supported Aboriginal employment and disability inclusion, facilitating workforce participation and creating opportunities for employees to develop and succeed throughout their careers.

By fostering a workplace where all employees can contribute, develop and thrive, CM&C strengthens workforce capability, promotes a sense of belonging and supports the delivery of better outcomes for Territorians.

Workforce Strategy

CM&C's 2025–2030 Workforce Strategy was launched in July 2025. It outlines the department's approach to building a capable, connected and future-focused workforce through priorities including attraction and retention, leadership, capability development, employee experience, wellbeing, inclusion and workforce planning. The results of the People Matter Survey inform how CM&C progresses these priorities through the Workforce Strategy Implementation Plan.

The 2025 People Matter Survey results highlighted opportunities to strengthen the employee experience and improve the department's performance. In response, CM&C developed and progressed initiatives focused on the following priority areas:

1. improving communication practices across all areas of the department
2. supporting personal and professional development for employees
3. building confidence in CM&C's reporting and workplace integrity
4. supporting workplace wellbeing
5. growing our managers.

Together, these initiatives strengthen feedback, communication, performance conversations and workplace culture. They also reinforced the strategic plan goal of developing our people and capability by ensuring workforce development is linked to practical actions, measurable improvement and the department's future capability needs.

Professional and technical development

Overview	In 2025–26, CM&C invested in professional capability through leadership development, government and governance training, cultural capability, formal study assistance and industry engagement. Support included course and program fees, accredited study assistance and targeted professional development.
Total training and study expenditure	\$64,775
AREAS OF STUDY SUPPORTED INCLUDED	
Development area	Study or training supported
Leadership development	Emerging Leaders Program
	Leadership for New Managers
	Senior Leaders Program
	AIM Mini MBA
Government and governance capability	Delivering in Partnerships with Government and Community
	Merit selection training
Cultural capability	Aboriginal Employee Forum
Formal study assistance	Masters of Public Policy
	Grad Certificate in Internal Audit
	ANZSOG

Program	Complete	Enrolled	Total
ANZSOG Executive Fellows Program	0	1	1
Company Director Program	0	3	3
Delivering in Partnership with Government and Community	1	0	1
Emerging Leaders Program	4	0	4
Leadership for New Managers	2	0	2
Mini MBA	2	0	2
Public Sector Management Program	0	4	4
Senior Leader Program	3	4	7
Program total	12	12	24

Note: Year of completion may differ from year of enrolment.

Essential training	Completions
Foundational Cross Cultural Training 2024*	62
Creating Respectful Workplaces	158
Introduction to ICAC and Mandatory Reporting - Virtual Delivery	139
Introduction to ICAC and Mandatory Reporting Face-to-Face (Agency request)	45
Merit Selection Online 2025	47
Merit Selection Training - Face to Face 2025-2027	38
OneNTG Executive Contract Officer Orientation	4
OneNTG Fraud and Corruption Awareness	133
OneNTG Online Orientation	25
OneNTG Regional and Remote Orientation	12
Introduction to ICAC and Mandatory Reporting - Virtual Delivery*	3
Merit Selection Online*	1
OneNTG Online Orientation*	22
Code of Conduct*	59
OneNTG Appropriate Workplace Behaviours Online*	54
OneNTG Executive Contract Officer Orientation*	4
OneNTG Fraud and Corruption Awareness*	96
OneNTG Regional and Remote Orientation*	6
Grand Total	908

Note: Learning figures represent course completions, not employees or FTE. Superseded courses are included where completions occurred before replacement courses commenced, including Creating Respectful Workplaces.

**Superseded training program*

Employment programs

In partnership with DCDD, CM&C utilises a range of employment programs to address immediate recruitment needs and build a future talent pipeline. Our Early Careers Plan sets out the recruitment objectives for these programs and the actions required to achieve them.

Program	2025-26 participants
Aboriginal Employment Program	1
EmployAbility	1
Graduate	9
Trainee, full-time or part-time	2
School-based trainee	1
Vacation employment	3
Work experience	4
Total	21



'My time in the Graduate Program at CM&C has been a genuine learning journey. Supportive supervisors and a strong team environment gave me the confidence to take on new challenges early.

A real highlight was presenting a project to representatives from 16 NT Government departments within my first six months- proof that graduates here are trusted with real responsibility, not just observation.

Juggling multiple projects with competing deadlines has since sharpened my adaptability and resilience. More than anything, the program has shown me that stepping up when given the chance pays off.'

- Himali De Alwis, 2025 Graduate

Wellbeing initiatives

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

- vaccination programs to protect employees, their families and the community – 78 employees accessed the annual flu vaccination program
- continued access to professional and confidential counselling services through the Employee Assistance Program, supporting employee health and wellbeing
- flexible work arrangements that support employee health, commitment, productivity and engagement while meeting departmental operational requirements
- 34 approved flexible work arrangements were recorded in 2025–26.

Age group	Compressed or averaged hours	Full-time to part-time hours	Variation to full-time hours	Work from home	Total approved
Under 55 years	2	7	8	10	27
55 years and over	2	3	1	1	7
Total	4	10	9	11	34

Employment instructions

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

Employment Instruction	Performance 2025-26
El 1 - Filling Vacancies	74 advertised vacancies were finalised.
El 2 - Probation	CM&C has a probation process and monitors reports and timeframes for ongoing employees.
El 3 - Natural Justice	Natural justice is adhered to in all dealings with employees and are available to all employees.
El 4 - Employee Performance Management and Development Systems	CM&C has an annual performance review process and monitors engagement levels in performance planning to ensure active involvement and alignment with organisational goals.
El 5 - Medical Examinations	One employee undertook a medical examination or fitness for duty assessment for inability.
El 6 - Employee Performance and Inability	No employees performance and inability processes were managed for CM&C.

Employment Instruction	Performance 2025-26
EI 7 – Discipline	Nil discipline processes commenced in 2025-26.
EI 8 – Internal Department Complaints and Section 59 Grievance Reviews	One complaint matter was lodged with the department for internal review. The complaint matter was finalised.
EI 9 – Employment records	CM&C ensures all personnel information is collected and handled in accordance with this employment instruction and Information Privacy Principles.
EI 10 – Equal employment opportunity programs	CM&C actively participates in the disability employment program and applies special measures plans in filling vacancies. CM&C has a disability action plan aligned to the NTPS EmployAbility Strategy. Training in cross-cultural awareness, unconscious bias and disability is available to all employees.
EI 11 – Occupational health and safety	CM&C follows principles, guidance and processes as set by the PSEMA and administered by DCDD HR on occupational health and safety standards and programs.
EI 12 – Code of conduct	Employees are made aware of the code of conduct through the onboarding induction process. Training is available to all employees. Policies on conflict of interest, acceptance of gifts and benefits, and outside employment are available.
EI 13 – Appropriate workplace behaviour	The agency follows principles, guidance and processes as set by the PSEMA and administered by DCDD HR.
EI 14 – Redeployment and redundancy procedures	No employees accepted a voluntary redundancy.
EI 15 – Special measures	CM&C applies the special measures plan, which provides for Aboriginal applicants to be given priority consideration. In 2025–26, 58 positions were advertised under special measures.

Public sector principles

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

In 2025–26, CM&C took the following measures to uphold the public sector principles.

Public Sector Principle	Action in 2025-26
Administration Management Principle (PSEMA Section 5B)	CM&C provided effective, efficient and appropriate services to the community and government, ensuring appropriate use of public resources while working cooperatively and responsively carrying out our functions objectively, impartially and with integrity.
Human Resource Management Principle (PSEMA Section 5C)	Workplace diversity and equity is upheld and provides everyone equal opportunity to make the most of their talents and abilities in the workplace. Our workplace environment ensures that our employees are treated fairly, reasonably and in a non-discriminatory way.
Merit Principle (PSEMA Section 5D)	CM&C appointments are based on the principles of merit. Employees are capable and competent to perform their duties; having the knowledge, skills, experience, and qualifications required to be successful in their role and having consideration of their potential for future development.
Equality of Employment Opportunity Principle (PSEMA Section 5E)	Implementation of affirmative special measures policy and identifying designated positions has enabled CM&C to eliminate unlawful discrimination while promoting diversity among its workforce.
Performance and Conduct Principle (PSEMA Section 5F)	CM&C championed Northern Territory Public Sector values, treating the workforce fairly, equitably, and with proper courtesy and consideration. CM&C officers identify, declare and manage perceived, potential or actual conflicts of interest and ensure personal conduct does not adversely affect their performance or that of other public sector officers while performing their duties objectively, impartially, professionally and to the best of their ability with integrity.



