

Department of THE CHIEF MINISTER

Annual Report 2018-19



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The Hon Michael Gunner MLA
Chief Minister
Parliament House
DARWIN NT 0800

Chief Executive Officer
GPO Box 4396
Darwin NT 0801

Dear Chief Minister

I am pleased to submit the 2018-19 annual report on the activities and achievements of the Department of the Chief Minister.

This report is in compliance with requirements of the *Public Sector Employment and Management Act 1993*, *Financial Management Act 1995*, the *Information Act 2002*, and the *Carers Recognition Act 2006*. I advise that to the best of my knowledge and belief:

- a. Proper records of all the transactions affecting the agency are kept, and the employees under my 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 these procedures are recorded in the Accounting and Property Manual, which accords with the requirements of the *Financial Management Act 1995*
- c. There is no indication of fraud, malpractice, major breach of legislation or delegation, major error in, or omission from, the accounts and records
- d. The internal audit capacity available to the agency is adequate and the results of internal audits have been reported to me
- e. The financial statements included in the annual report have been prepared from proper accounts and records and are in accordance with the Treasurer's Directions
- f. All Employment Instructions issued by the Commissioner for Public Employment have been satisfied
- g. All public sector principles, contained in section 5 of the *Public Sector Employment and Management Act 1993*, have been upheld by DCM during the financial year
- h. The agency is working in compliance with the *Information Act 2002*, and
- i. Obligations under the *Carers Recognition Act 2006* and Northern Territory Carers Charter have been satisfied.

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

Yours Sincerely,



Jodie Ryan
30 September 2019

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List of acronyms

ANZSOG	Australia and New Zealand School of Government
ARMC	Audit and Risk Management Committee
BOM	Board of Management
CAF	Council for the Australian Federation
CEO	Chief Executive Officer
COAG	Council of Australian Governments
DCM	Department of the Chief Minister
DENR	Department of Environment and Natural Resources
DTF	Department of Treasury and Finance
ELT	Executive Leadership Team
LDM	Local Decision Making
OCM	Office of the Chief Minister
OCPE	Office of the Commissioner for Public Employment
PSEMA	Public Sector Employment and Management Act 1993
NTPS	Northern Territory Public Sector
NTG	Northern Territory Government

Purpose of the Report

The 2018-19 Annual Report of the Northern Territory Department of the Chief Minister (DCM) has been prepared by the Chief Executive Officer (CEO) in order to comply with annual reporting requirements under section 28 of the *Public Sector Employment and Management Act 1993* (PSEMA), sections 11 and 13 of the *Financial Management Act 1995* and the *Information Act 2002*.

Its primary purpose is to report to the Chief Minister on DCM's performance in 2018-19 against approved budget outputs and performance measures. Other audiences include Cabinet, the community, other government agencies, DCM staff and other stakeholders.

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

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

1 / The Agency



Chief Executive Officer's review

I am pleased to present the annual report for the Department of the Chief Minister (DCM) for 2018-19. The report provides a comprehensive account of DCM's functions and performance against approved budgets and resources over the past financial year.

As a key central agency, DCM performs a wide range of roles and functions from implementing policies in the regions to driving coordination and leadership across government. DCM also provides high quality policy advice and services to the Chief Minister, Minister for Treaty and Minister for Children; Minister for Aboriginal Affairs; Minister for Renewables, Energy and Essential Services; Minister for Climate Change; and Cabinet, with an aim to deliver on and implement the government's priorities.

The agency's achievements in 2018-19 were significant and range across a number of portfolio areas and regions. Some of the department's many highlights and key achievements include:

- signing the \$78.4 million Barkly Regional Deal – the first of its kind in Australia
- signing the \$200 million Darwin City Deal and establishment of Activate Darwin (governed by the Activate Darwin Advisory Board comprising a range of business, community and government organisations) to work with relevant stakeholders in an effort to turbo-charge Darwin and encourage growth and investment in the Darwin CBD
- commencing implementation of the Northern Territory's \$135.5 million commitment to the future of Jabiru, and securing up to \$216 million in complementary funding from the Commonwealth. This provides for upgrades across Kakadu National Park and supporting Jabiru's transition to a tourism-based economy
- development of the Population Growth Strategy and Action Plan and the "Boundless Possible" Masterbrand
- launch of the Aboriginal Land and Sea Action Plan, developed in an effort to better coordinate Aboriginal land and native title matters across the Northern Territory, and ensure land and sea ownership delivers on the economic and social aspirations of Aboriginal Territorians

- appointment of the independent Treaty Commissioner and the establishment of the Treaty Commissioner's office
- coordination and implementation of the recommendations from the Riley Review into Alcohol Policies and Legislation
- coordination and implementation of the Hydraulic Fracturing Inquiry report recommendations and completion of all required actions prior to exploration commencing
- implementation of the third and final tranche of Electoral reform, with the introduction of the Electoral Legislation Further Amendment Bill 2019 during the June 2019 Sittings of the Legislative Assembly
- supporting implementation of the Local Decision Making (LDM) policy, including the development and signing of LDM agreements and statements of commitment across a number of communities
- progressing work with the Commonwealth to develop and implement a refreshed Closing the Gap framework
- a successful First Circles Leadership Program, providing opportunities for emerging Aboriginal leaders to develop and expand their leadership skills and drive change through direct engagement with Cabinet, and
- the roll-out of the Governance and Capacity Building Grant Program and Local Decision Making Grants to improve capacity and capability in communities.

I would like to thank all DCM staff for their ongoing contributions and continued hard work to deliver and implement the Northern Territory Government's priorities and initiatives in 2018-19. As an agency, we have achieved a lot over the past 12 months and I look forward to continuing to progress our priorities and grow and develop our people throughout 2019-20.



Jodie Ryan
30 September 2019



Our vision, role and goals

Our vision

Developing the future of the Northern Territory by partnering, coordinating and leading quality government policy, programs and services for all Territorians.

Our role

The Department of the Chief Minister's (DCM) role is to provide the highest quality support and advice to the Chief Minister, Minister for Treaty and Minister for Children; Minister for Aboriginal Affairs, Minister for Renewables, Energy and Essential Services, Minister for Climate Change, and to Cabinet.

As the First Minister's department, DCM provides a critical role in driving coordination and leadership across government to support the delivery and implementation of whole-of-government priorities. DCM does this through:

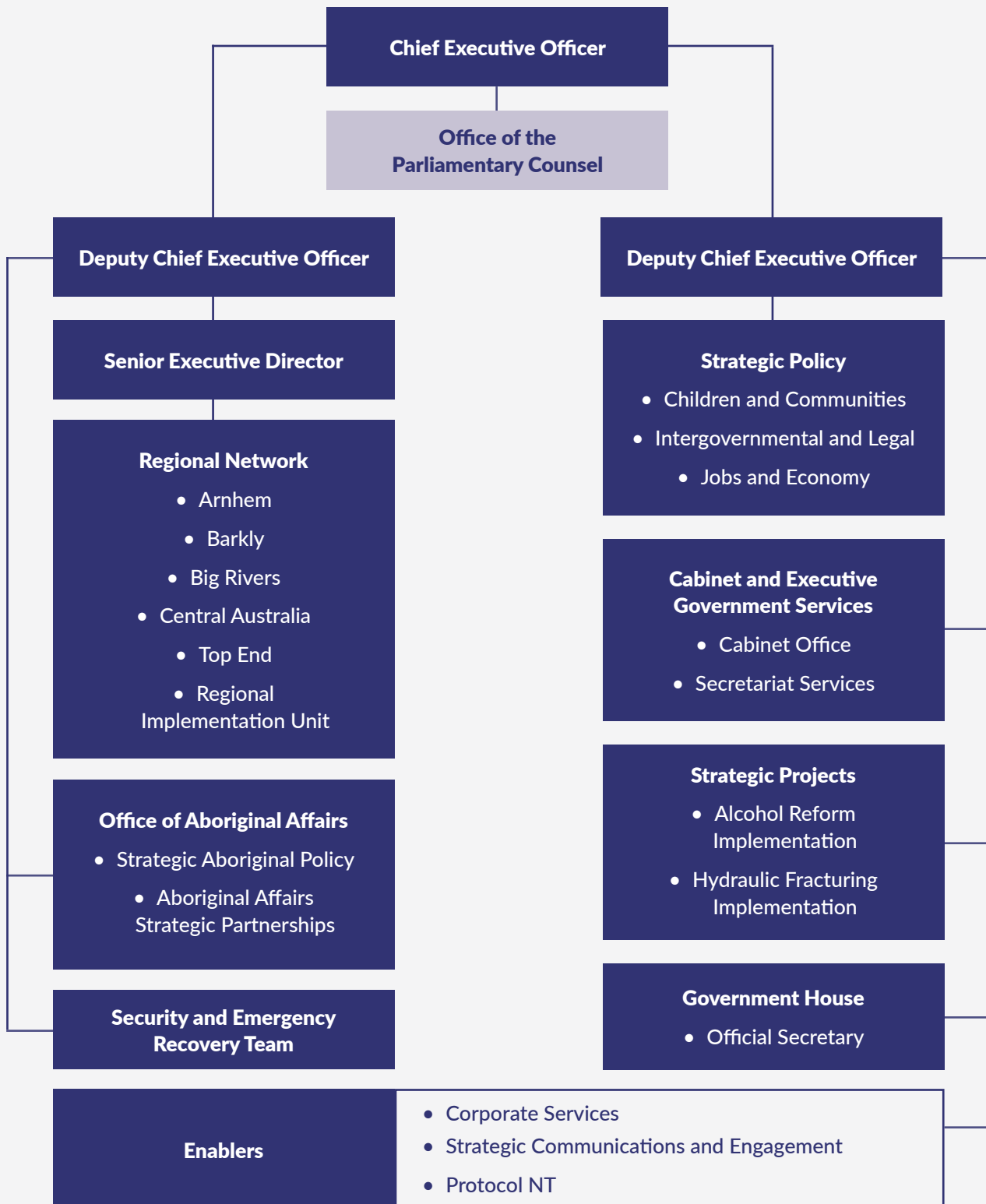
- providing independent, rigorous, timely and expert policy advice
- leading and coordinating the Government's Aboriginal Affairs policy and agenda
- supporting the processes and functions of Executive Government
- developing and influencing government policy and driving its implementation
- positioning the interests of the Territory at a state, national and international level through engagement with governments, industry and community sectors
- leading strategic government communications and engagement to maximise effectiveness, and
- supporting the government's emphasis on involving stakeholders in the design of policy and delivery.

The department is also focused on developing our most important asset, our people, by strengthening their capabilities, building a culture of high performance and enhancing our capacity to meet current and future business needs and opportunities.

Organisation

Our employees play a central 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 a range of diverse functions and output groups to facilitate and enable the effective coordination of policy formulation, and monitoring and implementation of policy initiatives across government with a whole of government perspective.



2 / Performance and Achievements



Output performance reporting

This section describes the agency's performance against planned outcomes for 2018–19.

In 2018-19, DCM 's approved end-of-year Budget of \$94.9 million across all output group's and its reported total expenses for the financial year was \$91.2 million.

The budget movement and expenses by output for 2018-19 are outlined in the following table:

Output	2018-19 Published Budget \$000	2018-19 Final Estimate \$000	2018-19 Actuals \$000	2018-19 % Actuals against Final Estimate	Note
Advice and Coordination	29 733	48 935	40 611	-17%	1
Strategic Policy Coordination and Engagement	17 441	20 112	14 339		
Regional Coordination and Aboriginal Affairs	12 292	28 823	26 272		
Government Business Support	27 169	33 706	37 355	11%	2
Support to Ministers and Leader of the Opposition	15 733	15 463	17 987		
Support to the Administrator	2 626	2 051	3 520		
Government Services*	8 810	16 192	15 848		
Corporate and Governance	11 516	12 225	13 231	8%	3
Corporate and Governance	6 299	6 572	7 307		
Shared Services Received	4 797	4 326	4 597		
Shared Services Provided	420	1 327	1 327		
Agency total	68 418	94 866	91 197	-4%	

* Strategic Policy Coordination and Engagement output has been backcast to reflect the establishment of the Office of the Independent Commissioner Against Corruption and transfer to Territory Families for the early childhood and family centres.

Variances from the approved Final Estimate to the Actual Outcome include:

1. Lower expenditure for the Territory's share of the Royal Commission into Child Protection and Youth Detention and revised timing of the Future of Jabiru capital grant payment.
2. Higher expenditure on Support to Ministers and Leader of the Opposition and Support to the Administrator.
3. Expenditure associated with the voluntary redundancy program.

The Budget increase of \$26.5 million from the original published amount of \$68.4 million in May 2019 includes:

- \$6.6 million for Darwin city activation promotion and Darwin City Deal education and civic precinct project
- \$6.3 million for the Territory's share of the Royal Commission into Child Protection and Youth Detention
- \$4 million for Future of Jabiru
- \$3 million for reducing anti-social behaviour in Darwin and Palmerston
- \$3 million for implementation of the Territory Masterbrand, and
- \$1 million for the integration of the Department of Treasury and Finance corporate services into the Department of the Chief Minister.

Output Group – Advice and Coordination

Outcome:

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

Output: Strategic Policy Coordination and Engagement

- Coordinate, support and progress the Territory's active participation in national forums such as the Council of Australian Governments (COAG) and the Council for the Australian Federation (CAF).
- Facilitate, negotiate and monitor the Territory's participation and input into national and international agreements, reviews and inquiries.
- Provide strategic advice across a wide 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 execution of whole of government policies and initiatives.

Key performance indicators	2018-19 KPI	2018-19 actual
Client satisfaction	>85%	87%
COAG, Senior Officers and CAF meetings	14	12*
Grant payments within agreed timeframes	>90%	>90%

* The number of COAG, Senior Official and CAF meetings for 2018-19 was less than forecast due to the Commonwealth election and caretaker period.

Intergovernmental and Legal Policy

Intergovernmental and Legal Policy works across government agencies to support the Chief Minister and the Northern Territory as a member of the Australian Federation through strategic policy leadership that maximises outcomes for the Northern Territory. This includes strategic engagement, coordination and leadership through multilateral and bilateral fora, including COAG and CAF.

The unit also provides high-level strategic advice and reporting on the administration and coordination of a range of legal policy issues relevant to DCM, as well as major inquiries and reviews.

Key achievements in 2018-19

- Coordinated, supported and progressed the Territory's active participation in COAG and CAF. This included negotiations, support and advice to the Chief Minister for a COAG and CAF meeting in December 2018. The unit also coordinated the Northern Territory Chief Minister's participation in the inaugural National Drought Summit in October 2018.
- Provided advice in relation to COAG and other national reform initiatives including Aboriginal affairs and the Closing the Gap Refresh, population planning and management, early childhood, education and health reform, youth detention and child protection, bullying including cyber-bullying, the transition to the National Disability Insurance Scheme, national security and counter-terrorism including electoral security, defence industry support, tackling serious and organised crime including child exploitation, reducing violence against women and their children, energy security and affordability, remote housing, drought, and reforms to small business payment processing.
- Continued to lead and coordinate the government's electoral reform agenda, as part of the Northern Territory Integrity Framework. This includes government's response to the recommendations of the Inquiry into Options for the Reform of Political Funding and Donations in the Northern Territory Final Report, and reforms to the *Electoral Act 2004*.

Priorities for 2019-20

- Maintain active engagement in COAG, CAF and other national frameworks to ensure optimal outcomes for the Territory across all policy areas.
- Population and planning, infrastructure, the Closing the Gap refresh, vocational education and training reform, data and digital, performance reporting, regional development, and national security will continue to be major COAG agenda items, with significant work in all these areas.
- Other important areas include health, early childhood, mental health and suicide prevention, social cohesion, national investment in Aboriginal affairs, federal financial relations, the National Disability Insurance Scheme, bullying, and reducing violence against women and children.
- Cross-agency engagement on COAG Councils to achieve consistent whole of Territory outcomes while maximising strategic interests and federal funding opportunities.
- Input into international treaties, conventions and free trade agreements, with coordination and engagement across Northern Territory Government agencies and the Commonwealth as required.
- Lead DCMs action as a result of release of the *Plan for Budget Repair* including:
 - work to optimise revenue through a fair share of Commonwealth funding, and
 - cross-agency coordination and engagement with the Commonwealth to secure increased infrastructure investment in the Northern Territory.

Jobs and Economy

Jobs and Economy leads and supports the development and implementation of whole of government economic and environmental strategies, policies and projects, including the identification of emerging trends to drive sustainable economic growth and the sustainable development and protection of the Territory's natural environment.

Key achievements in 2018-19

- Led the development, release and consultation regarding the discussion paper *Climate Change: Mitigation and adaptation opportunities in the Northern Territory*.
- Commenced the development of a draft Climate Response Strategy, working collaboratively across government.
- Supported development and delivery of the Northern Territory Population Strategy, and coordinated the implementation of the associated action plan, working closely with relevant agencies.
- Delivered the second annual Organisation for Economic Cooperation and Development (OECD) Meeting on Mining Regions and Cities in Darwin in November 2018 which attracted strong participation from international and national stakeholders.
- Continued to support the implementation of the Government's Roadmap to Renewables policy.
- Continued to provide advice and support for the environment regulatory reform project led by Department of Environment and Natural Resources (DENR).
- Commenced the development of an Offsets Framework for the Northern Territory, working collaboratively with DENR and key stakeholders.
- Participated in a range of across government projects.

Priorities for 2019-20

- In conjunction with other Northern Territory Government agencies and in consultation with external stakeholders, finalise:
 - the Northern Territory Climate Response Strategy, and
 - an Offsets Framework for the Northern Territory.
- Continue to support implementation of the government's Roadmap to Renewables policy.
- Continue to provide advice and support in relation to sustainable economic development, environmental regulatory reform, water reform and electricity reform.

Children and Communities

Children and Communities provides advice to the Chief Minister, Minister for Children, Cabinet and agencies on whole of government social policy issues, including leading key actions from the Government's Children's agenda.

The Children and Communities team provides strategic advice on current and emerging social policy issues and develops cross-agency policy initiatives targeting improved social participation outcomes. The unit coordinates whole of government effort across a broad range of social development areas, including engagement with, and building the capacity of, the non-government sector. The unit provides funding and assistance through the Community Support Grant Program.

Key achievements in 2018-19

- Continued to develop collaborative relationships with the non-government sector through:
 - continuation of the Northern Territory Government and Non-Government Organisations (NGO) Partnership Group (NNPG), and
 - commenced the development of the Social Outcomes Framework. This is a two-year project and has progressed well, with workshops held across government and NGO stakeholders to develop the domains and key outcomes for the framework.
- Developed and implemented a standard funding agreement to be used by all Northern Territory Government agencies providing recurrent funding to organisations for the delivery of services to Territorians.
- Commenced development of the Story of our Children and Young People, in partnership with Menzies School of Health Research. This project will tell the story of our children and young people in the Territory through regional information to guide local services and actions to improve outcomes.
- Commenced a review of the function of the Office of the Children's Commissioner as recommended by the Royal Commission into the Protection and Detention of Children in the Northern Territory and the Royal Commission into Institutional Responses to Child Sexual Abuse, in conjunction with key stakeholders across the government and non-government sector.
- Provided consistent advice on potential social impacts to the Environment Protection Authority through DENR regarding submissions received for applications of development.
- Commenced development of the Social Impact Policy in consultation with key stakeholders and agencies.

Priorities for 2019-20

- Continue to progress system reform in collaboration with the NGO sector, including continued:
 - development of a social outcomes framework for the Northern Territory, and
 - oversight of the implementation of the Grant Funding Policy including the Standard Agreement.
- Finalise and deliver the Story of our Children and Young People.
- Continue to consult with agencies and key stakeholders including the Tripartite Forum on the development of the 10 Year Generational Plan, and deliver the final plan.
- Continue to provide strategic advice on current and emerging social policy issues and develop cross-agency policy initiatives targeting improved social participation outcomes. Facilitate research to inform an evidence-based understanding of social policy issues and initiatives.
- Continue to provide consistent advice on potential social impacts to the Environment Protection Authority regarding submissions received for applications of development.
- Finalise and implement the Social Impact Policy in consultation with key stakeholders and agencies.

Community Support Grants 2018-19

The Children and Communities team also administers the Community Support Grant program. The program provides financial assistance to community groups and organisations in the Northern Territory to support communities and promote participation to improve social connections between people with different backgrounds, language groups, genders and ages.

All funding requests processed through the program are assessed for eligibility to provide the Chief Minister with a recommendation for consideration. Community Support Grants paid in 2018-19 are outlined in Appendix 1.

Strategic Communications and Engagement

The Strategic Communications and Engagement (SCE) team provides strategic communication and stakeholder engagement services to support the delivery of strategic priorities for DCM and OCPE.

The unit provides whole of government advice and guidance, plays a critical leadership role across government in relation to communication and engagement strategy, policy and standards and leads the Public Information Group for emergency management during disasters impacting the Northern Territory.

SCE manages the functions of the Communications Review Committee, manages the *Have Your Say* online community engagement tool, works to foster collaboration across agencies, and ensures government communication campaigns are well planned, timely, efficient and effective. It establishes and manages procurement arrangements for cost-effective whole of government advertising and media monitoring services and ensures the consistent application of the Northern Territory Government brand. SCE also ensures adherence to the *Public Information Act 2010* (Cth).

Key achievements in 2018-19

- Coordinated the whole of government emergency communications during the evacuation and recovery efforts for Tropical Cyclones Owen and Trevor.
- Promoted and grew engagement for SecureNT as the single source of truth during all Territory emergencies. Expanded coverage on the SecureNT website to include comprehensive counter-terrorism materials.
- Launched the Northern Territory Masterbrand *The Territory: Boundless Possible*.
- Commenced delivery of the Population Growth Strategy.
- Supported regional communications through Local Decision Making and the Office of Aboriginal Affairs.
- Improved government's social media presence, reach and engagement. Coordinated with agencies to advance best practice, knowledge sharing and two-way information delivery to our community.
- Refreshed the Northern Territory Government's preferred online engagement tool *haveyoursay.nt.gov.au*. Introduced new processes and layouts to increase community participation, receiving an average 2,600 visitors per month.

Priorities for 2019-20

- Continue implementation of the Northern Territory Masterbrand: *The Territory, Boundless Possible*.
- Partner with the private sector to maximise adoption, utilisation and exposure of the Northern Territory Masterbrand by providing strategic communications support.
- Deliver, coordinate and facilitate a range of Population Strategy actions across the five focus areas.
- Continue to grow the reach and engagement of the Northern Territory Government's social media channels, providing two-way communication with our community in the spaces they feel most comfortable.
- Maintain the Northern Territory Government's online engagement tool *haveyoursay.nt.gov.au* as a relevant and easy to use tool for all Territorians to share their thoughts and feedback on key government projects and initiatives.
- Promote awareness of SecureNT communication channels as the gateway to getting through emergencies in the Northern Territory.
- Support DCM and other Northern Territory Government agencies with strategic communication and engagement planning and advice.

Alcohol Review Implementation Team

The Alcohol Review Implementation Team (ARIT) was established in October 2017 following release of the *Alcohol Policies and Legislation Review* final report (the Riley Review).

ARIT collaborates with government agencies and coordinates the implementation of various alcohol policy and legislation reforms arising from Government's formal response to the Riley Review. ARIT reports to the Alcohol Review Implementation Steering Committee to ensure policy is workable, effective and minimises alcohol-related harm in the Northern Territory.

Reports setting out the progress of the initiatives of the Alcohol Harm Minimisation Action Plan 2018-2019 and each of the Riley Review's 220 recommendations are released every six months. The first progress report was released in August 2018, the second in February 2019. The third and final progress report will be released in August 2019.

Key achievements in 2018-19

- ARIT engaged stakeholders, industry, community groups and health organisations over 300 times across the Northern Territory, bringing the total number of meetings to over 1000 since 2017-18. ARIT also conducted extensive industry and community engagement across the Northern Territory with stakeholders to discuss the Liquor Act rewrite including meetings in Alice Springs, Katherine, Tennant Creek, Nhulunbuy, Palmerston and Darwin.
- Introduction of the Liquor Bill 2019 in the May 2019 Sittings of the Legislative Assembly.
- Monthly publication of alcohol-related data based on five key alcohol indicators to inform evidence-based government policy.
- The Northern Territory won the *National Alliance for Action on Alcohol* award for most progress in alcohol policy development in 2018 in recognition of the initiatives achieved under the Alcohol Harm Minimisation Action Plan 2018-2019.

Priorities for 2019-20

- Release the final *Alcohol Harm Minimisation Action Plan 2018-2019* Progress Report in August 2019.
- In collaboration with agencies across government, coordinate the implementation of a range of measures including:
 - the rewrite of the *Liquor Act 1978* – passage of the Liquor Bill 2019 through the Northern Territory Parliament, and
 - updating the Northern Territory Liquor Regulations following extensive stakeholder engagement with industry and non-government organisations.
- Finalisation of ARIT with ongoing implementation transferring to the relevant agencies.

More than 80 recommendations from the Northern Territory Alcohol Policies and Legislation Review will be complete with the commencement of the new *Liquor Act 2019* and Liquor Regulations in late 2019.

Hydraulic Fracturing Inquiry Implementation

In April 2018 the Northern Territory Government accepted all recommendations of the Final Report of the Scientific Inquiry into Hydraulic Fracturing in the Northern Territory (the Inquiry), determining that hydraulic fracturing of onshore unconventional shale gas reservoirs may proceed under very strict conditions and in tightly prescribed areas. The Government then established the Hydraulic Fracturing Inquiry Implementation Taskforce (HFIIT) in response to a recommendation of the Inquiry, which replaced the Taskforce that had supported the Inquiry and production of its final report. The HFIIT was established to provide whole of government coordination, facilitation and monitoring, to deliver on the Government's objective to implement the recommendations in a clear, timely and transparent way, and implement specific recommendations allocated to DCM.

Key achievements in 2018-19

- Developed a whole of government implementation plan detailing how and when the recommendations from the Inquiry will be implemented. The plan was released in July 2018. Further, HFIIT established the Onshore Shale Gas Community and Business Reference Group (CBRG), and provided secretariat support for four quarterly meetings of the group.
- Established and then upgraded a dedicated shale onshore gas website to publish progress reports, community bulletins, records of CBRG meetings, independent assessment of progress by the Independent Officer and facts, information and links related to the onshore gas industry.
- Established arrangements with the Commonwealth Government and the Commonwealth Scientific and Industrial Research Organisation (CSIRO) to partner with line agencies to:
 - Implement specific recommendations such as industry codes of practice
 - Refine existing mechanisms such as compliance and monitoring strategies, and
 - Develop a framework for undertaking pre-development environmental baseline studies.

- Delivered briefings as requested to town councils, regional economic development committees, industry associations, and interest groups.
- Provided strategic advice to the Chief Minister and Cabinet across a wide range of public policy issues relating to the onshore shale gas industry and the implementation of the recommendations from the Inquiry.
- Coordinated implementation of 50 of the 135 recommendations from the Inquiry by June 2019.

Priorities for 2019-20

- Complete a framework for undertaking a Strategic and Regional Environmental Baseline Assessment (SREBA), and supported all recommendations to allow exploration to commence.
- Confirm and fully implement the governance and delivery arrangements for the commencement of the SREBA for the Beetaloo sub-basin.
- Finalise the requirements for the data portal to support ongoing operational reporting requirements, and the publication of new data produced by SREBA studies.
- Develop information on the implementation program and broader opportunities for Aboriginal Territorians arising from the onshore shale gas industry, which may include the use of interpreter services.
- Support other areas of the department charged with implementing recommendations such as an environmental offset policy, and working with the Commonwealth to address greenhouse gas emissions from the development of the onshore gas industry in the Northern Territory.
- Provide strategic advice to the Chief Minister and Cabinet across a wide range of public policy issues relating to onshore shale gas and the Inquiry recommendations.
- Oversee across government implementation of the remaining 85 Inquiry recommendations, undertaking a phased approach prioritising Stage 2 recommendations to be completed prior to exploration recommencing, and then progressing Stage 3 recommendations to be implemented in preparation for production.

Output: Regional Coordination and Aboriginal Affairs

- Work across agencies to lead and drive the delivery of strategies and actions to improve coordination and development outcomes within the regions.
- Lead the implementation of the Darwin City Deal and the revitalisation of Alice Springs town centre, in partnership with government agencies, key stakeholders, local government and the Commonwealth.
- Coordinate and lead the development and implementation of the Territory's Aboriginal Affairs policy, including ensuring land and sea ownership delivers on the economic and social aspirations of Aboriginal Territorians, implementation of the government's local decision-making agenda in partnership with Aboriginal organisations, and progressing Treaty in the Territory.

Key performance indicators	2018-19 KPI	2018-19 actual
Client satisfaction	>85%	81%*
Grant payments within agreed timeframes	>90%	>90%
Regional Coordination meetings	60	58**

*A strong customer focused approach has been prioritised within the Regional Network and Aboriginal Affairs division and at the local level to address client satisfaction within the output. Processes and systems have been established to enable timely responses to information requests.

**The number of Regional Coordination meetings was less than forecast as three meetings were cancelled.

Regional Network

The Regional Network supports all levels of government, regional stakeholders and Aboriginal communities in the implementation of Northern Territory Government priorities, responding to regional town and community concerns, and facilitating growth and development in regions and remote communities.

The regional executive directors provide whole of government leadership across their region, coordinating government and non-government effort on key regional and remote priorities. Each regional executive director chairs Regional Coordination meetings to support delivery of these objectives. DCM has a legislative responsibility to coordinate emergency preparedness and recovery and the Regional Network plays a key role in this responsibility.

DCM's network has five regions, each led by a Regional Executive Director:

- Darwin (Top End region)
- Nhulunbuy (East Arnhem region)
- Katherine (Big Rivers region)
- Tennant Creek (Barkly region), and
- Alice Springs (Central Australia region).

Local Decision Making Grants Program

The Regional Network administers the Local Decision Making (LDM) Grants Program, which provides assistance for applicants to:

- improve governance structures, including legal status and management of governance arrangements
- build leadership, governance / board member skills and expertise
- improve operational rigour, including financial accountability, project management, HR and procurement expertise
- contribute to community capacity building, including civic and cultural pride, and
- enhance community input into decision making related to service delivery.

The strategic targeted initiatives were identified as having significant potential to create enhanced governance and capacity building outcomes, with a focus on initiatives being complementary to the Local Decision Making policy. Local Decision Making Grants in 2018-19 are outlined in Appendix 1.

Shared priorities of the Regional Network unit for 2019-20

- Continue to lead and coordinate whole of government priorities and initiatives that drive economic and social development in regional and remote communities.
- Support development and implementation of the Aboriginal Affairs Strategy.
- Lead implementation of Local Decision Making in partnership with regional and local organisations and community leaders.
- Facilitate the establishment of Children and Families Regional Committees.
- Support implementation of outcomes from the *Detention and protection of children in the Northern Territory* Royal Commission.
- Support implementation and coordination of youth activities.
- Promote safety of public places.

Top End

The Top End Region's footprint includes West Arnhem, West Daly, Palmerston and Tiwi Islands. The Top End team works with other agencies and stakeholders to align government and community priorities and effectively implement quality programs, policies and initiatives to achieve outcomes across the Top End region.

West Arnhem

Key achievements in 2018-19

- Established the Gunbalanya Steering Committee (GSC) with an aim to reduce crime and assist community leaders to provide diversion to young offenders. The GSC provides a forum for community stakeholders and traditional owners to voice their concerns and seek action on government and community priorities.
- Provided leadership and support with the delivery of the 2018-19 Children and Families Community Fund in Maningrida and Gunbalanya. The fund provides \$260,000 a year to support improved outcomes for children aged 0 to 5 and their families.
- Chaired the Jabiru Futures Steering Committee to support the Traditional Owner's vision for Jabiru to successfully transition from a mining town to a government services and tourism hub for the West Arnhem region.
- Commenced implementation of the Northern Territory's \$135.5 million commitment to the future of Jabiru. \$216 million in complementary funding from the Commonwealth was secured for upgrades across Kakadu National Park and supporting Jabiru's transition to a tourism-based economy.
- Commissioned Ekistica as an independent energy advisor to provide consultancy services for the future supply of electricity in Jabiru.
- The Northern Territory Government in cooperation with the Gundjeihmi Aboriginal Corporation established Jabiru Kabolkmakmen Limited (JKL), a jointly owned company to support the transition of Jabiru and facilitate social and economic benefits for Jabiru, West Arnhem Land and Kakadu.

Priorities for 2019-20

- Advance Maningrida and Gunbalanya Law and Justice Leadership group which aims to work with key stakeholders to formalise a partnership with the Commonwealth and Northern Territory Government to reduce community crime rates.
- Sign a Memorandum of Understanding with the Commonwealth Government, Gundjeihmi Aboriginal Corporation and Energy Resource Australia to support a shared commitment from all parties to the future of Jabiru and Kakadu National Park.
- Progress implementation planning to support the Northern Territory and Commonwealth governments' investment and to leverage further investment (including private investment) in Jabiru and Kakadu National Park.