Governance

4

Governance

Boards and committees

CM&C's governance framework supports the Chief Executive Officer to discharge the responsibilities of agency head and meet legislative obligations. It enables the executive to set direction, oversee the department's program of work, allocate resources responsibly, and monitor performance to support delivery of quality outcomes for the Northern Territory Government.

The governance structure comprises the Executive Leadership Team and four subcommittees. It provides assurance and supports decision-making at different levels, including consideration of policy, delivery, resources and risks.

Executive Leadership Team

Chair: Chief Executive Officer

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

Membership at 30 June 2026

- Luccio Cercarelli, Chief Executive Officer
- Jean Doherty, Deputy Chief Executive Officer
- Louise McCormick, Executive General Manager, Strategy, Economic Growth and Development
- Gillian Sharkey, General Manager, Strategic and Corporate Services
- Jessica Black, Chief Parliamentary Counsel
- Jimmy Kiploks, General Manager, Defence, Security and Resilience
- Jim Rogers, General Manager, Territory Regions
- Shaneen Tilmouth, Senior Executive Director, Aboriginal Policy and Partnerships
- Robert Csar, Executive Director, Corporate Services
- Lisa Sennett, Executive Director, Strategic Communications and Engagement
- Sally Harding, Director, Office of the CEO (Secretariat)

The ELT met 10 times during the 2025–26 reporting period.

Key activities in 2025–26

- Strengthened governance, risk and assurance arrangements through oversight of the agency's governance framework, audit program, information security controls and organisational performance reporting.
- Provided strategic leadership during significant emergency management, recovery and resilience activities, supporting coordinated whole-of-government responses and reform initiatives.
- Enhanced workforce capability and organisational performance through recruitment, retention, succession planning, leadership development and People Matter Survey improvement initiatives.
- Oversaw effective resource, budget and workforce management while fostering a collaborative leadership culture to support whole-of-government reform, policy coordination and delivery of strategic priorities.

Strategic Human Resource and Budget Committee

Chair: Deputy Chief Executive Officer

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

The Committee monitors strategic workforce planning and management and oversees the allocation and management of resources to support service delivery within a balanced budget.

Audit and Risk Management Committee

Independent Chair: Mr G Symons

CM&C shares an 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 assurance to agency heads on the effectiveness of risk management, internal control, compliance and corporate governance frameworks.

The ARMC comprises 5 members: a representative member from each participating agency (CM&C, OCPE and DTF), one independent member from within the Northern Territory Government, and an independent external Chair.

The ARMC met 4 times during 2025–26.

Work Health and Safety Committee

Chair: Executive Director, Corporate Services

Purpose: The Department of the Chief Minister and Cabinet's Work Health and Safety Committee (WHSC) facilitates consultation, cooperation, monitoring, reporting and recommendations on work health and safety matters across the agency. The Committee supports the development, implementation and continuous improvement of the agency's work health and safety framework and provides advice and recommendations to the Executive Leadership Team and Chief Executive Officer on agency-wide work health and safety risks, performance and priorities.

Day to day work health and safety matters remain the responsibility of relevant managers, workers and duty holders. The Committee considers agency-wide issues, trends, emerging risks and matters relating to compliance with legislation, regulations, codes of practice, and agency and Northern Territory Government policies.

Communications Review Committee

Chair: Executive Director, Strategic Communications and Engagement

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

Audits

Internal audits

The internal audit function provides CM&C with independent assurance over governance, risk management and the internal control environment. The internal audit program provides advice to the Chief Executive Officer and governance committees on whether agency structures, systems and internal controls are appropriate and effective, and identifies opportunities for continuous improvement.

In 2025–26, two internal audits were completed under the Shared Services Internal Audit Plan. The audits were endorsed by the Audit and Risk Management Committee and focused on areas of strategic and operational significance.

Audit or review	Objective
Travel Compliance Audit	Assessed compliance with the Northern Territory Government Travel Policy Framework and CM&C Travel Guidelines.
ICT Asset Management Audit	Assessed the adequacy and effectiveness of ICT asset management controls and oversight arrangements within the agency.

External audits

CM&C is subject to audit by the Northern Territory Auditor-General under the powers and responsibilities established by the *Audit Act 1995*.

During 2025–26, one external audit relating to CM&C was completed.

The Northern Territory Auditor-General reports audit findings to the Legislative Assembly and publishes the reports through the NT Auditor-General’s Office. Recommendations and agreed management actions arising from both internal and external audits are monitored by the Audit and Risk Management Committee and reported to the Chief Executive Officer.

Freedom of information

The *Information Act 2002* (NT) combines laws relating to freedom of information (FOI), privacy and records. It also establishes the framework by which the department collects and handles personal information. The Department of Corporate and Digital Development provides centralised FOI services to CM&C, including coordination, advice and administrative support for managing applications under the Act.

Applications to access government information

Application type/status	Number of applications
Applications carried forward from 2024–25	8
New applications received	17
To access personal and non-personal information	0
To access personal information	1
To access non-personal information	11
To correct personal information	0
Internal reviews	3
Complaints	2
Total applications handled in 2025–26	25
Total applications finalised in 2025–26	17
Applications on hand at 30 June 2026	8



Records management

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

Legislation administered

The Department of the Chief Minister and Cabinet was responsible for administering the following legislation as at 30 June 2026:

- *Aboriginal Land Act 1978*
- *Assembly Members And Statutory Officers (Remuneration And Other Entitlements) Act 2006*
- *Assembly Members' Remuneration Determination (Basic Salary) Act 2022*
- *Correctional Officers Arbitral Tribunal Act 1950*
- *Flag And Emblem Act 1985*
- *Inquiries Act 1945*
- *Interpretation Act 1978*
- *Kenbi Land Trust Act 2011*
- *Long Service Leave Act 1981*
- *Police Administration Act 1978 (Part III)*
- *Public Employment (Mobility) Act 1989*
- *Public Holidays Act 1981*
- *Public Information Act 2010*
- *Public Sector Employment and Management Act 1993*
- *Referendums Act 1998*
- *Succession To The Crown (Request) (National Uniform Legislation) Act 2013*
- *Territory Coordinator Act 2025*
- *Treaty Commissioner Act 2020*

Regulations

- *Administrative Arrangements Order 2026*
- *Assembly Members And Statutory Officers (Remuneration And Other Entitlements) Regulations 2009*
- *Inquiries (Witnesses' Expenses) Regulations 1967*
- *Kenbi Land Trust Regulations 2023*
- *Police Administration (Fees) Regulations 1985*
- *Police Administration Regulations 1994*
- *Public Information Regulations 2017*
- *Public Sector Employment and Management Regulations 2011*
- *Referendums Regulations 1998*

Insurance

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

In line with the NT Government policy, CM&C self-insures for risk exposures under the categories of property and assets, and public liability and indemnities. CM&C purchased commercial international travel insurance during 2025-26.

Insurance Risk categories and mitigation strategies

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



Workers Compensation

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

As at 30 June 2026, CM&C had two open active workers compensation claims.



Financial
performance

5

Financial Statement Overview

For the year ended 30 June 2026.

Overview

The 2025-26 financial statements for the Department of the Chief Minister and Cabinet (CM&C) have been prepared on an accrual basis in accordance with the Northern Territory's financial management framework and the Australian Accounting Standards. CM&C's financial performance in 2025-26 is 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 2025-26 Final Budget compared with the actual 2025-26 outcome is outlined in the table provided on Output Performance Reporting on page 16.

Significant variations between the actual outcome and the original budget for the 2025-26 financial year are reported in Note 29 of the financial statements. All budget comparisons in this overview refer to the final budget.