West Daly

Key achievements in 2018-19

- Established the West Daly Region Service Group meetings to facilitate coordination and collaboration across the three tiers of government to deliver on agency service priorities in the region.
- Signed a Local Decision Making Statement of Commitment with the Chief Minister and relevant delegates from the Thamarrurr Region.
- Developed a Local Decision Making Multi Partnership Agreement with Green River Aboriginal Corporation.
- Supported the planning for the establishment of the West Daly Region Business Centre in Wadeye. This infrastructure will be Aboriginal owned and operated and provide a central office space for government agencies.
- Supported the locally driven Community Safety Committee, which is representative of community and local service providers to reduce anti-social behaviour.

Priorities for 2019-20

- Continue to work closely with the Department of Local Government, Housing and Community Development to deliver on the *Room to Breathe and Homebuild NT* initiatives.
- Develop and finalise a Local Decision Making multi-agency partnership agreement between the Northern Territory Government, Commonwealth Government and the Thamarrurr Region stakeholders recognising the region's aspirations and priorities for economic and social advancement.
- Support the Reform Management Office to develop a Child and Family Centre in Wadeye. The centre will support the ongoing work of Da Ngimalmin which is aligned, and complementary to, the child and family centre model.
- Finalise and sign the Green River Aboriginal Corporation Local Decision Making Multi Agency Partnership Agreement between the Northern Territory Government and Commonwealth Government.
- Finalise Aboriginal ownership arrangements for the development of the Northern Territory Government's West Daly Region Business Centre.

Palmerston and Tiwi

Key achievements in 2018-19

- Worked with relevant agencies ensuring collaboration frameworks and coordination mechanisms exist, to enable the system to respond more effectively to youth crime and antisocial behaviour, including provision of leadership and support with cross agency delivery of *Breaking the Cycle of Crime* and *Back on Track* initiatives in Palmerston.
- Provided leadership and support to the delivery of the 2018-19 Children and Families Community Fund. The fund provides \$10.26 million per year to existing child and family centres to support improved outcomes for children aged 0 to 5 and their families.
- Supported development and delivery of the *Palmerston Youth Action Plan 2019-2020*. The plan is community driven and co-designed through the Local Action Group.

- Partnered with the City of Palmerston to develop the Palmerston Local Economic Plan. The plan aims to identify and position Palmerston to capitalise on the growth in demand for agribusiness, energy and minerals, international education, education, training and tourism into the next ten years.
- Supported the City of Palmerston to develop and deliver the inaugural Palmerston Youth Festival.
- Provided coordinated leadership and support to the development and delivery of the school holiday program in Palmerston.
- Worked collaboratively with Tiwi Plantations Corporation to maximise local employment and other opportunities from the plantation's operation.
- Worked with the Department of Trade, Business and Innovation to support key Tiwi owned enterprises with funding to build capacity in governance and local decision-making frameworks.

Priorities for 2019-20

- Provide leadership and support to deliver the 2019-20 Children and Family Community fund.
- Support the City of Palmerston with the implementation of actions and objectives identified in the Palmerston Local Economic Plan.
- Support the Local Action Group with the implementation of actions and objectives identified in the Palmerston Youth Action Plan.
- Support the delivery of key Northern Territory Government commitments identified in the *Back on Track* and *Breaking the Cycle of Crime* priority projects.
- Work with the City of Palmerston and other stakeholders to identify and pursue opportunities to attract and support family-focused events, activities and programs in Palmerston.
- Work with the Tiwi Land Council and the Tiwi Islands Regional Council to identify and pursue local priorities for Local Decision Making on the Tiwi Islands through a Statement of Commitment.
- Work collaboratively with Tiwi Plantations Corporation to maximise local outcomes including increased local employment from its operations.

Nhulunbuy

Key achievements in 2018-19

- Implementation of Local Decision Making (LDM) policy in East Arnhem in partnership with regional and local organisations and community leaders including:
 - signing of the Yolngu Region LDM Partnership on 30 May 2019.
 - leading the development of the landmark Groote Archipelago LDM Agreement between the Northern Territory Government and Anindilyakwa Land Council (ALC), signed by the Chief Minister on 14 November 2018.
 - the first three Implementation Plans that set out the necessary steps to transition control of decision making and service delivery to Anindilyakwa organisations in the areas of housing, economic development and law, justice and rehabilitation were signed on 19 June 2019, and
 - signing of the Djalkiripuyngu (Blue Mud Bay) LDM Statement of Commitment, which includes a commitment to support the Djalkiripuyngu Development Strategy.
- Continued to strengthen and improve the East Arnhem whole of government coordination and cooperative arrangement including:
 - the East Arnhem Northern Territory agencies Regional Coordination Committee and broader East Arnhem Strategic Coordination Committee which includes the Northern Territory and Commonwealth governments and key regional stakeholders, to strategically approach regional and priority social outcomes challenges in the East Arnhem region, and
 - continued support for the Groote Eylandt Executive Steering Committee with the Anindilyakwa Land Council and the Commonwealth Government, including the placement of a Regional Director for the Groote Eylandt Archipelago region.
- Continued to provide joint leadership and support with the Department of Trade, Business and Innovation to the East Arnhem Regional Economic Development Committee including the development and implementation of regional projects to drive diversification and growth of the regional economy. Project highlights included:
 - advancing the Arnhem Space Centre regulatory approval processes and securing NASA for a rocket launch campaign in 2020

- Supporting Developing East Arnhem Limited and the Commonwealth Government to jointly fund a new \$8 million tourism precinct at the Gove Port
 - working with a range of Aboriginal and non-Aboriginal businesses in the region to support industry and business growth in the tourism, forestry and service sectors, and
 - working with the Commonwealth Department of Health and regional stakeholders to secure land in Nhulunbuy for the new 30 bed residential aged care facility.
- Established a Territory Families, Regional Youth Programs Coordinator position based within DCMs East Arnhem regional office to coordinate government and non-government organisations to develop an Aboriginal led youth development strategy for the region.
 - Leading the Northern Territory Government role in the development of the Gove Peninsula Futures working group, announced by the Chief Minister on 30 May 2019.

Priorities for 2019-20

- Continue to drive and facilitate the effective rollout of the Northern Territory Government's LDM initiative in East Arnhem including:
 - ongoing support to the newly established Yolngu Region LDM working group under the Yolngu Region LDM Partnership and advancing the agreed work plan
 - progressing negotiations with Blue Mud Bay leaders on the Djalkiripuyngu LDM Agreement
 - supporting the development of the next two Groote Archipelago Local Decision Making Implementation Plans in the areas of education and health by 30 June 2020 and ensuring the three signed Implementation Plans are progressing as agreed, and
 - further LDM engagement in the Miwatj (Yirrkala and homelands region), Miyarrka (Gapuwiyak region), Gatjirrk (Milingimbi region) and Rawarrang (Ramingining region).
- Develop the Regional Action Plan for East Arnhem.
- Continue to support the regional Yolngu and Anindilyakwa led youth development strategies.
- Continue to work with relevant stakeholders to plan for the future of the two mining towns in the region.
- Support the implementation of major infrastructure projects for the region including the \$225 million Central Arnhem Road upgrade (including the Arnhem Arterial Road Strategy), Gove Port diversification strategy and remote housing program.

- Continue to improve coordination and cooperation across Northern Territory agencies, other tiers of government, the land councils and regional and local service providers.
- Continue to support a range of economic initiatives in the region including:
 - the East Arnhem Land Owner Prospectus and Blue Mud Bay enterprise projects
 - the Arnhem Space Centre, and
 - tourism, forestry, fishing and aquaculture and human services industry development plans.

Big Rivers

Key achievements in 2018-19

- Developed, coordinated and implemented Multi-Agency Partnership Initiatives and Guiding Principle Agreements between the Northern Territory Government and National Indigenous Australians Agency with Yugul Mangi Development Aboriginal Corporation, Jawoyn Association Aboriginal Corporation and Gurindji Aboriginal Corporation.
- Coordinated the development of Multi-Agency Partnership initiatives and Guiding Principle Agreements between the Northern Territory Government and the National Indigenous Australians Agency with Walangeri Ngumpinku Aboriginal Corporation and Kalano Community Association Inc.
- Supported the Walangeri Ngumpinku Aboriginal Corporation with the development of its 2019-2021 Strategic Plan, and the engagement and appointment of a transitional manager to support the corporation's capacity and capability.
- Supported the Kalano Community Association Inc., Territory Families (TF) and the Reform Management Office with the coordination and development of community led services in the Katherine Youth Outreach Transport Service, Katherine Transport Service and a Katherine Child and Family Centre.
- In partnership with the community-led Youth Interagency Tasking and Coordination Group, coordinated and funded locally informed school holiday programs, targeting at-risk young people between the ages of 10-17.
- Collaborated with Kalano Community Association to implement the pilot of the late night Katherine Youth Outreach and Transport Service.

Priorities for 2019-20

- Progress the implementation of Local Decision Making Multi-Agency Partnership initiatives and opportunities throughout the Big Rivers Region with a focus on the Walangeri Aboriginal Corporation and the Kalano community Association Inc.
- Continued support in the coordination of government and non-government partners to develop holistic and innovative school holiday programs.
- Support the Reform Management Office with the coordination of current and future Child and Family Centres in Ngukurr, Katherine and Kalkarindji.
- Continue to provide chair and secretariat functions to the Katherine PFAS Community Consultation Group and support the Department of Defence and the Department of Health with community engagement and awareness activities related to the detection of PFAS in ground water.
- Working with Katherine Town Council and the Department of Infrastructure, Planning and Logistics to deliver the CBD Revitalisation Project and the Sports Grounds Masterplan.
- Continue to support the Kalano Community Association Inc., Territory Families and the Reform Management Office with the coordination the Katherine Youth Outreach Transport Service, Katherine Transport Service and a Katherine Child and Family Centre.

Barkly

Key achievements in 2018-19

- Signing of the Barkly Regional Deal, a partnership with Barkly Communities, the Northern Territory Government, the Commonwealth and the Barkly Regional Council that delivers a \$78.4 million package of 28 economic, social and cultural initiatives to be implemented across the Barkly Region over a 10 year period.
- The Barkly Regional Deal Interim Governance Group commenced implementation of five identified priority areas, and, underpinned by Local Decision Making, will engage with communities across the Barkly to implement initiatives through specific working groups.
- Collaborative arrangements with key government agencies and Aboriginal community organisations for the development of a community plan for Wogyala community.
- Completed consultations and community meetings in each community in preparation for the Barkly Regional Deal remote community governance model, community planning, identifying immediate needs and priorities and establishing Local Decision Making communications for each community.
- In response to incidents of conflict in Ali Curung and Tennant Creek town camps, established a mediation presence in partnership with the Commonwealth, to engage with stakeholders and community members to address immediate and ongoing issues and develop and promote a peacemaking framework and formalised conflict management protocols.
- Commissioned an audit of the social services investment into the Barkly Region to inform a comprehensive understanding of the funding, programs and their social and economic outcomes for improved service delivery.

Priorities for 2019-20

- In partnership with the Regional Deal Backbone Team, undertake regional consultations of a Regional Governance Model in order to establish a representative governance model for the implementation of the Barkly Regional Deal.
- Support the coordination and delivery of the Mining and Energy Services Forum to identify potential business and workforce development opportunities in the mining and energy resource industries within the Barkly Region.
- In partnership with Northern Territory Police facilitate Northern Territory Government support to identify and implement solutions to local community safety issues through a refreshed Community Safety Action Plan.
- Coordination of Tennant Creek Senior Leaders and stakeholder organisations to identify and support community led strategies to address incidents of conflict and support ongoing initiatives that build on the skills, strategies and training within the Town Camp Mediation Framework.
- Lead the service delivery planning and implementation of the Tennant Creek Child and Family Centre in partnership with a coalition of Aboriginal community controlled organisations, the Reform Management Office and the Department of Education.
- Develop, in partnership with the Barkly Leadership Table, a collaborative approach to service delivery to the region to deliver improved coordination, governance, and measurement of shared outcomes that address identified priorities.

Central Australia

Key achievements in 2018-19

- Coordinated successful whole of government programs for young people throughout the period including school holiday programs across the year that saw over 16,000 attendances, and coordinated full implementation of the *Breaking the Cycle's* seven new initiatives and alignment with 22 complementary existing initiatives.
- Ensured traditional owners and local Aboriginal voices and views are heard within the Northern Territory Government through ongoing discussions with Lhere Artepe Aboriginal Corporation (LAAC).
- Implemented recommendations of the Inland Capital Committee ensuring close collaboration between the Alice Springs Town Council and the Northern Territory Government to activate the Alice Springs central business district (CBD) through progressing tenders for the design of shading and greening of the CBD, a lighting masterplan, and safe zones.
- Established a Local Decision Making (LDM) Commitment Agreement with Tangentyere Council Aboriginal Corporation (TCAC) and provided \$89,000 in grants to progress LDM initiatives:
 - entered into a funding agreement for \$0.5 million to support an LDM project at Irrkerlantye with a Commitment Agreement under development, and
 - held initial LDM discussions with all 24 major remote communities in Central Australia, and with Aboriginal corporations including Western Desert Nganampa Walytja Palyantjaku Tjutaku Aboriginal Corporation (Purple House), Warlpiri Youth Development Aboriginal Corporation and Ngurratjuta/Pmara Ntjarra Aboriginal Corporation.
- Continue to prioritise and provide a platform for the views of traditional owners and local Aboriginal people to inform and guide government decision-making processes where their country and lives are impacted by those decisions as a matter of standard government procedure, consistent with LDM principles. This includes ongoing work with LAAC and progression of an Indigenous Land Use Agreement that incorporates key areas and projects of significance to LAAC; and inclusion of clauses in contracts administered by DCM, requiring Aboriginal employment as per the CBD Security Patrol contract with Talice Security.
- Support and foster Aboriginal led initiatives within the Northern Territory Government's agenda such as the Aboriginal Youth Outreach Service, and Kids are Safe – walking together with young people.
- Advance Local Decision Making in the region through progressing a heads of agreement with TCAC.
- Establishing further Commitment Agreements with communities and Aboriginal Corporations including Irrkerlantye, Ngurratjuta/Pmara Ntjarra Aboriginal Corporation and Purple House.
- Working with Empowered Communities NPY (Ngaanyatjarra, Pitjantjatjara and Yankunytjatjara) and the National Indigenous Australian Agency to develop a multi-agency LDM agreement in the NPY lands.
- Progress stage two of the CBD revitalisation recommendations of the Inland Capital Committee.
- Implement the Youth Action Plan and continue to coordinate youth programs and support service providers to provide comprehensive school holiday and major events program coverage for young people.
- Continue to coordinate, across government, non-government, volunteer organisations and business stakeholders, logistical needs for over 30 annual major events in Alice Springs.

Priorities for 2019-20

- Maintain and foster cross-government collaboration to increase Northern Territory Government capacity to deliver outcomes in respect of complex issues impacting on the behaviour of young people, local decision making and the revitalisation of the Alice Springs CBD agendas.

City Deals

The Darwin City Deal was signed between the Commonwealth, Northern Territory Government and the City of Darwin on 16 November 2018. The deal is a 10 year plan to realise the vision of a vibrant, connected, activated Darwin city centre that includes the development of an Education and Civic Precinct in the city.

Key achievements in 2018-19

- The signing of the City Deal on 16 November was a culmination of 18 months of collaboration between the City Deal partners, and was an example of the three tiers of government working together to help secure future prosperity and liveability of Darwin. The Department of the Chief Minister (DCM) led the City Deal negotiations on behalf of the Northern Territory Government, with support from the Department of Trade, Business and Innovation, the Department of Infrastructure, Planning and Logistics and the Department of Tourism, Sport and Culture. Highlights included:
 - comprehensive public and stakeholder consultation, including a CBD Expo held in December 2018 that attracted more than 3,000 attendees and showcased all of the significant City Deal initiatives
 - place based commitments, which included an Iconic Education and Civic Precinct to be built on the site of the Cavenagh Street Car Park, the upgrade and revitalisation of State Square, a new Art Gallery, and unlocking the potential of the Harbour foreshore
 - city-wide commitments which included the delivery of the Switching on Darwin 'Smart City' project, supporting Larrakia culture, boosting the visitor economy, integrated city-wide planning and support for the local workforce, and

- establishment of Activate Darwin, a new entity to strategically manage activation, events, promotion and city revitalisation initiatives. Activate Darwin has a 12-member independent advisory board. Activate Darwin has already initiated a large number of events and activations, supporting major events such as the Greek Glenti, Arafura Games, Italian Festival and Supercars with pop up promotional activities in the city. The Advisory Board is progressing a large number of proposals for red tape and regulation reform, and for transforming public spaces with a focus on safety and security, public realm improvement and vibrancy.

Priorities for 2019-20

- Continue to work with the Commonwealth and the City of Darwin to progress City Deal key initiatives. In particular, planning work will commence for the iconic Education and Civic Precinct, the Darwin Urban Living Lab will be established, and DCM will support Department of Infrastructure, Planning and Logistics in progressing infrastructure projects as part of the Government's major initiative to cool and green Darwin's city centre. These projects include the redevelopment of State Square.
- Activate Darwin will continue to develop and implement events, activation and marketing of Darwin city. This will include the delivery of the Laneway Series events, the Darwin Street Art Festival, activation around the Bruce Munro: Tropical Light exhibition and cruise ship visits.

Office of Aboriginal Affairs

The Office of Aboriginal Affairs (OAA) is responsible for supporting the Northern Territory Government's significant Aboriginal Affairs priorities through strategic Aboriginal policy matters, key projects, meaningful engagement and partnerships.

OAA comprises two business units, Aboriginal Affairs Strategic Partnerships and Strategic Aboriginal Policy.

Aboriginal Affairs Strategic Partnerships

Aboriginal Affairs Strategic Partnerships (AASP) champions the Northern Territory Government's commitment to empowering Aboriginal people and changing the way government does business through strategic partnerships, engagement and providing advice on Aboriginal Affairs matters impacting Aboriginal people, Aboriginal organisations and communities.

AASP provides secretariat support to the Aboriginal Affairs Sub-Committee of Cabinet, and works with community to strengthen Aboriginal leadership, governance and capacity building aspirations through priorities such as the Northern Territory Aboriginal Leadership and Governance Forum, delivery of the Remote Aboriginal Governance and Capacity Building and Celebrating Aboriginal Culture grant programs and the First Circles Leadership Program.

First Circles Leadership Recognition Ceremony

A First Circles Leadership Recognition Ceremony was held in May 2019, at Parliament House, to coincide and celebrate the leadership journey of 16 Aboriginal emerging leaders from remote communities across the Territory. The emerging leaders completed the First Circles Leadership Program, with a presentation to Cabinet.

The program brings new voices to the conversation to ensure Aboriginal people from remote areas remain engaged and can confidently and directly speak to and influence government about matters affecting their lives, their families and communities.

First Circles is an annual program offered to Aboriginal participants, from remote communities, who nominate through an expression of interest process. The program is about identifying, mentoring and supporting the next generation of Aboriginal leaders with a strong focus on remote leadership.

Northern Territory Aboriginal Leadership & Governance Forum (Alice Springs)

The Northern Territory Aboriginal Leadership and Governance Forum is a premier event hosted by the Office of Aboriginal Affairs, and will be held annually in Alice Springs. It commenced in May 2018 and is expected to grow, with up to 200 participants anticipated at the second forum. The one day forum brings together emerging and established Aboriginal leaders to discuss challenges and opportunities with locally led leadership and governance through a mix of key note speakers, panel discussions, presentations and network opportunities.

Key achievements in 2018-19

- Appointment of the Northern Territory Treaty Commissioner, Professor Dodson AM, following an expression of interest process initiated through the agreed Memorandum of Understanding between the Northern Territory Government and the four Northern Territory Aboriginal land councils (Northern Land Council, Central Land Council, Tiwi Land Council and the Anindilyakwa Land Council).
- Delivered four First Circles emerging leaders' workshops in September, November, March and May 2019, concluding with a presentation to Cabinet Ministers and recognition ceremony at Parliament House.
- Provided secretariat support for six Aboriginal Affairs Sub-Committee of Cabinet meetings, including meetings held at Gapuwiyak and Wurrumiyanga.
- Prepared for the second Northern Territory Aboriginal Leadership and Governance Forum, hosted by the Office of Aboriginal Affairs, in partnership with Australian Institute Company Directors, Aboriginal Peak Organisations of the Northern Territory and Office of the Registrar of Indigenous Corporations.
- Supported the commemoration of the 90th anniversary of the Coniston Massacre, held at Yurrkuru in Central Australia on 24 August 2018.
- Continued to develop the Celebrating Aboriginal Culture (Australia Day) Consultative Grant Program, and support the Committee to explore options to meaningfully celebrate Aboriginal culture, language and history while recognising Aboriginal people's contribution to our national identity.
- Implemented a revised Remote Aboriginal Governance and Capacity Building Grant Program through an open public round, which supported up to 15 organisations and community groups on their local decision making pathway.
- Attended and contributed to significant Aboriginal events to raise awareness and engage on matters impacting Aboriginal people's lives through National Aboriginal and Torres Strait Islander Day Observance Committee (NAIDOC) celebrations, Gurindji Freedom Day, Barunga and Garma Festivals.

Priorities for 2019-20

- Release the Northern Territory Aboriginal Affairs Strategy in alignment with a refresh of COAGs *Closing the Gap* framework.
 - Work with the independent Treaty Office on matters that support the engagement of Aboriginal Territorians and the wider community in the Treaty discussion process.
 - Strengthen the First Circles Leadership Program, and explore strategic partnerships to create leadership pathways and ongoing mentoring opportunities.
 - Explore growing the annual Northern Territory Aboriginal Leadership and Governance Forum to a two day forum to be held in Alice Springs.
 - Work in partnership with community to support the National NAIDOC Awards and Ceremony to be held in Alice Springs in 2020.
 - Advance the commemoration of past injustices through the annual recognition of massacre sites throughout the Territory, while continuing to evolve Australia Day to ensure it meaningfully acknowledges, recognises and celebrates Aboriginal culture and Aboriginal people's contribution to our national identity.
 - Increase communications and develop platforms to support regular newsletters, a user-friendly website and image gallery refresh.
- Finalised hearings in three of the remaining ten unheard *Aboriginal Land Rights (Northern Territory) Act 1976* land claims, and commenced hearings before the Aboriginal Land Commissioner in another three claims.
 - Coordinated Northern Territory Government participation in the Biannual Strategic Forum with the Commonwealth and four Northern Territory land councils to build strong and productive relationships between all parties to progress strategic initiatives and reforms.
 - Coordinated and convened the Aboriginal Land Chief Executive Officers' Working Group meetings in August 2018 and February and May 2019.
 - Completed the *Aboriginal Land and Native Title explained* web-based information products project.
 - Launched online training modules explaining native title and the *Land Rights Act 1976* in plain language for Northern Territory Government employees.

Strategic Aboriginal Policy

Strategic Aboriginal Policy (SAP) takes a leading role in whole of government strategic policy development, implementation and advice. The unit focuses on addressing current and emerging Aboriginal affairs strategic policy at a Territory and national level. It coordinates the development and implementation of whole of government policies that relate to land and sea ownership, delivering on the economic and social aspirations of Aboriginal Territorians. This includes providing strategic policy advice in relation to the operation of the *Aboriginal Land Rights (Northern Territory) Act 1976* (Cth) and the *Native Title Act 1993* (Cth) in the Territory.

Key achievements in 2018-19

- Finalised and launched the Northern Territory Aboriginal Land and Sea Action Plan.
 - Finalised a further four native title claims by agreement and on-country ceremonial Federal Court determinations, including the townships of Pine Creek, Jabiru and Larrimah.
- Continue to coordinate implementation of the actions in the Northern Territory Aboriginal Land and Sea Action Plan.
 - Following consultation, finalise the refreshed Aboriginal Affairs Strategy and coordinate implementation of the actions from the Strategy.
 - Continued resolution of outstanding Aboriginal land claims:
 - ongoing implementation of the Kenbi Framework Deed, including ILUA Registration and resolution of remediation issues to enable the final remaining areas of land under claim to be handed over as freehold to the Larrakia Development Corporation and the Kenbi Land Trust respectively
 - continue negotiations with the Northern Land Council to resolve the 23 outstanding beds and banks of rivers and intertidal zone land claims
 - instruct the Solicitor for the Northern Territory on remaining land claim hearings regarding evidence of traditional ownership and potential Northern Territory Government detriment, and
 - continue to assist with negotiations with the Northern Land Council to resolve intertidal access issues associated with the Blue Mud Bay decision.
 - Resolution of outstanding native title applications, providing information, and policy guidance to Northern Territory Government departments in relation to existing native title proceedings and proposed future acts.
 - Continued development and implementation of a Northern Territory Government Strategic Native Title Policy framework.
 - Participate in key Northern Territory Government reviews and policy developments in collaboration with other Northern Territory Government agencies.

Priorities for 2019-20

Output Group – Government Business Support

Outcome:

Efficient and effective support of Executive Government.

Output: Support to Ministers and Leader of the Opposition

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

Key performance indicators	2018-19 KPI	2019-19 actual
Client satisfaction	>85%	100%

Protocol NT

Protocol NT facilitates interaction between Northern Territory Government officials and a range of local, national and international stakeholders by providing operational advice, support and hospitality services to the Chief Minister, Ministers and Leader of the Opposition.

Key achievements in 2018-19

- Facilitated 109 official receptions and events hosted by Northern Territory Government ministers, supported visits by 35 ambassadors, high commissioners and consuls general, and other dignitaries and visiting VIPs from various countries.
- Assisted the Commonwealth Department of Foreign Affairs and Trade with the Foreign Minister's Heads of Mission visit to Darwin, which included 85 foreign Ambassadors, Consul-Generals and Charge d'Affairs.
- Arranged the inaugural visit to the Northern Territory by the new United States Ambassador, Arthur B. Culvahouse Jr.
- Coordinated the visit to the Northern Territory of His Excellency Mr Shinzo Abe, Prime Minister of Japan and Mrs Abe.
- Assisted with the Opening and Closing Ceremony events associated with the 2018 Alice Springs Masters Games, and provided ceremonial advice, support and assistance with the Opening and Closing Ceremonies for the 2019 Arafura Games.

Priorities for 2019-20

- Enhance government, business and community ties through effective public communication of protocols, standards and principles.
- Continued facilitation of the interaction between Northern Territory Government officials with a broad range of local, national and international protocol and ceremonial requirements.
- Ensure protocol standards, procedures and policies are clearly articulated.

Output: Support to the Administrator

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

Key performance indicators	2018-19 KPI	2018-19 actual
Client satisfaction	>90%	100%
Number of internal and external community engagements supported by Government House to meet the Administrator's intent	625	630

Support to the Administrator of the Northern Territory

Government House

Government House provides administrative, secretariat, hospitality and ceremonial support to the Administrator of the Northern Territory and maintains the historic Government House estate, including the Offices of the Administrator. It has a unique role and a small but diverse workforce performing functions including:

- delivering strategic and effective governance and management arrangements in support of the official statutory and ceremonial duties of the Administrator
- providing a high level of impartial advice and service delivery to the Administrator
- delivering a civic and diplomatic program that highlights and promotes Northern Territory business, culture, community and trade through hosted hospitality, travel and attendance at events
- ensuring efficient and effective stewardship of the Government House estate, including the Offices of the Administrator, in accordance with heritage requirements and approved capital works and maintenance programs, and
- educating and informing Territorians and visitors to the Northern Territory about the official role of the Administrator.

Government House is the official residence of the Administrator and maintained at a standard appropriate to a vice-regal office, for the benefit of the people of the Northern Territory and visitors.

Key achievements in 2018-19

- Successful coordination of an audience with The Queen by an Administrator of the Northern Territory for the first time in three decades, and subsequent audience with The Prince of Wales to encourage future engagements and visits to the Northern Territory during Royal Tours of Australia.

- Delivered 630 hosted and attended activities by the Administrator in support and promotion of the Northern Territory. This included 15 intra-state visit programs to remote and rural communities, two interstate and two international visit programs.
- Conducted 145 Courtesy Calls and meetings with community leaders and members at Government House.
- Eight Investiture ceremonies were held for 53 recipients at Government House and in Northern Territory remote communities for appointments within the Australian Honours and Awards system.
- Held two Open Days in support of local community organisations and charities of which the Administrator is Patron, with 2500 Territorians and visitors welcomed to Government House during the two days. Further, 10,000 guests visited Government House, which included visits by school groups, community groups and members of local clubs.

Priorities for 2019-20

- Implementation of the Government House virtual reality tour in partnership with the Department of Education and Charles Darwin University, to engage with young and senior Territorians in remote and rural communities. This will facilitate educating and informing Territorians and visitors about the role of the Administrator and Government House.
- Maintain engagement with the wider Northern Territory community hosting activities at Government House to acknowledge, support and promote the community.
- Continue to support the promotion of the Northern Territory in Australia and overseas through attending and hosting engagements and travel.
- Continue to identify technological advancements, environmentally friendly and economically efficient measures for all activities at Government House, including maintenance requirements.

Output Group – Government Services

- Provide strategic coordination and facilitation, policy advice, and implementation and planning for counter-disaster management and high level security for the Territory.
- 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 the Executive Council.
- Provide legislative drafting services and advice about Bills for Acts, committee stage amendments, subordinate legislation and miscellaneous statutory instruments.

Key performance indicators	2018-19 KPI	2018-19 actual
Client satisfaction	>90%	95%
Cabinet, Cabinet Subcommittee and Executive Council meetings supported	50	94

Cabinet Office and Secretariat Services

Cabinet Office

The Cabinet Office provides procedural, operational and secretariat services to the Northern Territory Cabinet, Cabinet Sub-Committees, Executive Council, the Remuneration Tribunal and provides advice to Northern Territory agencies regarding board remuneration. This includes the programming of Cabinet business and agendas, scheduling meetings, and providing a quality assurance service for Executive Council and Cabinet documentation.

Secretariat Services

The Secretariat manages the coordination of ministerial advice and information between the Department of the Chief Minister (DCM) and ministerial offices and provides high-level support services to the Office of the Chief Executive.

The team has a role in cross-agency liaison and information coordination and assists in meeting DCM's whole of government reporting obligations, including reporting on the implementation of government's election commitments.

Key Achievements for 2018-19

- Provided support for 79 Cabinet and Sub-Committee meetings and 15 Executive Council meetings.
- Engaged the services of a consultant to undertake a triennial strategic review of the Auditor-General's Office in line with section 26 of the *Audit Act 1995*. The Review Report was deemed tabled in the Legislative Assembly in November 2018.
- Engaged an independent auditor to audit the annual accounts of the Auditor-General's Office for three consecutive years commencing 2018-19.
- Provided reports to government and assisted agencies to deliver on the government's election commitment of a 50:50 gender balance on statutory and non-statutory boards and committees.
- Managed the EOI Board Register, which holds registrations of interest from members of the public and Members and Graduates from the Australian Institute of Company Directors, expressing their interest in a board position.
- Publicly released the 1988 Cabinet and Executive Council records
- Provided secretariat functions to the Remuneration Tribunal to conduct its 2019 inquiries.

Priorities for 2019-20

- Provide support for approximately 80 Cabinet and Sub-Committee meetings.
- Provide support for approximately 15 Executive Council meetings.
- Continue to assist agencies to deliver on the government's election commitment to have a 50:50 gender balance on statutory and non-statutory boards and committees.
- Prepare for the 30-year opening of the 1989 Cabinet and Executive Council records.
- Review of Caretaker procedures leading up to the Northern Territory general election in August 2020

Office of the Parliamentary Counsel

The Office of the Parliamentary Counsel (OPC) provides legislative drafting services to the Northern Territory Government and to individual members of the Legislative Assembly including opposition and independent members. The OPC also publishes electronic copies of Bills, Acts, subordinate legislation and reprints on the Northern Territory Legislation website within OPC's publishing timeframes and published on the Northern Territory Government Gazette.

Key achievements in 2018-19

- Drafted 2795 pages of legislation within given timeframes. This included:
 - 40 Government Bills introduced
 - 18 Government Assembly amendments drafted
 - 37 items of subordinate legislation settled, and
 - 548 statutory instruments settled.
- Introduction of several significant and noteworthy pieces of legislation, including the *Electoral Legislation Further Amendment Bill 2019*, the *Liquor Bill 2019*, the *Environment Protection Bill 2019* and the *National Disability Insurance Scheme (Authorisations) Bill 2019*.
- Made legislation available to the public within publishing timeframes. This included 151 items (new and amended legislation titles) published on the Legislation website.
- Participated in activities of the Australasian Parliamentary Counsel's Committee, including attending Committee meetings and the annual IT forum.

Priorities for 2019-20

- Meet increasing demands for legislative drafting services.
- Improve the capacity of OPC to provide high quality legislative drafting and publishing services by:
 - reviewing and improving office processes and systems, particularly in relation to workflow and publishing systems
 - engaging with agencies at all levels to help provide them with the information they need to facilitate their drafting projects, and
 - continuing to improve the capacity of drafters and other staff.
- Actively participate in the Australasian Parliamentary Counsel's Committee to ensure the Territory's interests are represented in relation to national legislative schemes.
- Completion of historical back-capturing project of Bills and Acts from Self-Government.

Security and Emergency Response Team

The Security and Emergency Recovery Team (SERT), represents the Northern Territory on peak advisory bodies for national security and emergency management, providing whole of government strategic coordination of policy development and advice to government.