Comprehensive Operating Statement

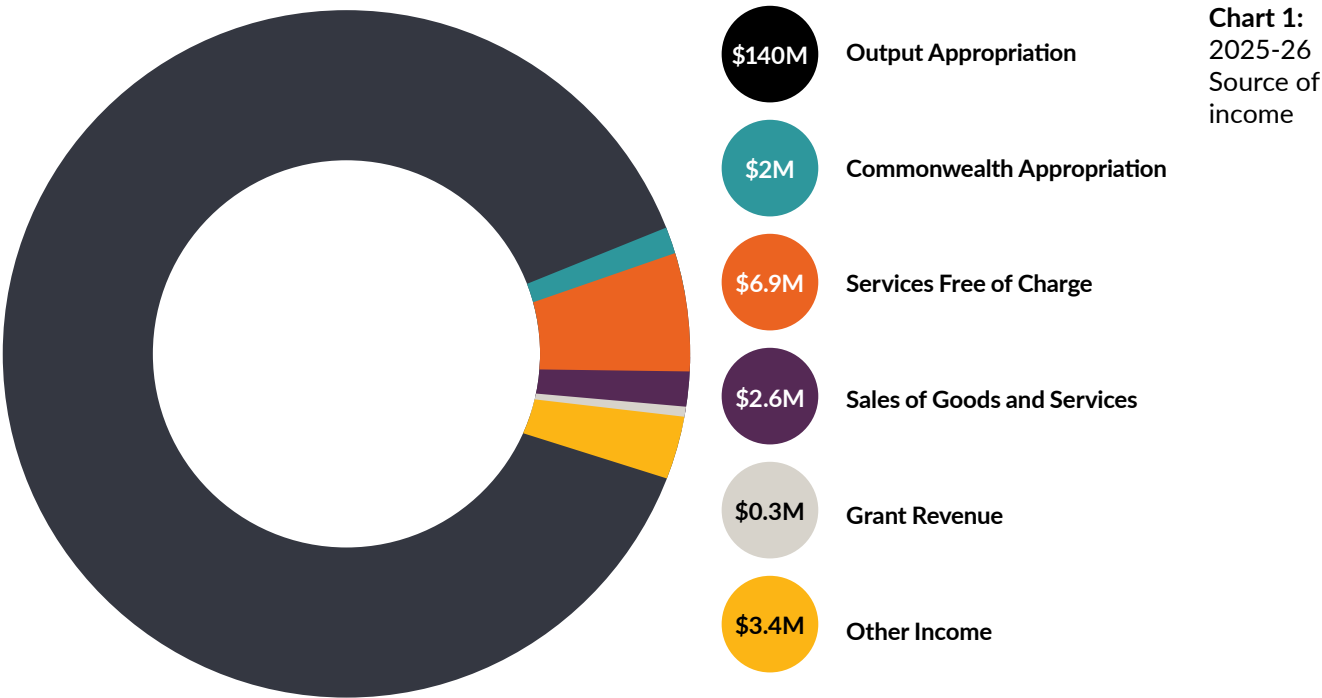
Summary	2025-26 Final Budget (a)	2025-26 Actual (b)	Movement (b-a)
	\$M	\$M	\$M
Operating Income	157.0	155.3	(1.7)
Operating Expenses	157.0	148.9	(8.1)
Net Surplus/(Deficit)	(0.1)	6.4	6.5

Table 1:
Comprehensive
operating
statement

Operating Income

The agency's total income of \$155.3 million in 2025-26. This result was \$1.7 million below the final budget of \$157.0 million. This primarily reflected Commonwealth appropriation revenue being \$1.7 million below budget.

2025-26 Source of income



The agency’s primary source of income is output appropriation of \$140.0 million, representing 90.2 per cent of total agency income.

The agency’s Commonwealth appropriation of \$2.0 million, supported the Northern Territory Risk Reduction Program (\$1.7 million) and the National Support and Intervention program – National Partnership (\$0.3 million).

Sales of goods and services revenue of \$2.6 million is predominantly generated through employee capability programs managed by the Office of the Commissioner for Public Employment.

Grant revenue of \$0.3 million included funding from the Living Safe Together program and contributions towards the Nhulunbuy Master Plan and Gove Peninsula Land Tenure projects.

Other income of \$3.4 million consisted primarily of \$1.5 million contractual remediation payment and \$1.1 million from gas sales. The remaining balance included cost recoveries, returned grant funding and OCPE program contributions.

Operating Expenses

The agency incurred total expenses of \$148.9 million in 2025–26, which was \$8.1 million below the final budget of \$157 million. The decrease is predominantly due to lower administrative expenses (\$4.2 million), lower employee expenses (\$2.6 million) and lower grants and subsidies expenses (\$1.3 million).

Employee Expenditure

Employee expenses were \$52.9 million in 2025-26, which was \$2.6 million below the final budget of \$55.5 million.

Administration Expenditure

Administrative expenses were \$92.7 million in 2025-26, which was \$4.2 million below the final budget of \$96.9 million.

Grant and Subsidy Expenditure

Grant and subsidy expenses were \$3.3 million in 2025-26, which was \$1.3 million below the final budget of \$4.6 million.

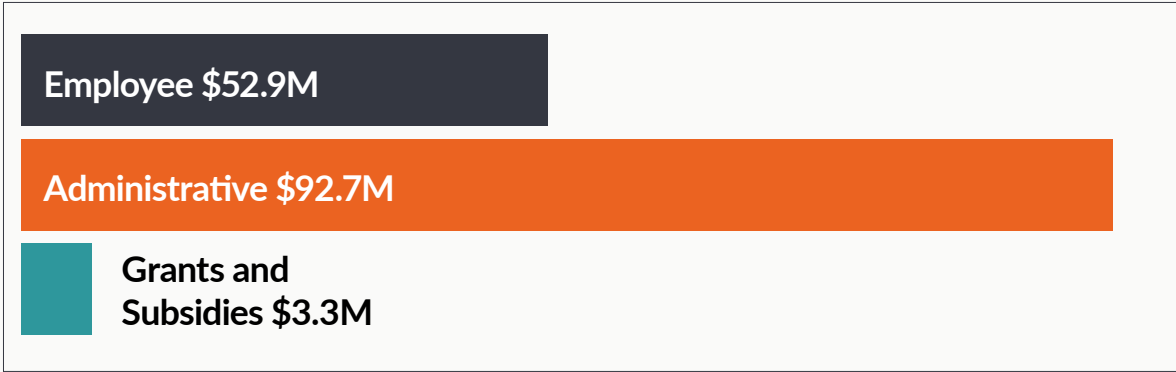


Chart 2:
Expenditure
for 2025-26

Balance Sheet

Summary	2025-26	2024-25
	\$M	\$M
Assets	71.0	49.5
Liabilities	20.6	14.1
Equity	50.4	35.4

Table 2:
Balance sheet

The balance sheet summary provides information regarding assets, liabilities and equity of the agency. The agency has total assets of \$71.0 million, total liabilities of \$20.6 million and equity of \$50.4 million.

Compared with 30 June 2025, assets increased by \$21.5 million, liabilities increased by \$6.5 million and equity increased by \$15.0 million.

Financial Statement Overview

Statement of Changes in Equity

Summary	2025-26	2024-25
	\$M	\$M
Balance 1 July	35.4	63.3
Net surplus (Deficit)	6.4	0.6
Reserves	0	(1.0)
Capital	8.5	(27.5)
Balance 30 June	50.4	35.4

Table 3:
Statement of
changes in
equity

The agency's equity increased from \$35.4 million at 1 July 2025 to \$50.4 million at 30 June 2026. The \$15.0 million increase was attributable to the operating surplus of \$6.4 million and net capital movements of \$8.5 million.

Cash Flow Statement

Summary	2025-26	2024-25
	\$M	\$M
Balance 1 July	15.1	82.6
Net cash provided by operating activities	6.3	(8.2)
Net cash used in investing activities	(0.3)	(0.2)
Net cash provided by financing activities	8.1	(59.1)
Cash at End of Financial Year	29.3	15.1

Table 4:
Cash flow
statement

The cash flow statement summary above provides information on the movement of cash during the year and shows an increase in cash balances from \$15.1 million to \$29.3 million, a net movement of \$14.2 million in 2025-26.

Certification of the financial statements

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

We further state that the information set out in the comprehensive operating statement, balance sheet, statement of changes in equity, cash flow statement, and notes to and forming part of the financial statements, presents fairly the financial performance and cash flows for the year ended 30 June 2026 and the financial position on that date.

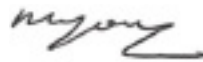
At the time of signing, we are not aware of any circumstances that would render the particulars included in the financial statements misleading or inaccurate.



Luccio Cercarelli

Chief Executive Officer

28 August 2026



Matthew Young

Chief Financial Officer

28 August 2026

Comprehensive operating statement

For the year ended 30 June 2026

	Note	2026 \$000	2025 \$000
INCOME			
Grants and subsidies revenue			
Current	4	272	1 044
Appropriation	5		
Output		140 042	79 397
Commonwealth		2 034	1 620
Sales of goods and services	6	2 644	2 144
Goods and services received free of charge	7	6 870	9 927
Other income	8	3 440	11 270
TOTAL INCOME	3	155 302	105 402
EXPENSES			
Employee expenses	9	52 914	52 231
Administrative expenses			
Purchases of goods and services	10	84 288	34 795
Depreciation and amortisation	18,19,20	827	794
Other administrative expenses ¹	11	7 604	10 080
Grants and subsidies expenses			
Current	12	3 300	6 949
TOTAL EXPENSES	3	148 932	104 848
NET SURPLUS/(DEFICIT)		6 369	554
OTHER COMPREHENSIVE INCOME			
Items that will not be reclassified to net surplus/deficit			
Changes in asset revaluation surplus		-	573
Other Comprehensive income		-	(1 569)
TOTAL OTHER COMPREHENSIVE INCOME		-	(996)
COMPREHENSIVE RESULT		6 369	(442)

¹Includes DCDD Service charges and DLI repairs and maintenance service charges.