SERT supports the Territory Recovery Coordinator in planning, preparedness and coordination of recovery efforts, to reduce the impact on the Northern Territory Community, following security and natural disaster emergency events.

Key achievements in 2018-19

- Led the whole of government recovery for Tropical Cyclone Trevor in March 2019.
- Coordinated the deployment of two Northern Territory Government teams and a National Deployment Coordinator from the Department of Health, to assist recovery efforts following the Queensland Floods in February and March 2019.
- Facilitated an exercise to activate the Territory Crisis Coordination Centre to practice and evaluate the Security and Emergency Management Sub-Committee of Cabinet's response to a crisis scenario in the Northern Territory.
- In collaboration with the Commonwealth, continued to work to build capability and resilience to violent extremism, including delivery of the Living Safe Together Intervention Program via the Northern Territory Countering Violent Extremism Framework and Intervention Pathway.
- Developed and published a Northern Territory Government security webpage, SecureNT, which provides relevant and contemporary security information to the public.
- Provide First Minister representation on the Australia-New Zealand Counter Terrorism Committee, Australia-New Zealand Emergency Management Committee, National Identity Security Coordination Group, National Oil Supplies Emergency Committee, and Critical Infrastructure Advisory Council.

Priorities for 2019-20

- Continue to lead whole of government policy development and coordination, contributing to security in the Northern Territory including; protective security, counter terrorism, critical infrastructure, fuel security, national security clearances, national identity security project, overseas travel briefs and Territory Crisis Centre operations.
- Continue to develop and coordinate the Northern Territory Countering Violent Extremism Framework and Intervention Pathway in partnership with key stakeholders across Commonwealth and Northern Territory Government agencies, non-government organisations and community groups.
- Provide ongoing support to Northern Territory Police and the Department of Health (Mental Health) for the development of a Fixated Threat Assessment Capability in the Northern Territory aligned with the Council of Australian Governments (COAG) agreed national model.
- Review the Northern Territory Counter Terrorism Plan.
- Finalise the current round of the Natural Disaster Resilience Program (NDRP) funding for volunteer, not-for-profit and government organisations.
- Work with the Commonwealth to develop an agreed National Disaster Risk Reduction Framework in support of a future disaster-funding model for the Northern Territory.
- Finalise a review of existing Northern Territory emergency management arrangements, including governance and administrative processes of the Territory Emergency Management Council, Senior Officers Group and Functional Groups.
- Finalise the cyclone sheltering framework project and develop a database listing shelters in cyclone affected areas of the Northern Territory.
- Conduct a recovery Discussion Exercise (DiscEx) in order to practice, review and update existing recovery arrangements.
- Continue to provide First Minister level representation on peak national security and emergency management policy advisory bodies.

PFAS Taskforce

Coordinate and lead a whole of government response to PFAS (per- and poly-fluoroalkyl substances) contamination in the Northern Territory, by working closely with Northern Territory Government agencies to develop and implement strategies aimed at minimising the impact of PFAS on the community and the environment.

Key achievements in 2018-19

- Established a dedicated PFAS Taskforce, to work with key stakeholders to deliver a coordinated and proactive response to instances of contamination in the Northern Territory, including the protection of the environment.
- Provided ongoing implementation of the PFAS Intergovernmental Agreement for the Northern Territory. The agreement will assist the ongoing collaboration between the Commonwealth and the State and Territory governments to support communities affected by PFAS contamination.
- Northern Territory Government endorsement of the Northern Territory PFAS Management Strategy, outlining the Government's approach to managing PFAS contamination in the Northern Territory.

Priorities for 2019-20

- Provide ongoing implementation of the Northern Territory PFAS Management Strategy.
- Continue to work with and support the Department of Defence in the implementation of the PFAS Management Area Plan (PMAP) for RAAF Base Tindal.
- Continue to work closely with Northern Territory Government and Commonwealth agencies, including the Departments of the Prime Minister and Cabinet; Health; Environment and Energy; and Defence, to deliver a coordinated and national response to PFAS contamination, appropriate to the Northern Territory context.
- Coordinate ongoing community consultation and stakeholder liaison at a local level in regards to the PFAS contamination.

Output Group – Corporate and Governance

Outcome:

Improved organisational performance through strategic leadership and good governance.

Output: Corporate and Governance

Provide a range of corporate and governance services including financial services, human resource management, information and communication technology (ICT), governance and risk services, and communications and media, to support business operations and the achievement of government objectives.

Output: Shared Services provided

Provide shared corporate and governance services to OCPE and DTF.

Corporate Services

Key achievements in 2018-19

- Implemented a key recommendation in the DCM Organisational Capability Review Report to integrate the Department of Treasury and Finance (DTF) Corporate Support Unit into DCM's Corporate Services division to achieve efficiencies by establishing a larger shared-service delivery model.
- Delivered eleven priority initiatives outlined in the DCM Human Capital Plan, including the establishment and implementation of:
 - the Employee Recognition Framework to recognise staff achievements and team excellence
 - the DCM Business Planning and Performance Reporting Framework to drive consistent planning practices across the agency
 - two new reporting tools to facilitate efficient and regular reporting to the DCM Executive Leadership Team, and
 - the Employee Performance Management and Development Framework, which included a new online *MyPlan* system to facilitate performance and planning conversations.
- Refreshed DCM human resource and finance delegations to empower managers and ensure compliance with legislative obligations.
- Delivered several initiatives outlined in the ICT Forward Work Plan.

Priorities for 2019-20

- Develop and streamline budget and financial management policies and procedures (following integration with DTF Financial Services Team).
- Finalise a Risk Management Framework to improve risk identification and risk management practices and outcomes across agencies.
- Develop and embed the new Conduct and Complaints Unit, including policies and standard operating procedures.
- Implement the remainder of the Human Capital Plan initiatives, including finalising projects in train, such as the Strategic Policy Capability Project.
- Support implementation of ICT projects in the Forward Work Plan.
- Help to shape and support new ways of working between DCM and the Department of Corporate and Information Services, as a result of the Corporate Services Reform (CSR3) Program.

Shared services provided

Key achievements in 2018-19

- Met all service obligations under the shared service arrangement.

Priorities for 2019-20

- Continue to deliver the existing service obligations and look for continued productivity improvements.

3 / Our People



Overview

The Department of the Chief Minister (DCM) recognises that our people are what makes DCM a great place to work. DCMs ability to provide high quality advice to the Northern Territory Government to inform decision making, and develop the Territory by partnering, coordinating and leading government policy, programs and services depends on the commitment, capability and responsiveness of our people.

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

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

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

Our Workforce

The table below outlines full time equivalent (FTE) classifications from June 2018 to June 2019:

Output group	June 2018	June 2019
Executive Contract Officer 6	1.00	1.00
Executive Contract Officer 5	3.00	3.00
Executive Contract Officer 4	0.00	0.00
Executive Contract Officer 3	3.00	3.00
Executive Contract Officer 2	16.60	12.40
Executive Contract Officer 1	19.30	18.60
Executive Officer 3	0.00	0.00
Executive Officer 2	2.00	1.00
Senior Professional Officer 2	0.80	2.00
Senior Professional Officer 1	1.00	1.40
Senior Administrative Officer 2	13.50	12.68
Senior Administrative Officer 1	29.87	33.22
Professional Officer 3	2.00	1.00
Professional Officer 2	2.50	2.60
Administrative Officer 7	22.90	27.30
Administrative Officer 6	34.12	41.05
Administrative Officer 5	23.33	21.10
Administrative Officer 4	22.70	26.37
Administrative Officer 3	5.00	4.82
Administrative Officer 2	2.70	6.54
Administrative Officer 1	1.00	1.00
Technical 3	1.95	2.95
Technical 2	2.00	2.00
Physical 6	1.00	1.00
Physical 3	3.50	5.50
Early Careers Development program	11.00	7.00
VIP drivers	4.00	4.32
Subtotal	229.7	242.85
Ministerial employees	103.69	101.12
Total	333.46	*343.97

*February 2019 saw the integration of the DTF corporate function amalgamate with DCM. This largely contributed to the FTE increase year on year.

Head count by Region

The agency's staff are primarily based in Darwin with 30 staff located in regions as follows:

Location Distribution	Headcount	Headcount %
Darwin	224	88.2%
Central Australia	12	4.7%
Big Rivers	6	2.4%
East Arnhem	6	2.4%
Barkly Region	4	1.6%
Top End	2	0.8%
Total	254	100.0%

*This table reflects headcount, not FTE, and excludes Ministerial employees

Human Capital Plan

In 2018-19, we continued to deliver our Human Capital Plan, which is the vision for our workforce and identifies current and future workforce challenges, and initiatives to address those challenges and build and sustain organisational capability. The Plan contains four goals:

1. Enhance our Culture
2. Strengthen our Skills and Capabilities
3. Streamline our Systems and Processes, and
4. Review our Structure and Environment

A number of projects were delivered under the Human Capital Plan, including the *MyPlan* performance management system and the Strategic Policy Capability Framework.

Equal Employment Opportunity (EEO) – diversity and flexibility

DCM is committed to equality of opportunity in employment for all employees and strives to achieve a gender-balanced and diverse workforce. In 2018-19:

- ▶ **63%** of our workforce was female
- ▶ **49%** occupied by females in senior roles
- ▶ **18.7%** identified as Aboriginal or Torres Strait Islander
- ▶ **6.4%** identified as having a non-English speaking background, and
- ▶ **2.8%** identified as having a disability.

DCM recognises and acknowledges the importance of providing employees with the flexibility and assistance they need to successfully balance their professional work life with their personal commitments. Flexible working arrangements negotiated in 2018-19 included:

- ▶ **21 employees** working part time
- ▶ **4 employees** took a secondment to the Commonwealth or non-government organisations
- ▶ **15 employees** took recreation leave at half pay
- ▶ **9 employees** took long service leave at half pay, and
- ▶ **1 employee** had a flexible work agreement in place to transition to retirement.

Strategic Capability Development

DCM uses a range of tools such as capability reviews, staff surveys, individual performance plans and succession plans to understand our performance gaps and capability requirements.

The agency allocates its learning and development budget to address learning needs and develop capabilities in core areas and to assist with retaining, nurturing and growing a talented workforce. We recognise that our staff learn through a combination of formal training, mentoring and

hands-on work experience.

In 2018-19, DCM invested \$426,167 in conferences, structured learning opportunities, facilitators' fees, and other training and development initiatives including study assistance and leadership programs.

DCM's investment in training and development over the last three years was as follows:

2016-17	2017-18	2018-19
\$320,769	\$265,777	\$426,167

Study assistance

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

Leadership development

Investment in leadership development at various levels of the department included Administrative Officers participating in middle-manager courses, and a Deputy Chief Executive Officer participating in the Australian and New Zealand School of Government (ANZSOG) Executive Fellows program and the Australian Institute of Company Directors course.

Capability Enhancement Framework

DCM's new online performance management system *MyPlan* was launched on 29 April 2019. *MyPlan* is a framework to facilitate DCM employees having a clear direction, knowing their responsibilities and understanding how their work contributes to DCM's overall objectives. Through *MyPlan*, employees have the opportunity to meet with their supervisor/manager to confirm individual and team targets, discuss personal goals and agree on development and learning requirements for the year ahead.

In 2018-19, 70% of DCM employees had an active performance plan in place, compared with 65% in the previous year.

Employment Programs

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

Graduate Development Program

The Graduate Development Program seeks to develop the skills, experience, knowledge and abilities of graduates wanting to progress their careers.

DCM regularly identifies disciplines needed in its future workforce and offers employment to graduates as part of its strategic succession management. Graduates are offered 12 month fixed period contracts and are rotated through various units throughout DCM.

Seven graduates completed the 2018 program and were offered employment. In January 2019, five graduates commenced with DCM.

Aboriginal Traineeship Program

The Aboriginal Traineeship Program combines employment with structured learning and awards a nationally recognised certificate to the trainee at the end of the program.

Two trainees were offered employment from the 2018 program, and in January 2019, two trainees commenced employment in DCM Corporate Services.

Vacation Employment Program

In 2018-19, two employees undertook employment under the Vacation Employment Program in Federal Policy and Strategic Coordination and the Hydraulic Fracturing Implementation Task Force.

Disability Employment Program

The Disability Employment Program (DEP) works in partnership with recognised employment support services to provide employment opportunities for people with a disability who need ongoing support as an employee. It is a pathway program allowing people with a disability to gain experience and skills and broaden their career options in the Northern Territory Public Sector (NTPS).

DCM employed one participant in this program in 2018-19.

Comparison of participants by employment program

Program	2016-17 Number of participants	2017-18 Number of participants	2018-19 Number of participants
Graduate Development	6	8	5
Aboriginal Employment	0	3	2
Apprenticeship	2	1	0
Vacation Employment	7	7	2
Disability Employment	0	0	1
Total	15	19	10

Workplace health, safety and wellbeing

DCM strives to ensure a safe and healthy work environment for all employees, contractors, clients and visitors, including offering initiatives such as the Employee Assistance Program, ergonomic assessments and flu vaccinations.

Comparison of participants by employment program

Initiatives	2016-17 Number of employees accessing	2017-18 Number of employees accessing	2018-19 Number of employees accessing
Employee Assistance Program	90	99	97
Ergonomic assessments	13	5	4
Flu vaccinations	60	91	131

Other initiatives in 2018-19 include:

- Hosting a whole of agency morning tea for 'R U OK Day'. The purpose of the event was to inspire the workforce to start conversations every day of the year with their colleagues who may be experiencing life's challenges. DCM promoted the 'R U OK' four steps to encourage conversations that could change or save a life
- Conducting a 'Managing Mental Illness' workshop. The workshop outlined what mental illness is and how it may present in the workplace, whilst also underlining supervisor and management legal responsibilities, and discussed boundaries and available support, and
- Over the Christmas period DCM observed a closedown in most parts of the business. This helped manage DCM's recreation leave liability without comprising service delivery and ensured employees had an opportunity to unwind over the break.

Employment Instructions

Under the *Public Sector Employment and Management Act 1993*, Employment Instructions provide direction to agencies on human resource matters. In 2018-19, DCM met all obligations as required under the Employment Instructions.

Public Sector Principles

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

In 2018-19, the Department of the Chief Minister complied with all of the prescribed principles.

Actions against Public Sector Principles

Public Sector Principle	Action in 2018-19
Administration Management Principle (PSEMA Section 5B)	DCM 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)	DCM 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 DCM to eliminate unlawful discrimination while promoting diversity among its workforce.
Performance and Conduct Principle (PSEMA Section 5F)	DCM champions Northern Territory Public Sector values, treating the workforce fairly, equitably, and with proper courtesy and consideration. DCM officers avoid actual or apparent conflicts of interest and ensure personal conduct does not adversely affect their performance or that of other public sector officers while performing their duties objectively, impartially, professionally and to the best of their ability with integrity.

4 / Governance



Boards and Committees

Executive Leadership Team

The Executive Leadership Team (ELT), formerly known as the Board of Management, provides strategic direction to enable the Department of the Chief Minister (DCM) to support government priorities and is the department's most senior decision-making body.

ELT is responsible for:

- setting the vision, culture and strategy for the agency and providing direction for strategic policy and priority projects
- fostering a work environment and culture that is transparent, collaborative and results driven
- providing direction on the organisation's strategies, objectives and performance indicators
- monitoring the progress of priority work
- monitoring the financial position and performance of the agency and appropriately prioritising resources and work activity

- ensuring the principal organisational risks are identified and that appropriate control and monitoring systems are in place to manage the impact of these risks
- set the standards and expectations of operational/ corporate policy and the methodology to be followed to plan and deliver policy reform and key projects
- approving the Human Capital Plan, annual business plans and priority project plans to ensuring projects are aligned with the department's priorities and are designed to deliver quantifiable benefits for the Government and/or community
- promoting the values of the department and driving positive change and organisational reform across the agency, and
- resolving and/or providing guidance on business, resourcing and stakeholder engagement issues.

ELT meetings generally occur fortnightly, and the team met 20 times during 2018-19.

Members	Role	Job title
Jodie Ryan	Chair	Chief Executive Officer
Maria Mohr	Member	Deputy Chief Executive Officer
Andrew Cowan	Member	Deputy Chief Executive Officer
Andrew Jones	Member	Chief Parliamentary Counsel
Regina Bolton	Member	Executive Director, Corporate Services
Jean Doherty	Member	Executive Director, Intergovernmental and Legal Policy
Karen Vohland	Member	Executive Director, Strategic Communications and Engagement
Janet Hanigan	Member	Executive Director, Jobs and Economy & Children and Communities
Cliff Weeks	Member	Executive Director, Central Australia Region
Bridgette Bellenger	Member	Senior Executive Director, Regional Network
Anthony Shelley	Member	Executive Director, Strategic Aboriginal Policy

Audit and Risk Management Committee

DCM has had in place a joint Audit and Risk Management Committee (ARMC) with the Office of the Commissioner for Public Employment (OCPE) since 2013. Following the implementation of the shared services arrangements with the Department of Treasury and Finance (DTF) in 2019, the committee's membership was updated to include a DTF representative, although the new committee did not meet in 2018-19.