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

Balance sheet

As at 30 June 2026

	Note	2026	2025
		\$000	\$000
ASSETS			
Current assets			
Cash and deposits	14	29 254	15 118
Receivables	16	2 299	894
Inventories	17	6 690	-
Total current assets		38 243	16 012
Non-current assets			
Property, plant and equipment	18, 24	32 627	33 420
Intangibles	19, 24	81	81
Heritage and cultural assets	20, 24	21	21
Total non-current assets		32 728	33 521
TOTAL ASSETS		70 971	49 533
LIABILITIES			
Current liabilities			
Payables	21	11 884	4 375
Provisions	22	7 917	6 796
Other liabilities	23	811	2 921
Total current liabilities		20 613	14 093
TOTAL LIABILITIES		20 613	14 093
NET ASSETS		50 358	35 440
EQUITY			
Capital		86 440	77 891
Reserves		12 653	12 653
Accumulated funds		(48 735)	(55 104)
TOTAL EQUITY		50 358	35 440

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 2026

	Equity at 1 July \$000	Comprehensive result \$000	Transactions with owners in their ca- pacity as owners \$000	Equity at 30 June \$000
2025-26				
Accumulated funds	(57 909)	6 369	-	(51 540)
Other	2 806	-	-	2 806
	(55 104)	6 369	-	(48 735)
Reserves	12 653	-	-	12 653
Capital – transactions with owners				
Equity injections				
Capital appropriation	44 346	-	-	44 346
Equity transfers in	66 002	-	416	66 419
Other equity injections	148 185	-	8 450	156 635
Equity withdrawals				
Capital withdrawal	(131 544)	-	(316)	(131 860)
Equity transfers out	(49 098)	-	(2)	(49 100)
	77 891	-	8 549	86 440
Total equity at end of financial year	35 440	6 369	8 549	50 358
2024-25				
Accumulated funds	(58 463)	554	-	(57 909)
Other	2 806	-	-	2 806
	(55 658)	554	-	(55 104)
Reserves	13 648	(996)	-	12 653
Capital – transactions with owners				
Equity injections				
Capital appropriation	44 346	-	-	44 346
Equity transfers in	37 200	-	28 803	66 002
Other equity injections	101 971	-	46 214	148 185
Equity withdrawals				
Capital withdrawal	(64 377)	-	(67 167)	(131 544)
Equity transfers out	(13 793)	-	(35 306)	(49 098)
	105 346	-	(27 455)	77 891
Total equity at end of financial year	63 337	(442)	(27 455)	35 440

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 2026

	Note	2026 \$000	2025 \$000
CASH FLOWS FROM OPERATING ACTIVITIES			
Operating receipts			
Grants and subsidies received			
Current		272	1 044
Appropriation received			
Output		140 042	79 397
Commonwealth		269	(1 521)
Receipts from sales of goods and services		6 629	12 973
Total operating receipts		147 211	91 892
Operating payments			
Payments to employees		51 398	55 706
Payments for goods and services		86 165	37 435
Grants and subsidies paid			
Current		3 300	6 949
Total operating payments		140 864	100 091
Net cash from/(used in) operating activities	15	6 348	(8 198)
CASH FLOWS FROM INVESTING ACTIVITIES			
Investing payments			
Purchases of non-financial assets		346	222
Total investing payments		346	222
Net cash from/(used in) investing activities		(346)	(222)
CASH FLOWS FROM FINANCING ACTIVITIES			
Financing receipts			
Deposits received		-	(38 119)
Equity injections			
Other equity injections		8 450	46 214
Total financing receipts		8 450	8 095
Financing payments			
Equity Withdrawal		316	67 167
Total financing payments		316	67 167
Net cash from/(used in) financing activities	15	8 134	(59 071)
Net increase/(decrease) in cash held		14 136	(67 492)
Cash at beginning of financial year		15 118	82 610
CASH AT END OF FINANCIAL YEAR	14	29 254	15 118

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 2025-26 included the following:

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

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

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

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

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

2. Statement of material accounting policy information

a) Statement of compliance

i. Compliance framework

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

The form of agency financial statements should include:

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

ii. Standards and interpretations effective from the 2025-26 financial year

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

iii. Standards and interpretations issued but not yet effective

The agency did not early adopt any Australian Accounting Standards for the 2025–26 financial year. The following Australian Accounting Standard has been issued but is not yet effective. It is expected to affect future reporting periods:

AASB 18 Presentation and Disclosure in Financial Statements (AASB 18)

AASB 18 Presentation and Disclosure in Financial Statements replaces AASB 101 and introduces new presentation and disclosure requirements for income statements, cash flow statements, and management-defined performance measures.

The standard applies to not-for-profit public sector entities for annual reporting periods beginning on or after 1 January 2028 (the 2028–29 financial year for the agency).

AASB 18 would primarily affect the presentation and disclosure of financial information, including the classification of income and expenses, additional subtotals in the operating statement, revised cash flow classifications for interest and dividends, and new disclosures for management-defined performance measures. The standard does not affect the recognition or measurement of amounts.

Any changes to presentation of financial statements and disclosures will be incorporated into future Treasurer's Directions on proforma financial statements.

b) 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.

c) Contributions by and distributions to government

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

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

3. Comprehensive operating statement by output group

	Note	Advice and coordination ¹		Office of the Territorial Coordinator ²		Government support		Office of the Commissioner for Public Employment ³		Corporate and shared services ⁴		Total	
		2026	2025	2026	2025	2026	2025	2026	2025	2026	2025	2026	2025
INCOME													
Grants and subsidies revenue													
Current	4	251	1 044	-	-	21	-	-	-	-	-	272	1 044
Appropriation	5												
Output		90 644	24 234	4 019	11 389	31 084	30 391	7 351	5 277	6 944	8 106	140 042	79 397
Commonwealth		2 034	1 620	-	-	-	-	-	-	-	-	2 034	1 620
Sales of goods and services	6	40	119	-	-	456	453	2 148	1 573	-	-	2 644	2 144
Goods and services received free of charge	7	-	-	-	-	-	-	-	-	6 870	9 927	6 870	9 927
Other income	8	358	1 497	1 081	9 344	1 753	319	198	12	51	98	3 440	11 270
TOTAL INCOME		93 327	28 513	5 100	20 733	33 314	31 163	9 696	6 861	13 865	18 131	155 302	105 402
EXPENSES													
Employee expenses	9	14 107	14 642	2 345	3 052	24 804	24 359	6 423	5 290	5 235	4 889	52 914	52 231
Purchases of goods and services	10	69 510	7 214	2 718	17 210	7 505	6 727	2 875	1 761	1 681	1 883	84 288	34 795
Depreciation and amortisation		256	137	47	74	417	450	5	1	102	131	827	794
Other administrative expenses	11	-	-	-	-	727	152	1	-	6 876	9 927	7 604	10 080
Grants and subsidies expenses													
Current	12	3 300	6 934	-	-	-	10	-	5	-	-	3 300	6 949
TOTAL EXPENSES		87 172	28 927	5 110	20 336	33 453	31 698	9 303	7 057	13 894	16 831	148 932	104 848
NET SURPLUS/(DEFICIT)		6 154	(414)	(10)	398	(139)	(534)	393	(196)	(30)	1 301	6 369	554
OTHER COMPREHENSIVE INCOME													
Changes in asset revaluation surplus		-	-	-	-	-	573	-	-	-	-	-	573
Other comprehensive income			(1 569)	-	-	-	-	-	-	-	-	-	(1 569)
TOTAL OTHER COMPREHENSIVE INCOME			(1 569)										
COMPREHENSIVE RESULT		6 154	(1 983)	(10)	398	(139)	39	393	(195)	(30)	1 301	6 369	(442)

¹ The increase in Advice and Coordination in 2025-26 reflects funding for the McArthur River Mine settlement in 2025-26.

² The decrease in the Office of the Territory Coordinator in 2025-26 mainly reflects temporary funding arrangements to support gas purchases for energy security in 2024-25.

³ Office of the Commissioner for Public Employment Increase in 2025-26 relates to leadership development function transferred into the Department of the Chief Minister and Cabinet from the Department of Corporate and Digital Development and the associated increase in training delivery.

⁴ Includes DCDD service charges and DLI repairs and maintenance service charges.

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

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

4. Grants and subsidies revenue

	2026			2025		
	\$000	\$000	\$000	\$000	\$000	\$000
	Revenue from contracts with customers	Other	Total	Revenue from contracts with customers	Other	Total
Current grants	148	124	272	1 004	40	1 044
Total grants and subsidies revenue	148	124	272	1 004	40	1 044

Grants revenue is recognised at fair value, exclusive of GST in accordance with the requirements of AASB 15 *Revenue from Contracts with Customers* or AASB 1058 *Income of Not-for-Profit Entities*, depending on whether the grant agreement is enforceable and includes sufficiently specific performance obligations.

The assessment of whether a performance obligation is sufficiently specific involved the application of significant judgement, based on an analysis of the terms and conditions of grant agreements and relevant supporting documentation (including activity workplans) and where necessary, discussions with relevant stakeholders.

Where an agreement is enforceable and includes sufficiently specific obligations to transfer goods or services to the grantor or a third-party beneficiary, income is accounted for under AASB 15. In these cases, funding received in advance is recognised as an unearned contract revenue liability, included in Note 23 Other liabilities and recognised as income when 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.

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

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

	2026	2025
	\$000	\$000
Type of good and service:		
Service delivery	148	1 004
Total revenue from contracts with customers	148	1 004
Type of customer:		
Commonwealth Government	137	814
State and Territory Government	-	190
Non-government entities	11	-
Total revenue from contracts with customers	148	1 004
Timing of transfer of goods and services:		
Over time	148	1 004
Total revenue from contracts with customers	148	1 004

5. Appropriation

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

	2026			2025		
	\$000	\$000	\$000	\$000	\$000	\$000
	Revenue from contracts with customers	Other	Total	Revenue from contracts with customers	Other	Total
Output	-	140 042	140 042	-	79 397	79 397
Commonwealth	-	2 034	2 034	1 620	-	1 620
Total appropriation in the operating statement	-	142 076	142 076	1 620	79 397	81 017

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

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

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

	2026	2025
	\$000	\$000
Type of good and service:		
Service delivery	-	1 620
Total revenue from contracts with customers		
Type of customer:		
Commonwealth Government	-	1 620
Total revenue from contracts with customers		
Timing of transfer of goods and services:		
Over time	-	1 620
Total revenue from contracts with customers	-	1 620

a) Summary of changes to budget appropriations

The following table presents changes to budgeted appropriations authorised during the current financial year together with explanations for significant changes. It compares the amounts originally identified in the *Appropriation (2025–2026) Act 2025* with revised appropriations as reported in 2026-27 Budget Paper No. 3 Agency Budget Statements and the final end of year appropriation.

The changes within this table relate only to appropriation and do not include agency revenue (for example, goods and services revenue and grants received directly by the agency) or expenditure. Refer to Note 29 Budgetary information for detailed information on variations to the agency's actual outcome compared to budget for revenue and expenses.

	Original 2025-26 budget appropriation (a)	Revised 2025-26 budget appropriation (b)	Change to budget appropriation (b-a)	Note	Final 2025-26 budget appropriation (d)	Change to budget appropriation (d-b)	Note
	\$000	\$000	\$000		\$000	\$000	
Output	71 025	131 142	60 117	1	140 042	8 900	3
Commonwealth	1 054	3 788	2 734	2	3 788	-	
Total appropriation	72 079	134 930	62 851		143 830	8 900	

1. The variance mainly reflects funding for the McArthur River Mine settlement in 2025-26.
2. The variation reflects unspent Commonwealth funding for security and emergency management activities carried forward from 2024–25 to 2025–26.
3. The Treasurer approved a Treasurer's Advance for the purchase of strategic fuel reserves, legal expenses for Aboriginal land rights, reviews of the integrity office structures and senior police recruitment and Territory Flood Recovery Unit.

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

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

6. Sales of goods and services

	2026			2025		
	\$000	\$000	\$000	\$000	\$000	\$000
	Revenue from contracts with customers	Other	Total	Revenue from contracts with customers	Other	Total
Other goods and services revenue	2 644	-	2 644	2 026	118	2 144
Total sales of goods and services	2 644	-	2 644	2 026	118	2 144

Sales of goods and service delivery revenue

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

Rendering of services

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

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

	2026	2025
	\$000	\$000
Type of good and service:		
Service delivery	2 644	2 026
Total revenue from contracts with customers	2 644	2 026
Type of customer:		
Commonwealth Government	-	-
State and Territory Government	2 565	2 014
Non-government entities	78	12
Total revenue from contracts with customers	2 644	2 026
Timing of transfer of goods and services:		
Point in time	2 644	2 026
Total revenue from contracts with customers	2 644	2 026

7. Goods and services received free of charge

	2026	2025
	\$000	\$000
Corporate and information services ¹	6 492	9 478
Repairs and maintenance ²	377	449
Total goods and services received free of charge	6 870	9 927

¹DCDD service charges

²DLI repairs & maintenance service charges

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

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

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

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

8. Other income

	2026			2025		
	\$000	\$000	\$000	\$000	\$000	\$000
	Revenue from contracts with customers	Other	Total	Revenue from contracts with customers	Other	Total
Miscellaneous revenue	2 714	726	3 440	9 374	1 896	11 270
Total other income	2 714	726	3 440	9 374	1 896	11 270

Miscellaneous revenue

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

Other income accounted for as revenue from contracts with customers has 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.

	2026	2025
	\$000	\$000
Type of good and service:		
Service delivery	21	36
Sales of goods	1 080	9 337
Other	1 612	-
Total revenue from contracts with customers	2 714	9 374
Type of customer:		
State and Territory Government	49	9 306
Non-government entities	2 665	67
Total revenue from contracts with customers	2 714	9 374
Timing of transfer of goods and services:		
Point in time	2 714	9 374
Total revenue from contracts with customers	2 714	9 374

9. Employee benefits expense

	2026	2025
	\$000	\$000
Salaries and wages	44 342	44 360
Superannuation expenses	5 251	4 806
Fringe benefits tax	546	545
Payroll tax	2 774	2 520
Total employee benefits expense	52 914	52 231

The number of full-time equivalent employees for 2025-26 was 296.13 (2024-25: 294.50).

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

The recognition and measurement policy for employee benefits is detailed in Note 21: Payables and Note 22: Provisions.

10. Purchases of goods and services

	2026	2025
	\$000	\$000
The net surplus/(deficit) has been arrived at after charging the following expenses:		
Goods and services expenses:		
Consultants ¹	1 895	5 109
Marketing and promotion ²	1 694	1 476
Document production	91	152
Legal expenses ³	58 532	1 544
Recruitment ⁴	562	224
Training and study	797	442
Official duty fares	1 334	1 056
Travelling allowance	353	314
Information technology charges and communications	2 527	2 587
Agent Service Arrangements ⁵	7 164	14 830
Property Management	3 165	1 618
Motor vehicle expenses	715	615
Other	5 461	4 828
Total purchases of goods and services	84 288	34 795

¹ Includes marketing, promotion and IT consultants.

² Includes advertising for marketing and promotion but excludes marketing and promotion consultants' expenses, which are incorporated in the consultants' category.

³ Includes legal fees, claim and settlement costs for McArthur River Mine.

⁴ Includes recruitment-related advertising costs.

⁵ Contract arrangements.

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

11. Other administrative expenses

	2026	2025
	\$000	\$000
Assets written down ¹	727	152
Corporate and information services ²	6 492	9 478
Repairs and maintenance ³	377	449
Doubtful debt expense ⁴	7	-
Total other administrative expenses	7 604	10 080

¹ Includes \$571,000 of expenditure relating to the discontinued NTG Drafting, Workflow Management and Publishing System that was written down because the project did not meet the criteria for recognition as an asset.

² DCDD service charges

³ DLI repairs & maintenance service charges

⁴ Increase in the loss allowance for receivables. Refer to Note 16.

12. Grants and subsidies expenses

a) Current grant and subsidy expense

	2026	2025
	\$000	\$000
Current grant		
Local government	-	1 240
Northern Territory Government schools	15	4
Private and not-for-profit sector	2 395	3 337
Other	890	2 368
Total current grant expense	3 300	6 949

Current grants expenses are intended to finance the current activities of the recipient for which no economic benefits of equal value are receivable in return. Current grant expenses largely comprise community support grants, peak body funding arrangements, strategic partnership programs, community development initiatives and emergency management and resilience programs.

No subsidy payments were made by the agency during 2025-26 or 2024-25.

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

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

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

	Agency			
	2026	No. of trans.	2025	No. of trans.
	\$000		\$000	
Authorised under the <i>Financial Management Act 1995</i>				
<i>Write offs, postponements and waivers approved by the Treasurer</i>				
Value of public property written off	-	-	-	82
Total write offs, postponements and waivers approved by the Treasurer	-	-	-	82
Gifts approved by Treasurer				
Gifts approved by delegate	4	65	2	19
Total gifts	4	65	2	19
Ex gratia payments	-	-	-	-
Total authorised under the <i>Financial Management Act 1995</i>	4	65	2	101

No other write-offs, postponements, waivers, gifts and ex gratia payments were authorised under other legislation during 2025-26 or 2024-25.