The ARMC provides independent and objective advice and assistance to the CEO on the effectiveness of DCM's risk, control and compliance frameworks, and the financial reporting responsibilities.

Key Outcomes

ARMC met four times during the year. Key outcomes from meetings included:

- monitoring development of the risk management framework, the Gifts and Benefits Register, the finance month-end compliance checks, quarterly financial summary reports and employee excess leave reports
- recommending the draft strategic internal audit plan 2018-2020 to the Executive Leadership Team
- reviewing the annual report and financial statements as reviewed by the Office of the Auditor-General, and
- reviewing various audit and compliance reports (as detailed below) and monitoring management's implementation of related recommendations.

External and Internal Audit

The following audits and reviews were conducted in 2018-19:

Audit	Objective	Outcome
Official Travel	To review DCM's compliance against the NTG travel policies (and frameworks) for staff and ministers and ministerial staff for the period 1 July 2017 to 30 June 2018.	No material issues were identified as a result of the review. Minor changes in processes were recommended to strengthen internal controls.
Value for Territory Audit	To test DCM's compliance with the obligations set out under the <i>Value for Territory</i> assurance program, which arises from the <i>Procurement Act 1995</i> , Procurement Regulations, Procurement Governance Policy and Rules and the Buy Local Plan.	No significant matters were identified during the audit. The audit identified activities undertaken in the Tier 2 to Tier 5 categories were in accordance with the Procurement Rules and Buy Local Plan. Two Tier 1 transactions were identified as non-compliant in relation to prior approval. This has been addressed by an improvement in controls

DCM is subject to the Northern Territory Auditor-General's audit program under the powers and responsibilities established by the *Audit Act 1995*. In 2018-19, the Auditor-General selected DCM for the following audits and reviews:

Audit	Objective	Outcome
End of Year Review for the year ending 30 June 2018	To assess the adequacy of selected aspects of controls over reporting, accounting and material financial transactions and balances with the primary purpose of providing support to the audit of the Treasurer's Annual Financial Statement (TAFS).	No significant matters were identified during the audit.
Salary Overpayments	To assess and provide an analysis of salary overpayments by DCM identified between 1 July 2017 and 31 January 2018.	The review identified three salary overpayments during the period and which had been fully recovered as at 31 January 2018.
Agency Compliance Audit for the year ending 30 June 2019	To assess whether internal control systems include necessary features to ensure compliance with financial legislative obligations, in particular responsibilities under Treasurer's Directions and the Procurement Governance Policy and Rules by examining selected aspects of DCM's systems.	A finding was raised in relation to the depreciation of stonework at the Administrator's Offices, which will be addressed during the 2019-20 revaluation of the Offices. The issue of the 2010 Budget Transfer Agreement between DCM and OCPE was re-raised.
Expenditure Analytics	To identify the reasons for significant changes in the amount of DCM's expenditure classified as Salaries, Consulting, Legal, Advertising and Marketing, and Grants and Subsidies in 2016, 2017 and 2018 financial years.	DCM provided explanations for the variances identified. One observation was made in relation to presenting multi-year comparative grant expenditure information in the annual report.

Information and Communication Technology Governance Committee

The Information and Communications Technology (ICT) Governance Committee provides strategic direction for the use of information and technology for the Department of the Chief Minister (DCM) and the Office of the Commissioner for Public Employment (OCPE).

The committee fosters an ICT culture that is transparent, collaborative and results driven. As a sub-committee of the DCM Executive Leadership Team and OCPE Management Board, the committee makes investment recommendations, and oversees the maintenance and implementation of the ICT Forward Work Plan on behalf of the DCM CEO and Commissioner for Public Employment.

The committee also ensures the security and effective management of the departments' data, ensures ICT frameworks, strategies and policies are fit for purpose, and explores opportunities to improve productivity through innovative technology solutions and efficient work practices.

The ICT Governance Committee met four times during 2018-19.

Workplace Health and Safety Committee

From July 2018 to February 2019, the Department of the Chief Minister (DCM) and the Office of the Commissioner for Public Employment (OCPE) had a combined Workplace Health and Safety (WHS) Committee. Following the establishment of shared services arrangements for DCM, OCPE and the Department of Treasury and Finance (DTF), the WHS Committee expanded its remit in 2018-19 to include DTF.

DCM, OCPE and DTF are committed to a workplace that fosters behaviour aimed at the prevention of injury, illness or death to our employees, contractors and visiting workers. The committee provides advice to the DCM CEO, through the Executive Leadership Team, on work health and safety issues to facilitate the health and safety of employees and clients in the workplace.

The committee is chaired by Genevieve Mogridge, Director, Intergovernmental and Legal Policy Unit, DCM, and includes a range of representative members from across the agencies and from regional offices.

The committee has governance oversight of WHS obligations under the *Workplace Health and Safety (National Uniform Legislation) Act 2011*, including:

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

The Committee met four times during 2018-19.

Legislation Administered

DCM was responsible for administering the following legislation as at 30 June 2019:

- *Administrators Pensions Act 1981*
- *Assembly Members and Statutory Officers (Remuneration and Other Entitlements) Act 2006*
- *Essential Goods and Services Act 1981*
- *Flag and Emblem Act 1985*
- *Inquiries Act 1945*
- *Interpretation Act 1978*
- *Jabiru Town Development Act 1978*
- *Kenbi Land Trust Act 2011 (yet to commence)*
- *Parks and Reserves (Framework for the Future) Act 2003 (until 30 November 2018)*
- *Public Information Act 2010*
- *Referendums Act 1998*
- *Succession to the Crown (Request) (National Uniform Legislation) Act 2013*
- *Transfer of Powers Act 1978*
- *Transfer of Powers (Further Provisions) Act 1978*
- *Transfer of Powers (Self-Government) Act 1978*

Regulations

- *Assembly Members and Statutory Officers (Remuneration and Other Entitlements) Regulations 2009*
- *Inquiries (Witnesses' Expenses) Regulations 1967*
- *Jabiru Town Development Regulations 1982*
- *Public Information Regulations 2017*
- *Referendums Regulations 1998*

Records and Information Management

Information Management

The department is required to comply with the records and archives management standards in the *Information Act 2002*. In 2018-19, the Electronic Documents Records Management (EDRM) Project continued to transition business units to the Territory Records Management (TRM) system. A key outcome for 2018-19 was the transition of 775 ministerial records and 146 cabinet submissions to TRM. All ministerial and cabinet records are now managed directly in the system.

Information Act Requests

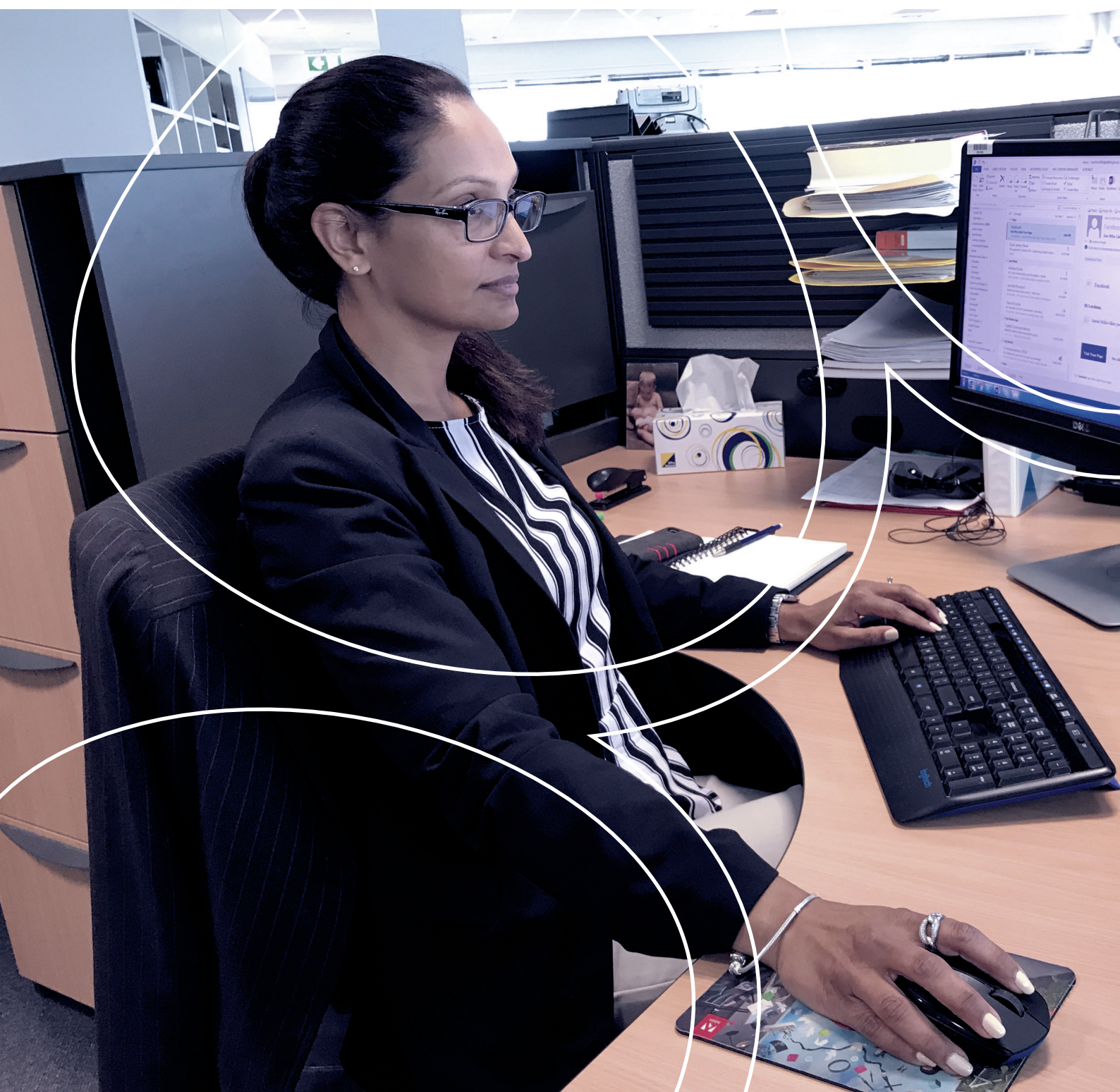
The *Information Act 2002* allows for access to government and personal information. In 2018-19, the agency received 13 Freedom of Information (FOI) applications for personal or government information held. Of these requests, two resulted in a complaint or required mediation.

Privacy

The *Information Act 2002* establishes 10 information privacy principles to govern the collection, use, storage, and management of personal information by agencies.

No privacy complaints were received in 2018-19.

5 / Financial Performance



Financial Statement Overview

Overview

The 2018-19 financial statements for the Department of the Chief Minister have been prepared on an accrual basis in accordance with the Northern Territory's financial management framework and the Australian Accounting Standards. DCM's financial performance in 2018-19 and comparative financial information for 2017-18 are reported in four financial statements: the Comprehensive Operating Statement, Balance Sheet, Statement of Changes in Equity and Cash Flow Statement.

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

Budget

Movement in the agency's 2018-19 budget from the May 2018 Budget to May 2019 Budget is outlined in the table provided in Output Performance Reporting commencing on page 12.

Significant variations between the actual outcomes compared to the original May 2018 Budget for the 2018-19 financial year are reported in Note 25 of the financial statements. Where comparisons to budget have been made in this overview, it reflects the final approved end-of-year budget.

Comprehensive Operating Statement

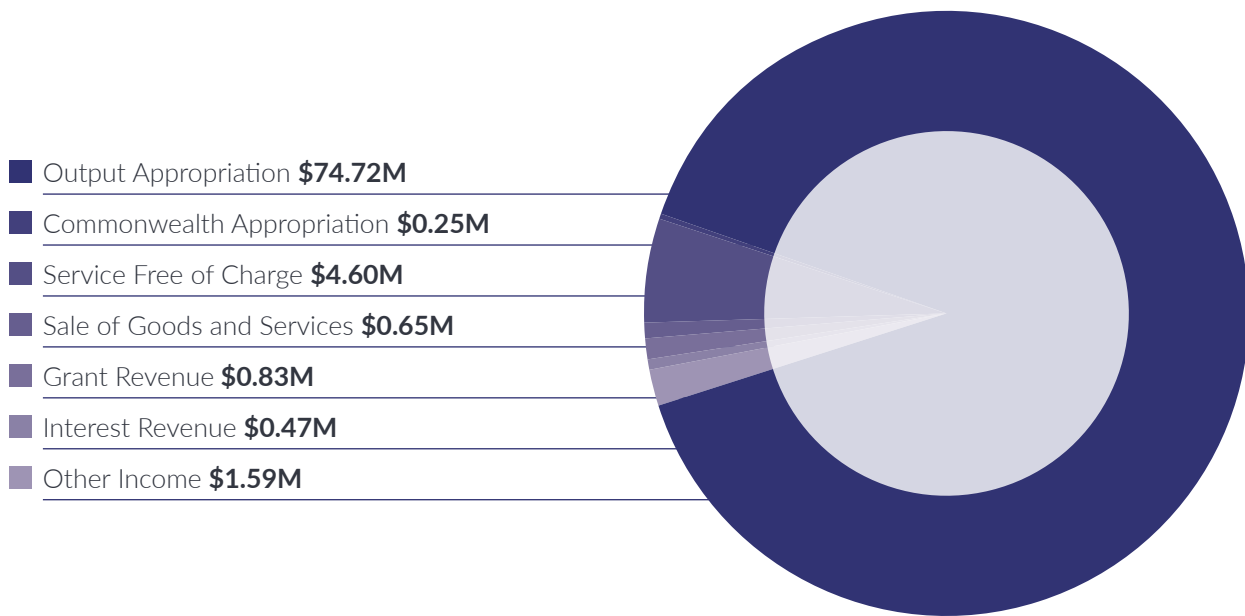
Summary	2018-19 Final Budget	2018-19 Actual (a)	2017-18 Actual (b)	Movement (a-b)
	\$M	\$M	\$M	\$M
Operating Income	82.65	83.10	107.25	(24.15)
Operating Expenses	94.87	91.20	101.75	(10.55)
Net Surplus/(Deficit)	(12.22)	(8.10)	5.50	(13.60)

Operating Income

The agency's total income for 2018-19 was \$83.10 million, a decrease of \$24.15 million compared to 2017-18. This decrease is predominantly due to lower output appropriation of \$22.96 million and lower Commonwealth appropriation of \$2.36 million in 2018-19 compared to 2017-18.

Decrease in output appropriation from 2017-18 to 2018-19 is largely due to the one-off funding in 2017-18 of \$27 million for the Northern Territory's contribution to the Royal Commission into Child Protection and Youth Detention. This was offset by an increase in output appropriation in 2018-19 predominately due to Local Decision Making policy, developing a Population Strategy and Action Plan, Early Childhood Development Plan and Hydraulic Fracturing in the Northern Territory.

Commonwealth appropriation was received for Natural Disaster Resilience National Partnership Agreement.



The agency's primary source of income is output appropriation (\$74.72 million), which makes up 89.90 per cent of the total agency income. The agency also received Commonwealth appropriation of \$0.25 million. Grants revenue of \$0.83 million includes grants received from the Commonwealth and other Northern Territory government agencies, mainly Territory Families. Income from sales of goods and services of \$0.65 million is predominantly from Office of the Commissioner for Public Employment for shared services arrangements. Other income recognised by the agency includes goods and services received free of charge from the Department of Corporate and Information Services, interest and miscellaneous revenue.

Operating Expenses

Total expenses of \$91.20 million were incurred by the agency in 2018-19, a decrease of \$10.56 million on 2017-18 and \$3.67 million lower than the final approved end of year budget of \$94.87 million.

Employee Expenditure

Employee expenses were higher than 2017-18 actuals by 3.16 per cent or \$1.47 million. This was predominately due to the integration of the Department of Treasury and Finance corporate services staff into DCM.

Expenditure in 2018-19 of \$47.97 million was higher than the end of year budget of \$42.46 million, largely due to Ministerial Offices and Office of the Leader of the Opposition baseline funding (\$2.6 million), voluntary redundancy payments (\$0.7 million), Intergovernmental and Legal (\$0.5 million), implementation of Government House savings measures in 2018-19 (\$0.4 million) and PFAS Taskforce (\$0.2 million).