Write-off

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

Waivers

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

Postponement

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

Gifts

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

Ex gratia

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

14. Cash and deposits

	2026	2025
	\$000	\$000
Cash at bank	29 254	15 118
Total cash and deposits	29 254	15 118

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

15. Cash flow reconciliation

a) Reconciliation of cash

The total of agency 'Cash and deposits' of \$29.254 million recorded in the balance sheet is consistent with the cash balance recorded as 'Cash' in the cash flow statement.

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

	2026	2025
	\$000	\$000
net surplus/deficit	6 369	554
Non-Cash Items:		
Depreciation and amortisation	827	794
Asset write-offs/write-downs	727	152
Changes in assets and liabilities		
Decrease/(increase) in receivables	(1 405)	3 205
Decrease/(increase) in inventories	(6 690)	-
(Decrease)/increase in payables	7 509	(20)
(Decrease)/increase in provision for employee benefits	641	(2 668)
(Decrease)/increase in other provisions	480	(531)
(Decrease)/increase in other liabilities	(2 110)	(9 684)
Net cash from/(used in) operating activities	6 348	(8 198)

b) Reconciliation of liabilities arising from financing activities

The agency has no liabilities arising from financing activities during 2025-26 and 2024-25.

c) Non-cash financing and investing activities

During 2025-26, the agency received non-financial assets, including capital works, through non-cash equity transfers of \$416,000 (2025: \$28.803 million) and transferred non-financial assets with a carrying amount of \$2,000 to other Territory Government agencies (2025: \$35.306 million). These transactions did not involve cash and are excluded from the cash flow statement.

16. Receivables

	2026	2025
	\$000	\$000
Current		
Accounts receivable	1 776	121
Less: loss allowance	(7)	-
	1 769	121
GST receivables	181	138
Prepayments	330	303
Other receivables	18	331
	530	773
Total receivables	2 299	894

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 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.

Credit risk exposure of receivables

Receivables are monitored on an ongoing basis to ensure exposure to bad debts is not significant. The agency applies the simplified approach to measuring expected credit losses. This approach recognises a loss allowance based on lifetime expected credit losses for all accounts receivable and contracts receivables. 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 historically observed loss rates, adjusted to reflect current and forward-looking information.

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

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

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

Ageing analysis

	2026				2025			
	Gross receivables	Loss rate	Expected credit losses	Net receivables	Gross receivables	Loss rate	Expected credit losses	Net receivables
	\$000	%	\$000	\$000	\$000	%	\$000	\$000
Internal receivables								
Not overdue	32			32	1			1
Overdue for less than 30 days	-			-	-			-
Overdue for 30 to 60 days	-			-	-			-
Overdue for more than 60 days	-			-	-			-
Total internal receivables	32			32	1			1
External receivables								
Not overdue	1 659			1 659	108			108
Overdue for less than 30 days	68			68	11			11
Overdue for 30 to 60 days	10			10	-			-
Overdue for more than 60 days	7	100	7	-	1			1
Total external receivables	1 744		7	1 737	120			120

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

Reconciliation of loss allowance for receivables

The movement in the loss allowance for receivables during 2025-26 relates solely to the increase of \$7,000 in expected credit losses for external receivables, recognised in profit or loss. There were no write-offs or recoveries during the reporting period. No loss allowance for the internal receivables. There were no loss allowance for receivables during 2024-25.

17. Inventories

	2026	2025
	\$000	\$000
Inventories held for distribution	-	-
At cost	6 690	-
At current replacement cost	-	-
Total inventories	6 690	-

Inventories consist of assets held for distribution measured at the lower of cost and current replacement cost. The cost of inventories held for distribution is assigned using the weighted average cost method.

No inventory write-downs or inventory write-offs were recognised during the reporting period.

18. Property, plant and equipment

a) Total property, plant and equipment

	2026	2025
	\$000	\$000
Land		
At fair value	17 400	17 400
Buildings		
At fair value	22 122	21 871
Less: accumulated depreciation	(7 990)	(7 620)
	14 132	14 251
Plant and equipment		
At fair value	4 200	4 567
Less: accumulated depreciation	(3 104)	(2 798)
	1 095	1 769
Total Property, Plant and Equipment	32 627	33 420

Reconciliation of carrying amount of property, plant and equipment

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

2026

	Land	Buildings	Plant and equipment	Total
	\$000	\$000	\$000	\$000
Carrying amount as at 1 July 2025	17 400	14 251	1 769	33 420
Additions	-	-	275	275
Disposals	-	-	-	-
Assets written down	-	-	(571)	(571)
Additions/disposals from asset transfers	-	251	8	259
Depreciation expense	-	(371)	(385)	(756)
Carrying amount as at 30 June	17 400	14 132	1 095	32 627

2025

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

Acquisitions

Property, plant and equipment are initially recognised at cost.

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

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

All property plant and equipment are held and used by the agency to deliver its output and services to the public.

Construction (work in progress)

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

Revaluation of assets

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

- land; and
- buildings

The above classes of property, plant and equipment include certain new assets initially recognised at cost. Such new assets will continue to be measured at cost, which is deemed to equate to fair value, until the next revaluation for that asset class occurs.

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

The latest revaluations as at 30 June 2025 were independently conducted. The valuer was Territory Property Consultants Pty Ltd. Refer to Note 24: Fair value for additional disclosures.

Impairment of assets

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

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

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

In certain situations, an impairment loss may subsequently be reversed. Impairment loss may be reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount. The reversal is limited so that the carrying amount of the asset does not exceed the revised estimate of its recoverable amount, nor exceed the net carrying amount that would have been determined had an impairment loss not been recognised for the asset in the prior years. Where an asset is carried at a revalued amount, impairment reversal is recognised in the comprehensive operating statement as income to the extent that an impairment loss was previously recognised in the profit or loss, otherwise, impairment reversal results in an increase in the asset revaluation surplus.

Property, plant and equipment assets were assessed for indicators of impairment as at 30 June 2026. No impairment adjustments were required as a result of this review.

Assets written down

Includes \$571,000 of expenditure relating to the discontinued NTG Drafting, Workflow Management and Publishing System that was written down because the project did not meet the criteria for recognition as an asset.

Depreciation and amortisation expense

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

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

	2026	2025
Buildings – Government House	100 years	100 years
Buildings – Administrators Offices	40 years	40 years
Plant and equipment	5 – 15 years	5 – 15 years

Intergovernmental leases

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

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

	2026		2025	
	Internal \$000	External \$000	Internal \$000	External \$000
Not later than one year	703	-	669	-
Later than one year and not later than five years	937	-	984	-
Later than five years	-	-	-	-
	1 640	-	1 653	-

19. Intangibles

a) Total intangibles

	2026	2025
	\$000	\$000
Computer software		
Gross carrying amount	222	310
Less: accumulated amortisation	(141)	(230)
Carrying amount at 30 June	81	81

The agency's intangibles comprise of computer software.

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

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

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

The estimated useful lives for finite intangible assets are in accordance with the agency's determination as follows:

	2026	2025
Computer software	2 to 5 years	2 to 5 years

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

Agency intangible assets were assessed for impairment as at 30 June 2026. No impairment adjustments were required as a result of this review.

b) Reconciliation of carrying amount of intangibles

	2026	2025
	\$000	\$000
Intangibles with a finite useful life – Computer Software		
Carrying amount at 1 July 2025	81	-
Additions	71	151
Amortisation	(71)	(70)
Carrying amount as at 30 June 2026	81	81

20. Heritage and cultural assets

	2026	2025
	\$000	\$000
Carrying amount		
At valuation	21	21
Less: Accumulated depreciation	-	-
Carrying amount at 30 June	21	21
Reconciliation of carrying amount		
Carrying amount at 1 July	21	21
Depreciation	-	-
Carrying amount as at 30 June	21	21

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

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

Heritage and cultural assets are subsequently recognised at fair value, which is assumed to be equal to their carrying cost. Refer to Note 24: Fair value measurement for additional disclosures.

The agency's accounting policies on impairment for property, plant and equipment disclosed in Note 18 also apply to heritage and cultural assets.

Agency heritage and cultural assets were assessed for impairment as at 30 June 2026. No impairment adjustments were required as a result of this review.