Administration Expenditure

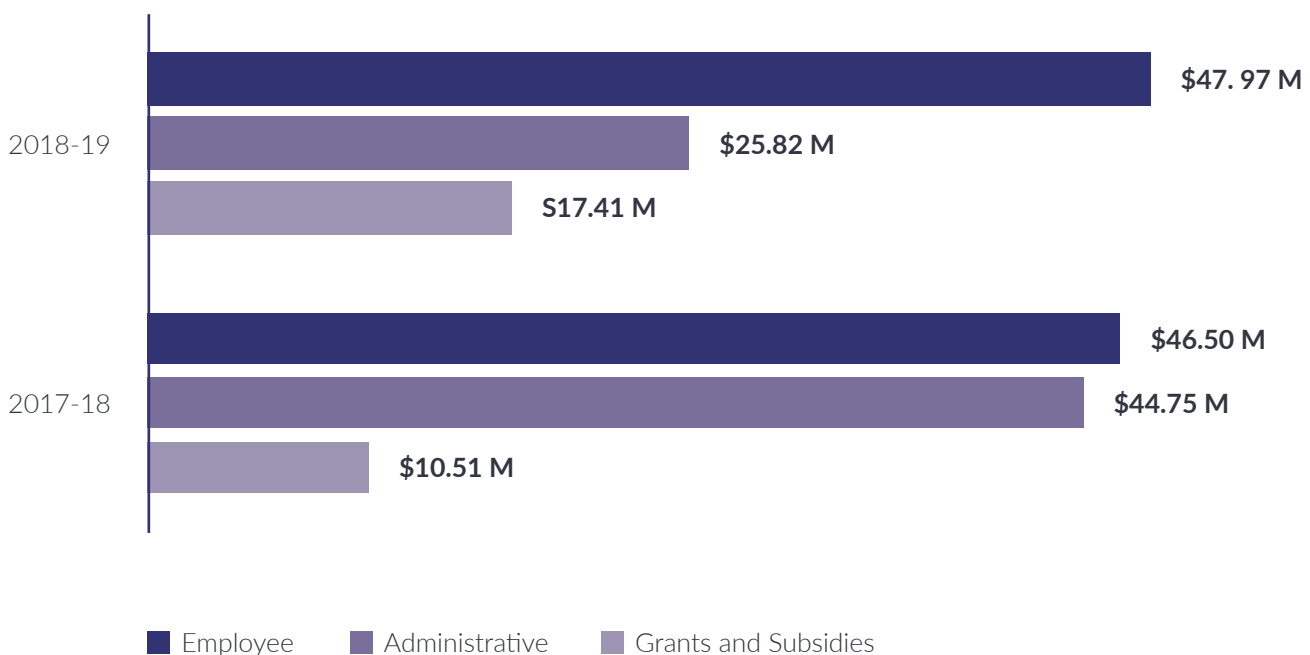
Total administrative expenses decreased by \$18.93 million in 2018-19 compared to 2017-18 predominantly due to conclusion of the Royal Commission into Child Protection and Youth Detention System and the Hydraulic Fracturing Inquiry in 2017-18.

In 2018-19, Administrative expenses of \$25.82 million were lower than the end of year budget of \$33.51 million by \$7.68 million. This was predominantly due to the unspent balance of funding for the Territory's share of the Royal Commission into Child Protection and Youth Detention (\$6.0 million) and for Activate Darwin (\$1.5 million).

Grants Expenditure

Grants and subsidies expenses increased by \$6.90 million when compared to 2017-18, predominantly due to new grant programs in 2018-19 including funding for the Future of Jabiru and the Darwin City Deal.

In 2018-19, current and capital grants of \$17.41 million were lower than end of year budget of \$18.90 million by \$1.50 million, due to timing of the capital grant payment for Jabiru Futures (\$2.0 million) offset by a capital grant for Whitegate Community essential service feasibility study and interim water supply (\$0.5 million).



Balance sheet

Summary	2018-19 \$M	2017-18 \$M	Movement \$M
Assets	30.62	35.22	(4.60)
Liabilities	6.99	6.75	0.24
Equity	23.63	28.47	(4.84)

During 2018-19 the agency's total assets decreased by \$4.60 million to \$30.62 million predominantly due to the decrease in cash and deposits.

The increase in liabilities of \$0.24 million in 2018-19 is predominately due to an increase in payables of \$0.30 million offset by decrease in provisions.

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

Statement of changes in equity

Summary	2018-19 \$M	2017-18 \$M	Movement \$M
Balance 1 July	28.47	22.50	5.97
Accumulated Funds	(8.09)	5.50	(13.59)
Reserves	-	-	-
Capital	3.25	0.47	2.78
Balance 30 June	23.63	28.47	(4.84)

The agency's total equity is the difference between total assets and total liabilities. In the 2018-19 year, equity decreased by \$4.84 million to \$23.63 million.

Cash flow statement

Summary	2018-19 \$M	2017-18 \$M	Movement \$M
Balance 1 July	10.19	2.60	7.59
Receipts	80.56	104.52	(23.96)
Payments	(87.99)	(96.71)	8.72
Repayment of advances	-	-	-
Purchase of Assets	-	-	-
Advances	-	-	-
Equity	3.05	(0.22)	3.27
Cash at End of Financial Year	5.81	10.19	4.38

The cash flow statement summary above provides information on the movement of cash during the year and shows a decrease in cash balances of \$4.38 million to \$5.81 million in 2018-19.

Certification of the Financial Statements

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

We further state that the information set out in the comprehensive operating statement, balance sheet, statement of changes in equity, cash flow statement, and notes to and forming part of the financial statements, presents fairly the financial performance and cash flows for the year ended 30 June 2019 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.



Jodie Ryan
Chief Executive Officer

30 August 2019



Robert Csar
Chief Financial Officer

30 August 2019

Comprehensive operating statement for the year ended 30 June 2019

	Note	2019 \$000	2018 \$000
INCOME			
Grants and subsidies revenue			
Current		827	584
Appropriation			
Output		74 722	97 686
Commonwealth		250	2 610
Sales of goods and services		649	698
Interest revenue		466	439
Goods and services received free of charge	4	4 597	4 429
Other income		1 591	809
TOTAL INCOME	3	83 102	107 255
EXPENSES			
Employee expenses		47 969	46 496
Administrative expenses			
Purchases of goods and services	5	19 649	38 494
Repairs and maintenance		443	637
Depreciation and amortisation	12,13	668	751
Other administrative expenses ¹	6	5 063	4 868
Grants and subsidies expenses			
Current		13 905	10 505
Capital		3 500	-
TOTAL EXPENSES	3	91 197	101 751
NET SURPLUS/(DEFICIT)		(8 095)	5 504
OTHER COMPREHENSIVE INCOME			
Items that will not be reclassified to net surplus/deficit			
Changes in accounting policies		-	-
Correction of prior period errors		-	-
Changes in asset revaluation surplus		-	-
TOTAL OTHER COMPREHENSIVE INCOME		-	-
COMPREHENSIVE RESULT		(8 095)	5 504

¹ 1 Includes DCIS service charges.

The Comprehensive Operating Statement is to be read in conjunction with the notes to the financial statements.

Balance sheet as at June 2019

	Note	2019 \$000	2018 \$000
ASSETS			
Current Assets			
Cash and deposits	8	5 809	10 188
Receivables	10	708	299
Advances and investments	11	5	-
Prepayments		146	231
Total Current Assets		6 668	10 718
Non-Current Assets			
Advances and investments	11	200	200
Property, plant and equipment	12	23 755	24 262
Heritage and cultural assets	13	-	42
Total Non-Current Assets		23 955	24 504
TOTAL ASSETS		30 623	35 222
LIABILITIES			
Current Liabilities			
Payables	14	1 429	1 133
Provisions	15	5 475	5 550
Other liabilities	16	90	67
Total Current Liabilities		6 994	6 750
Non-Current Liabilities			
Provisions	15	-	-
Total Non-Current Liabilities		-	-
TOTAL LIABILITIES		6 994	6 750
NET ASSETS		23 629	28 472
EQUITY			
Capital		68 983	65 731
Reserves	18	11 481	11 481
Accumulated funds		(56 836)	(48 740)
TOTAL EQUITY		23 629	28 472

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 2019

	Note	Equity at 1 July \$000	Comprehensive result \$000	Transactions with owners in their capacity as owners \$000	Equity at 30 June \$000
2018-19 ACCUMULATED FUNDS		(48 740)	(8 095)	-	(56 836)
Changes in accounting policy		-	-	-	-
Correction of prior period errors		-	-	-	-
Transfers from reserves		-	-	-	-
Other movements directly to equity		-	-	-	-
		(48 740)	(8 095)		(56 836)
Reserves	18	11 481	-	-	11 481
Capital – Transactions with Owners					
Equity injections					
Capital appropriation		42 925	-	-	42 925
Equity transfers in		25 559	-	201	25 760
Other equity injections		43 342	-	3 050	46 391
Equity withdrawals					
Capital withdrawal		(35 167)	-	-	(35 167)
Equity transfers out		(10 927)	-	-	(10 927)
		65 731		3 251	68 983
Total Equity at End of Financial Year		28 472	(8 095)	3 251	23 629
2017-18 ACCUMULATED FUNDS		(54 244)	5 504	-	(48 740)
Changes in accounting policy		-	-	-	-
Correction of prior period errors		-	-	-	-
Transfers from reserves		-	-	-	-
		(54 244)	5 504	-	(48 740)
Reserves	18	11 481	-	-	11 481
Capital – Transactions with Owners					
Equity injections					
Capital appropriation		42 925	-	-	42 925
Equity transfers in		24 873	-	686	25 559
Other equity injections		43 342	-	-	43 342
Equity withdrawals					
Capital withdrawal		(34 945)	-	(222)	(35 167)
Equity transfers out		(10 927)	-	-	(10 927)
		65 267	-	464	65 731
Total Equity at End of Financial Year		22 504	5 504	464	28 472

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 2018

	Note	2018 \$000	2017 \$000
CASH FLOWS FROM OPERATING ACTIVITIES			
Operating receipts			
Grants and subsidies received			
Current		827	584
Appropriation			
Output		74 722	97 686
Commonwealth		250	2 610
Receipts from sales of goods and services		4 759	3 636
Interest received		-	-
Total operating receipts		80 558	104 516
Operating payments			
Payments to employees		(48 014)	(45 468)
Payments for goods and services		(22 568)	(40 733)
Grants and subsidies paid			
Current		(13 905)	(10 505)
Capital		(3 500)	-
Total operating payments		(87 987)	(96 706)
Net cash from/(used in) operating activities	9	(7 429)	7 810
CASH FLOWS FROM INVESTING ACTIVITIES			
Investing receipts			
Proceeds from asset sales		-	-
Total investing receipts		-	-
Investing payments			
Purchases of assets		-	-
Total investing payments		-	-
Net cash from/(used in) investing activities		-	-
CASH FLOWS FROM FINANCING ACTIVITIES			
Financing receipts			
Equity injections			
Other equity injections		3 050	-
Total financing receipts		3 050	-
Financing payments			
Equity withdrawals		-	(222)
Total financing payments		-	(222)
Net cash from/(used in) financing activities	9	3 050	(222)
Net increase/(decrease) in cash held		(4 379)	7 588
Cash at beginning of financial year		10 188	2 600
CASH AT END OF FINANCIAL YEAR	8	5 809	10 188

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 (DCM) 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 Northern Territory Public Sector. 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 2018-19 included the following:

- Support the Chief Minister, Minister for Aboriginal Affairs, Cabinet and the Administrator to deliver government outcomes
- Provide leadership and coordination across government
- Develop and influence government policy and drive its implementation, and
- Engage our stakeholders about government's vision for the Territory.

Additional information in relation to DCM and its principal activities can be found in this annual report. The agency is predominantly funded by, and is 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 summary financial information in the form of a Comprehensive Operating Statement by output group.

1. Machinery of government changes

Transfers out

Details of transfer: Office of Independent Commissioner Against Corruption transferred out to become a separate agency

Basis of transfer: Administrative Arrangements Order 30 November 2018

Date of transfer: Effective from 1 July 2018

No assets and liabilities were transferred as a result of this change.

2. Statement of significant accounting policies

a) Statement of compliance

The financial statements have been prepared in accordance with the requirements of the *Financial Management Act 1995* and related Treasurer's Directions. The *Financial Management Act 1995* requires the agency to prepare financial statements for the year ended 30 June based on the form determined by the Treasurer. The form of agency financial statements should include:

- I. a certification of the financial statements
- II. a comprehensive operating statement
- III. a balance sheet
- IV. a statement of changes in equity
- V. a cash flow statement and
- VI. applicable explanatory notes to the financial statements.

b) Basis of accounting

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

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

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

Standards and interpretations effective from 2018-19:

AASB 9 Financial Instruments

The agency applied AASB 9 for the first time in 2018 19. AASB 9 Financial Instruments replaces AASB 139 Financial Instruments: Recognition and Measurement for annual periods beginning on or after 1 January 2018. The agency has not restated the comparative information, which continues to be reported under AASB 139. Where applicable, differences arising from the adoption of AASB 9 have been recognised directly in accumulated funds and other components of equity. The nature and effect of the changes as a result of adoption of this new accounting standard are described below:

Classification and measurement

Financial instruments have been reclassified into one of three measurement bases – amortised cost, fair value through other comprehensive income (FVOCI) and fair value through profit or loss (FVTPL). The classification of these instruments is based on the Agency's business model for managing the financial assets and the contractual terms of the cash flows.

The classification and measurement requirements of AASB 9 did not have a significant impact to the agency. The following are the changes in the classification of the financial assets:

- The agency's debt instruments are comprised of receivables and advances paid. These assets were classified as Loans and Receivables as at 30 June 2018 under AASB 139 and were measured at amortised cost. As these assets are held to collect contractual cash flows that are solely payments of principal and interest, they continue to be measured at amortised cost from 1 July 2018.

The agency has not designated any financial liabilities at fair value through profit or loss. There are no changes in classification and measurement for the agency's financial liabilities.

In summary, upon the adoption of AASB 9, the agency had the following reclassifications as at 1 July 2018:

AASB 9 Categories Balances at 1 July 2018

AASB 139 categories	Balances at 30 June 2018 \$000	Fair value through profit or loss		Amortised cost \$000	Fair value through OCI \$000
		Mandatorily at fair value \$000	Designated at fair value \$000		
Loans and receivables					
Receivables	50	-	-	50	-
Advances paid	200	-	-	200	-
	250	-	-	250	-

Impairment

The adoption of AASB 9 requires the loss allowance to be measured using a forward-looking expected credit loss (ECL) approach, replacing AASB 139's incurred loss approach. AASB 9 also requires a loss allowance to be recognised for all debt instruments other than those held at fair value through profit or loss.

There has been no changes to impairment losses following the adoption of AASB 9.

Several other amending standards and AASB interpretations have been issued that apply to the current reporting periods, but are considered to have no impact on public sector reporting.

Standards and interpretations issued but not yet effective

No Australian accounting standards have been early adopted for 2018-19.

On the date of authorisation of the financial statements, the following standards and interpretations were in issue but are not yet effective and are expected to have an impact on future reporting periods:

AASB 16 Leases

AASB 16 Leases is effective for annual reporting periods beginning on or after 1 January 2019 and will be reported for the first time in 2019-20 financial statements. When effective, the standard will supersede AASB 117 Leases and require the majority of leases to be recognised on the balance sheet.

For lessees with operating leases, a right-of-use asset will now be included in the balance sheet together with a lease liability for all leases with a term of 12 months or more, unless the underlying assets are of low value. The comprehensive operating statement will no longer report operating lease rental payments. Instead, amortisation expense will be recognised relating to the right-of-use asset and interest expense relating to the lease liability.

The right-of-use asset will be amortised generally on a straight-line basis while the lease liability will reduce to reflect lease payments made and increase to reflect the interest on the liability. Consistent with methodology applied to other long term liabilities, the lease liability is discounted using the Territory bond rates. As the lease term progresses, the carrying amount of the asset (cost less accumulated amortisation) is likely to reduce more quickly than the liability, resulting in a lower net asset in the earlier stages of the lease arrangement.

The agency has intergovernmental leases or subleases in the general government sector that will not be reported in future periods.

For lessors, the finance and operating lease distinction remains largely unchanged.

AASB 1058 Income for Not-for-Profit Entities and AASB 15 Revenue from Contracts with Customers

AASB 1058 Income for Not-for-Profit Entities and AASB 15 Revenue from Contracts with Customers are effective for not-for-profit entities for annual reporting periods beginning on or after 1 January 2019 and will be reported for the first time in 2019-20 financial statements.