21. Payables

	2026	2025
	\$000	\$000
Accounts payable	79	82
Accrued salaries and wages	1 664	1 271
Other accrued expenses	10 142	3 022
Total payables	11 884	4 375

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

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

22. Provisions

	2026	2025
	\$000	\$000
Current		
<i>Employee benefits</i>		
Recreation leave	5 733	5 119
Leave loading	505	479
<i>Other current provisions</i>		
Fringe Benefit Tax	90	66
Payroll Tax	514	381
Superannuation	1 041	713
Other	33	38
Total Provisions	7 917	6 796

Employee benefits

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

All recreation leave is classified as a current liability.

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

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

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

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

Superannuation

Employees' superannuation entitlements are provided through:

- 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 are therefore not recognised in agency financial statements.

23. Other liabilities

	2026	2025
	\$000	\$000
Current		
Unearned contract revenue liability	811	2 921
Total other liabilities	811	2 921

Unearned contract revenue liability

Unearned contract revenue liability represents consideration received in advance for services that have not yet been delivered.

At 30 June 2026, the unearned contract revenue liability was \$811,000 (2025: \$2.921 million). The closing balance relates to training services to be delivered after the reporting date.

The entire balance recognised at 1 July 2025 was recognised as revenue during 2025–26 as the related performance obligations were satisfied. The opening balance predominantly related to the National Partnership Agreement for Disaster Risk Reduction Program.

The agency expects to recognise the closing unearned contract revenue liability as revenue as the remaining performance obligations are satisfied, in accordance with the time bands below:

	2026	2025
	\$000	\$000
Not later than one year	811	2 921
Later than one year and not later than five years	-	-
Later than five years	-	-
Total	811	2 921

24. Fair value measurement

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

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

Observable inputs are publicly available data relevant to the characteristics of the assets or 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 or liabilities being valued. Such inputs include internal agency adjustments to observable data to take account of particular and potentially unique characteristics or functionality of assets or liabilities and assessments of physical condition and remaining useful life.

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

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

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

Level 3 – inputs are unobservable.

All the agency's non-financial assets are measured at Level 3 and are held primarily for service potential rather than to generate cash inflows. Carrying amounts and reconciliation of movements are disclosed in Note 18, Property, Plant and Equipment. These assets are measured using inputs not based on observable market data.

Valuation techniques and inputs

Valuation techniques and significant unobservable inputs used to measure fair value in 2025-26 are:

Asset classes	Level	Techniques	Significant unobservable inputs
Specialised Land (Note 18)	3	Market	Valuer Assessment on restrictions
Specialised Buildings (Note 18)	3	Current Replacement Cost	1. Construction costs or cost per square metre 2. Age and condition of asset 3. Remaining useful life.
Plant & Equipment (Note 18)	3	Current Replacement Cost	1. Cost per unit 2. Useful life
Cultural Assets (Note 20)	3	Cost Approach	Replacement cost and remaining useful life

25. Financial instruments

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

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

26. Related parties

a) Related parties

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

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

b) Key management personnel (KMP)

Key management personnel of the Department of the Chief Minister and Cabinet are those persons having authority and responsibility for planning, directing and controlling the activities of Department of the Chief Minister and Cabinet. These include the Chief Minister, agency portfolio ministers, the Chief Executive Officer and the executive team of Department of the Chief Minister and Cabinet as listed on page 42.

c) Remuneration of key management personnel

The details below exclude the salaries and other benefits of Chief Minister and agency portfolio ministers as the ministers' 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 Department of the Chief Minister and Cabinet is set out below:

	2026	2025
	\$000	\$000
Short-term benefits	2 630	2 624
Post-employment benefits	229	234
Total remuneration of key management personnel	2 859	2 858

Long service leave benefits are centrally recognised and paid by the Central Holding Authority (CHA) and do not form part of the agency's accounts or cash outflows. As there is no financial impact on the agency's financial statements, long service leave benefits are excluded from the quantitative disclosures of key management personnel compensation.

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

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

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

2025-26

Related party	Revenue from related parties	Payments to related parties	Amounts owed by related parties	Amounts owed to related parties
	\$000	\$000	\$000	\$000
All NT Government departments ¹	9 825	21 410	32	10 501
Total	9 825	21 410	32	10 501

2024-25

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

¹ NT Government departments includes NTG agencies, government business divisions, government owned corporations and other government entities.

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 should be reported.

27. Contingent liabilities and contingent assets

a) Contingent liabilities

The agency did not have quantifiable material contingent liabilities as at 30 June 2026. 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 2026 granted by the agency are presented as follows:

North East Gas Interconnector Project

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

Strategic gas supply agreements

The Territory has entered into agreements to facilitate the supply of gas to meet forecast future requirements. The agreements include commitments relating to the price, volume and timing of gas supply.

Responsibility for the ongoing management of these agreements transferred from the Department of the Chief Minister and Cabinet to the Department of Treasury and Finance during 2025–26. Accordingly, the associated contingent liability is disclosed in the Department of Treasury and Finance's financial statements at 30 June 2026.

b) Contingent assets

The Department of the Chief Minister and Cabinet had no contingent assets as at 30 June 2026 or 30 June 2025.

28. 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.

29. Budgetary information

The following tables present the variation between the 2025-26 original budgeted financial statements, as reported in 2025-26 Budget Paper No. 3 Agency Budget Statements and the 2025-26 actual amounts reported in the financial statements, together with explanations for significant variations.

The variations within these tables do not include changes to budgeted appropriations from 2025-26 original budget to 2025-26 final budget. Refer to Note 5a for summary changes to budget appropriations.

	2025-26 Actual	2025-26 Original budget	Variance	Note
Comprehensive operating statement	\$000	\$000	\$000	
INCOME				
Taxation revenue				
Grants and subsidies revenue				
Current	272	262	10	
Appropriation				
Output	140 042	71 025	69 017	1
Commonwealth	2 034	1 054	980	2
Sales of goods and services	2 644	2 110	534	
Goods and services received free of charge	6 870	9 539	(2 669)	3
Other income	3 440	221	3 219	4
TOTAL INCOME	155 302	84 211	71 091	
EXPENSES				
Employee expenses	52 914	53 378	(464)	
Administrative expenses				
Purchases of goods and services	84 288	17 797	66 491	5
Depreciation and amortisation	827	510	317	
Other administrative expenses	7 604	9 539	(1 935)	
Grants and subsidies expenses				
Current	3 300	3 960	(660)	
TOTAL EXPENSES	148 932	85 184	63 748	
NET SURPLUS/(DEFICIT)	6 369	(973)	7 342	
OTHER COMPREHENSIVE INCOME	-	-	-	
TOTAL OTHER COMPREHENSIVE INCOME	-	-	-	
COMPREHENSIVE RESULT	6 369	(973)	7 342	

Notes:

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

1. The variance mainly reflects funding for the McArthur River Mine settlement payment of \$57.3 million in 2025-26 and the Treasurer's Advance for purchase of inventory, legal expenses for Aboriginal land rights, reviews of the integrity office structures and senior police recruitment and Territory Flood Recovery Unit.
2. The variation is in line with the relevant Commonwealth agreement.
3. The decrease reflects lower than anticipated DCDD goods and services free of charge.
4. The increase relates to the Office of the Parliamentary Counsel legislation drafting database and arrangements to support gas purchases.
5. The variance mainly reflects one-off funding for the McArthur River Mine settlement in 2025-26 and expenditure relating to disaster events.

	2025-26 Actual	2025-26 Original budget	Variance	Note
Balance Sheet	\$000	\$000	\$000	
ASSETS				
Current assets				
Cash and deposits	29 254	8 125	21 129	1
Receivables	2 299	3 825	(1 526)	2
Inventories	6 690		6 690	3
Total current assets	38 243	11 950	26 293	
Non-current assets				
Property, plant and equipment	32 627	33 965	(1 338)	
Intangibles	81		81	
Heritage and cultural assets	21		21	
Total non-current assets	32 728	33 965	(1 237)	
TOTAL ASSETS	70 971	45 915	25 056	
LIABILITIES				
Current liabilities				
Payables	11 884	3 597	8 287	4
Provisions	7 917	6 551	1 366	
Other liabilities	811	416	395	
Total current liabilities	20 613	10 564	10 049	
TOTAL LIABILITIES	20 613	10 564	10 049	
NET ASSETS	50 358	35 351	15 007	
EQUITY				
Capital	86 440	82 103	4 337	
Reserves	12 653	12 079	574	
Accumulated funds	(48 735)	(58 831)	10 096	
TOTAL EQUITY	50 358	35 351	15 007	

Notes:

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

1. The variance reflects cash improvement and equity injection from CHA.
2. The variance relates to legal remedy for a software contract.
3. The variance relates to the purchase of strategic fuel reserves.
4. The variance relates to an accrual for the purchase of strategic fuel reserves and Bachelor Institute of Tertiary Education agreement.

	2025-26 Actual	2025-26 Original budget	Variance	Note
Cash flow statement	\$000	\$000	\$000	
CASH FLOWS FROM OPERATING ACTIVITIES				
Operating receipts				
Grants and subsidies received				
Current	272	262	10	
Appropriation				
Output	140 042	71 025	69 017	1
Commonwealth	269	1 054	(785)	2
Receipts from sales of goods and services	6 629	1 956	4 673	3
Interest received				
Total operating receipts	147 211	74 297	72 914	
Operating payments				
Payments to employees	51 398	53 378	(1 980)	
Payments for goods and services	86 165	17 797	68 368	4
Grants and subsidies paid				
Current	3 300	3 960	(660)	
Total operating payments	140 864	75 135	65 729	
Net cash from/(used in) operating activities	6 348	(838)	7 186	
CASH FLOWS FROM INVESTING ACTIVITIES				
Investing payments				
Purchases of non-financial assets	346	-	346	
Total investing payments	346	-	346	
Net cash from/(used in) investing activities	(346)	-	(346)	
CASH FLOWS FROM FINANCING ACTIVITIES				
Financing receipts				
Equity injections				
Other equity injections	8 450	50 750	(42 300)	5
Total financing receipts	8 450	50 750	(42 300)	
Financing payments				
Equity withdrawals	316	50 941	(50 625)	5
Total financing payments	316	50 941	(50 625)	
Net cash from/(used in) financing activities	8 134	(191)	8 325	
Net increase/(decrease) in cash held	14 136	(1 029)	15 165	
Cash at beginning of financial year	15 118	9 154	5 964	
CASH AT END OF FINANCIAL YEAR	29 254	8 125	21 129	

Notes:

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

1. The variance mainly reflects one-off funding for the McArthur River Mine settlement in 2025-26 and the Treasurer's Advance for purchases of fuel reserve, legal expenses for Aboriginal land rights, reviews of the Integrity office structures and senior police recruitment and Territory Flood Recovery Unit.
2. The variation is in line with the relevant Commonwealth agreement.
3. The variation relates to legal remedy for software.
4. The variance mainly reflects funding for the McArthur River Mine settlement in 2025-26 and disaster events expenditure.
5. The variance relates to equity injections and withdrawals by CHA to assist whole-of-government with liquidity requirements.

Appendices

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Appendix 1: Grants paid in 2025-26

Organisation	Amount paid \$
10x10 Philanthropy Limited	2,000.00
Animal Management In Rural & Remote Indigenous Communities	3,831.46
Arlc Nt Limited	500
Australia Day Council NT Inc	203,939.38
Australian Red Cross	6,000.00
Australian Strategic Policy Institute	400,000.00
Autism NT	5,000.00
Cameron, Ms Briony	500.00
Casuarina Soccer Club Inc	12,500.00
Catholic Church Of The Diocese Of Darwin	20,000.00
Centralian Land Management Association	5,000.00
Chung Wah Society Inc	1,900.00
Countrywide Austral Pty Ltd	400.00
Darwin Greyhound Association	10,000.00
Darwin Malayalee Association Inc	12,000.00
Department of Education and Training (NT Risk Reduction Program)	270,041.00
Department of Lands, Planning and Environment (NT Risk Reduction Program)	146,525.00
Department of Health (NT Risk Reduction Program)	118,000.00
Department of Trade Business and Asian Relations (NT Risk Reduction Program)	270,000.00
Down Syndrome Association of the NT Inc	3,000.00
Fior, Mrs Kerrie-Anne	500.00
Gibson, Mrs Che	1,000.00
Indian Cultural Society Inc	15,000.00
Katherine Community Projects Association Incorporated	6,500.00
Larrakeyah Wardroom & Officers Mess	5,000.00
Larrakia Nation Aboriginal Corporation	705,000.00
Master Builders Northern Territory	10,500.00
Nemarluk School Council	15,000.00
Northern Flame Rugby Club	4,500.00
Northern Territory Chess Association Inc	1,000.00
Northern Territory Council of Social Service	805,683.15
Northern Territory Police Legacy Inc.	5,000.00
NT Fire and Emergency Services (NT Risk Reduction Program)	85,902.18
Palmerston Game Fishing Club Inc	15,000.00
Rio Tinto Gove (contribution to Gove Housing Strategy)	1,963.75
Starlight Children's Foundation Australia	5,000.00
The Christmas Party	8,181.82
Tiwi Land Council	55,000.00
Tiwi Plantation Corporation	24,485.00
Variety NT	1,300.00
Volunteering SA and NT Inc	37,700.00
Total	3,300,352.74

Appendix 2: Northern Territory Ministerial Portfolios as at June 2026

The Hon. Lia Emele Finocchiaro MLA

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

The Hon. Gerard Phillip Maley MLA

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

The Hon. William (Bill) Carl Yan MLA

Treasurer
Minister for Logistics and Infrastructure
Minister for Housing Construction

The Hon. Marie-Clare Joy Boothby MLA

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

The Hon. Steven (Steve) Mark Edgington MLA

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

The Hon. Joshua (Josh) Roland Burgoyne MLA

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

The Hon. Jo-Anne (Jo) Hersey MLA

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

The Hon. Robyn Patricia Cahill OAM MLA

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

The Hon. Jinson Anto Charls MLA

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

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

The table below outlines employee and operational expenditure in 2025-26 for the Northern Territory Ministry, ministerial support offices and the Office of the Leader of the Opposition.

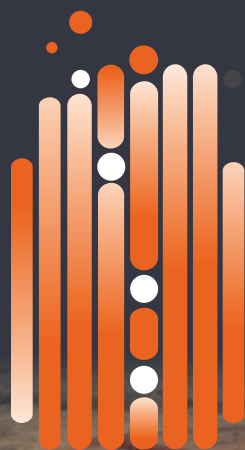
1 July 2025 to 30 June 2026 ministerial expenditure

Minister	\$000
Hon L Finocchiaro (Chief Minister)	6 537
Employee	5 518
Operational	1 019
Hon G Maley	1 302
Employee	1 117
Operational	185
Hon W Yan	1 084
Employee	922
Operational	162
Hon M Boothby	912
Employee	796
Operational	116
Hon S Edgington	1 326
Employee	1 076
Operational	250
Hon J Burgoyne	1 186
Employee	1 025
Operational	162
Hon J Hersey	1 011
Employee	850
Operational	161
Hon R Cahill	1 192
Employee	1 027
Operational	165
Hon J Charls	1 199
Employee	1 089
Operational	110
Leader of the Opposition (ALP)	1 627
Employee	1 345
Operational	282
Total	17 376
Employee	14 765
Operational	2 611

Appendix 4: Events held by Protocol NT at Parliament House

Event Name
2025 Territory Day - Citizenship, Flag Raising and Reception
2025 NT Investment Summit
2025 Exercise Talisman Sabre - Dinner
2025 Great Northern Darwin Cup
Vietnam Veterans Day
2025 Seniors Morning Tea
20th Anniversary of NT Build
2025 NT Resources Week Welcome Reception
50th Anniversary of Variety in Australia
2025 Yogan Sathinathan Multicultural Awards
2025-26 NTFL Season Launch
2025 NT Mental Health Awards
2025 Disability and Inclusion Awards
2025 ONAM Festival Celebration
2025 Deepavali
2025 National War Widows Day
2025 Navratri Reception
2025 World Teachers Day
2025 NT Digital Excellence Awards
Specialist Homelessness Services Reception
2025 Duke of Edinburgh's International Award - Gold and Silver
2025 Annakut Mahotsav
2025 St John NT Excellence Awards
2025 Ambassador Graduation and International Student Awards
50th Anniversary of the First Timorese Refugees
2025 Territory Tidy Towns Awards Ceremony
2025 Northern Territory Certificate of Education and Training (NTCET) Top 20 Awards Ceremony
Farewell to the 23rd Administrator
Waitangi Day 2026
2026 Lunar New Year - Year of the Horse

Event Name
Bombing of Darwin
Swearing-in Ceremony for the 24th Administrator of the Northern Territory
2026 Orthodox Great Lent Reception
2026 Harmony Day Reception
2026 Vaisakhi Celebration
2026 Songkran Thai New Year
2026 NT AgriFutures Rural Women's Award
2026 ADM Northern Australia Defence Summit Delegates Welcome Reception
Europe Day Celebration 2026
2026 National Law Week Reception
Hellenic Australia Chamber of Commerce and Industry NT Reception
2026 NT Volunteer of the Year Awards
2026 Africa Day
Afghan Women's XI Cricket and NT Women's Cricket Team Welcome Reception
AADANT Alcohol and Other Drugs Awards
Festa Della Repubblica 2026



**Growth.
Certainty.
Security.**



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Department of THE CHIEF MINISTER AND CABINET

Annual report 2025-26