AASB 1058 clarifies and simplifies income-recognition requirements that apply to not-for-profit entities in conjunction with AASB 15.

Under AASB 15, revenue from agreements which are enforceable, have sufficiently specific performance obligations and transfer goods or services to the customer or third party beneficiary will be recognised when or as performance obligations are satisfied, and not immediately upon receipt as currently occurs. Consequently, more liabilities will be recognised in the balance sheet after adoption of this standard.

Where a transaction does not meet the criteria above or is classified as a donation transaction, revenue will be accounted for in accordance with AASB 1058.

Impacts identified include:

- grants received to construct or acquire a non-financial asset will be recognised as a liability, and subsequently recognised as revenue as the performance obligations under the grant are satisfied. At present, such grants are recognised as revenue on receipt
- grants with an enforceable agreement and sufficiently specific performance obligations will be recognised as revenue progressively as the associated performance obligations are satisfied. At present, such grants are recognised as revenue on receipt
- grants that have an enforceable agreement but no specific performance obligations but have restrictions on the timing of expenditure will also continue to be recognised on receipt as time restriction on the use of funds is not sufficiently specific to create a performance obligation, and
- grants that are not enforceable and or not sufficiently specific will not qualify for deferral, and will continue to be recognised as revenue on receipt.

The modified retrospective approach has been elected to transition to the new revenue standards. This approach does not require restatement of comparative year with the cumulative impact adjusted to the opening accumulated funds.

The standard is estimated to increase the agency's liability \$0.371 million with an equivalent reduction to accumulated funds due to the timing difference between the receipt of revenue and performance of obligations. The liability will unwind upon satisfaction of the performance obligation.

c) Reporting entity

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

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

The principal place of business of the Department is: NT House, 22 Mitchell Street, Darwin NT 0800.

d) Agency and Territory items

The financial statements of agency include income, expenses, assets, liabilities and equity over which the agency has control (Agency items). Certain items, while managed by the agency, are controlled and recorded by the Territory rather than the agency (Territory items). Territory items are recognised and recorded in the Central Holding Authority as discussed below.

Central Holding Authority

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

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

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

The Central Holding Authority recognises and records all Territory items, and as such, these items are not included in the agency's financial statements. However, as the agency is accountable for certain Territory items managed on behalf of Government, these items have been separately disclosed in Note 24 – Schedule of administered Territory items.

e) Comparatives

Where necessary, comparative information for the 2017-18 financial year has been reclassified to provide consistency with current year disclosures.

f) Presentation and rounding of amounts

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

g) Changes in accounting policies

There have been no changes to accounting policies adopted in 2018-19 as a result of management decisions.

h) Accounting judgments and estimates

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

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

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

i) Goods and services tax

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

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

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

j) Contributions by and distributions to government

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

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

3. Comprehensive operating statement by output group

Note	Advice and Coordination		Government Business Support		Corporate and Governance		Total	
	2019	2018	2019	2018	2019	2018	2019	2018
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
INCOME								
Grants and subsidies revenue								
Current	696	430	131	154	-	-	827	584
Appropriation								
Output	37 073	65 961	31 075	25 334	6 574	6 391	74 722	97 686
Commonwealth	-	-	250	2 610	-	-	250	2 610
Sales of goods and services	18	253	181	10	450	435	649	698
Interest revenue	466	439	-	-	-	-	466	439
Goods and services received free of charge	-	-	-	-	4 597	4 429	4 597	4 429
Other income	1 291	478	264	183	36	148	1 591	809
TOTAL INCOME	39 544	67 561	31 901	28 291	11 657	11 403	83 102	107 255
EXPENSES								
Employee expenses	14 938	17 656	26 238	23 382	6 793	5 458	47 969	46 496
Administrative expenses								
Purchases of goods and services	8 650	31 296	9 567	6 046	1 432	1 152	19 649	38 494
Repairs and maintenance	32	-	40	-	371	637	443	637
Depreciation and amortisation	364	453	266	246	38	52	668	751
Other administrative expenses ¹	466	439	-	-	4 597	4 429	5 063	4 868
Grants and subsidies expenses								
Current	12 661	9 454	1 244	1 051	-	-	13 905	10 505
Capital	3 500	-	-	-	-	-	3 500	-
TOTAL EXPENSES	40 611	59 298	37 355	30 725	13 231	11 728	91 197	101 751
NET SURPLUS/(DEFICIT)	(1 067)	8 263	(5 454)	(2 434)	(1 574)	(325)	(8 095)	5 504
OTHER COMPREHENSIVE INCOME								
Items that will not be reclassified to net surplus/deficit								
Changes in asset revaluation surplus	-	-	-	-	-	-	-	-
TOTAL OTHER COMPREHENSIVE INCOME	-	-	-	-	-	-	-	-
COMPREHENSIVE RESULT	(1 067)	8 263	(5 454)	(2 434)	(1 574)	(325)	(8 095)	5 504

¹ Includes DCIS service charges.

This Comprehensive Operating Statement by output group is to be read in conjunction with the notes to the financial statements.

Income

Income encompasses both revenue and gains.

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

Grants and other contributions

Grants, donations, gifts and other non-reciprocal contributions are recognised as revenue when the agency obtains control over the assets comprising the contributions. Control is normally obtained upon receipt.

Contributions are recognised at their fair value. Contributions of services are only recognised when a fair value can be reliably determined and the services would be purchased if not donated.

Appropriation

Output appropriation is the operating payment to each agency for the outputs they provide and is calculated as the net cost of agency outputs after taking into account funding from agency income. It does not include any allowance for major non-cash costs such as depreciation.

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.

Revenue in respect of appropriations is recognised in the period in which the agency gains control of the funds.

Sale of goods

Revenue from the sale of goods is recognised (net of returns, discounts and allowances) when:

- the significant risks and rewards of ownership of the goods have transferred to the buyer
- the agency retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold
- the amount of revenue can be reliably measured
- it is probable that the economic benefits associated with the transaction will flow to the agency, and
- the costs incurred or to be incurred in respect of the transaction can be measured reliably.

Rendering of services

Revenue from rendering services is recognised by reference to the stage of completion of the contract.

The revenue is recognised when:

- the amount of revenue, stage of completion and transaction costs incurred can be reliably measured, and
- it is probable that the economic benefits associated with the transaction will flow to the entity.

4. Goods and services received free of charge

Department of Corporate and Information Services

2019 \$000	2018 \$000
4 597	4 429
4 597	4 429

5. Purchases of goods and services

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

Goods and services expenses:

	2019 \$000	2018 \$000
Consultants ⁽¹⁾	1 689	1 825
Marketing and promotion ⁽²⁾	4 578	1 785
Document production	126	291
Legal expenses ⁽³⁾	86	90
Recruitment ⁽⁴⁾	287	480
Training and study	387	296
Official duty fares	1 382	1 638
Travelling allowance	312	322
Property Management	1 568	1 241
Agent Service Arrangements	2 272	21 089
Advisory Boards & Committees	185	2 272
Entertainment/Hospitality	1 040	1 080
Information Technology Charges	1 871	1 711
Motor Vehicle Expenses	685	655
Communications	475	537
Other	2 706	3 182
	19 649	38 494⁽⁵⁾

⁽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.

⁽⁴⁾ Includes recruitment-related advertising costs.

⁽⁵⁾ Restated to include all goods and services expenses.

Repairs and maintenance expense

Funding is received for repairs and maintenance works associated with agency assets as part of output appropriation. Costs associated with repairs and maintenance works on agency assets are expensed as incurred.

Interest expense

Interest expenses include interest and finance lease charges. Interest expenses are expensed in the period in which they are incurred.

6. Other administrative expenses

	2019 \$000	2018 \$000
Doubtful debt expense	466	439
	-	-
Department of Corporate and Information Services	4 597	4 429
	5 063	4 868

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

	Agency		Agency	
	2019 \$000	No. of Trans.	2018 \$000	No. of Trans.
Write-offs, Postponements and Waivers Under the Financial Management Act 1995				
Represented by:				
Amounts written off, postponed and waived by Delegates	-	-	-	2 ^a
Irrecoverable amounts payable to the Territory or an agency written off	-	-	-	-
Losses or deficiencies of money written off	-	-	-	-
Public property written off	-	-	-	-
Waiver or postponement of right to receive or recover money or property	-	-	-	-
Total Written Off, Postponed and Waived by Delegates	-	-	-	2
Amounts written off, postponed and waived by the Treasurer	-	-	-	1 ^b
Irrecoverable amounts payable to the Territory or an agency written off	-	-	-	-
Losses or deficiencies of money written off	-	-	-	-
Public property written off	-	-	-	-
Waiver or postponement of right to receive or recover money or property	-	-	-	-
Total Written Off, Postponed and Waived by the Treasurer	-	-	-	1
Write-offs, Postponements and Waivers Authorised Under Other Legislation				
	-	-	-	-
Gifts Under the Financial Management Act 1995				
	-	-	-	-
Gifts Authorised Under Other Legislation				
	-	-	-	-
Ex Gratia Payments Under the Financial Management Act				
	-	-	-	-

^(a) Transactions written off accumulated to less than \$500.

^(b) Doubtful debt expense of \$19,000 recognised in 2015-16 written off in 2017-18.

8. Cash and deposits

	2019 \$000	2018 \$000
Cash on hand	1	1
Cash at bank	5 808	10 187
	5 809	10 188

For the purposes of the Balance Sheet and the Cash Flow Statement, cash includes cash on hand, cash at bank and cash equivalents. Cash equivalents are highly liquid short-term investments that are readily convertible to cash.

9. Cash flow reconciliation

	2019 \$000	2018 \$000
a) Reconciliation of cash		
The total of agency 'Cash and deposits' of \$5.809 million recorded in the Balance Sheet is consistent with that recorded as 'Cash' in the Cash Flow Statement.		
Reconciliation of net (deficit)/surplus to net cash from operating activities		
Net Surplus/(Deficit)	(8 095)	5 504
<i>Non-cash items:</i>		
Depreciation and amortisation	668	751
Repairs and Maintenance Minor New Works - Non Cash	83	328
Impairment of advances	466	439
Interest on advances	(466)	(439)
<i>Changes in assets and liabilities:</i>		
Decrease/(increase) in receivables	(409)	(13)
Decrease/(increase) in advances	(5)	-
Decrease/(increase) in prepayments	84	72
Decrease/(increase) in other assets	-	-
(Decrease)/increase in payables	295	100
(Decrease)/increase in provision for employee benefits	(85)	915
(Decrease)/increase in other provisions	11	86
(Decrease)/increase in other liabilities	23	67
Net cash from operating activities	(7 429)	7 810

b) Reconciliation of liabilities arising from financing activities

The agency did not have any liabilities arising from financing activities during 2018-19.

c) Non-cash financing and investing activities

During the year interest amounting \$0.466 million was accrued on loan advance receivable and added to the amount of loan advance receivable. Refer to Note 11 – Financial Instruments (Advances) for more information.

10. Receivables

	2019 \$000	2018 \$000
Current		
Accounts receivable	54	34
Less: Loss allowance	-	-
	54	34
GST receivables	654	249
Other receivables	-	16
	654	265
Total receivables	708	299

Receivables include accounts and other receivables and are recognised at fair value less any loss allowance.

Accounts receivable 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 that exposure to bad debts is not significant. The entity applies the AASB 9 simplified approach to measuring expected credit losses. This approach recognises a loss allowance based on lifetime expected credit losses for all accounts 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 historical observed loss rates, adjusted to reflect current and forward-looking information.

In accordance with the provisions of the FMA, receivables are written-off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery includes a failure to make contractual payments for a period greater than 90 days past due.

Credit risk for the comparative year is assessed under AASB 139 and is based on objective evidence of impairment.

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

Reconciliation of loss allowance for receivables

	2019				2018		
	Gross receivables \$'000	Loss rate %	Expected credit losses \$'000	Net receivables \$'000	Aging of receivables \$'000	Impairment allowance \$'000	Net receivables \$'000
Internal receivables							
Not overdue	20	-	-	20	24	-	24
Overdue for less than 30 days	17	-	-	17	-	-	-
Overdue for 30 to 60 days	3	-	-	3	-	-	-
Overdue for more than 60 days	-	-	-	-	-	-	-
Total internal receivables	40	-	-	40	24	-	24
External receivables							
Not overdue	14	-	-	14	10	-	10
Overdue for less than 30 days	-	-	-	-	-	-	-
Overdue for 30 to 60 days	-	-	-	-	-	-	-
Overdue for more than 60 days	-	-	-	-	-	-	-
Total external receivables	14	-	-	14	10	-	10

Total amounts disclosed exclude statutory amounts.

	2019 \$000	2018 \$000
Internal receivables		
Opening balance	-	-
Adjustment on adoption of AASB 9	-	-
Adjusted opening balance	-	-
Written off during the year	-	-
Recovered during the year	-	-
Increase/decrease in allowance recognised in profit or loss	-	-
Total internal receivables	-	-
External receivables		
Opening balance	-	19
Adjustment on adoption of AASB 9	-	-
Adjusted opening balance	-	19
Written off during the year	-	(19)
Recovered during the year	-	-
Increase/decrease in allowance recognised in profit or loss	-	-
Total external receivables	-	-

Prepayments

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

11. Advances and investments

	2019 \$000	2018 \$000
Current		
Advances paid	8 029	7 558
Less: Loss allowance	(8 024)	(7 558)
	5	-
Non current		
Advances paid	200	200
Less: Loss allowance	-	-
	200	200
Total advances and investments	205	200

a) Advances paid

Advances paid are recognised initially at fair value plus or minus relevant transaction costs and are recognised in the balance sheet when the agency becomes party to the contractual provisions of the financial instruments. Where the advances are provided with interest free periods or at concessional interest rates, they are considered to have a fair value which is less than the amount lent. This fair value is calculated in accordance with Note 19. The difference between the amount lent and the fair value is recognised as an expense in the comprehensive income statement.

Subsequently, advances paid are measured at amortised cost using the effective interest method. The average discount rate used to calculate the amortised cost is 6.75%.

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

Credit risk exposure of advances paid

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

Credit risk for the comparative year is assessed under AASB 139 and is based on objective evidence of impairment.

The loss allowance for advances paid as at the reporting date is disclosed in the following table:

	2019			2018		
	Gross advances paid \$'000	Loss rate %	Expected credit losses \$'000	Aging of advances paid \$'000	Impairment allowance \$'000	Net receivables \$'000
Not overdue	205	-	-	200	-	200
Overdue for less than 30 days	39	100	39	37	37	-
Overdue for 30 to 60 days	79	100	79	75	75	-
Overdue for more than 60 days	7 906	100	7 906	7 446	7 446	-
Total advances paid	8 229		8 024	7 758	7 558	200

The increase in value of expected credit losses over 60 days from 2018 to 2019 is due to the application of AASB 9. Please refer prior page for more information.

	2019 \$000	2018 \$000
Reconciliation of loss allowance for advances paid		
Opening balance	7 558	7 119
Adjustment on adoption of AASB 9	-	-
Adjusted opening balance	7 558	7 119
Written off during the year	-	-
Recovered during the year	-	-
Increase/decrease in allowance recognised in profit or loss	466	439
Total	8 024	7 558

12. Property, plant and equipment

	2019 \$000	2018 \$000
Land		
At fair value	16 480	16 480
Buildings		
At fair value	10 489	10 029
Less: accumulated depreciation	(4 048)	(3 859)
	6 441	6 170
Plant and equipment		
At fair value	3 157	3 100
Less: accumulated depreciation	(2 371)	(1 925)
	785	1 175
Computer software		
At capitalised cost	241	241
Less: accumulated depreciation	(200)	(161)
	41	80
Computer hardware		
At capitalised cost	38	38
Less: accumulated depreciation	(31)	(23)
	8	15
Transport equipment		
At capitalised cost	41	41
Less: accumulated depreciation	(41)	(41)
	-	-
Work in Progress (WIP)		
At capitalised cost	342	342
Less: transfer of asset	(342)	-
	-	342
Total Property, Plant and Equipment	23 755	24 262

Property, plant and equipment (continued) 2019 property, plant and equipment reconciliations

A reconciliation of the carrying amount of property, plant and equipment at the beginning and end of 2018-19 is set out below:

	Land \$'000	Buildings \$'000	Plant and Equipment \$'000	Computer Software \$'000	Computer Hardware \$'000	Transport Equipment \$'000	WIP \$'000	Total \$'000
Carrying amount as at 1 July 2018	16 480	6 170	1 175	80	15	-	342	24 262
Additions	-	-	-	-	-	-	-	-
Disposals	-	-	-	-	-	-	-	-
Depreciation	-	(189)	(432)	(40)	(8)	-	-	(668)
Additions/(Disposals) from administrative restructuring	-	-	-	-	-	-	-	-
Additions/(Disposals) from asset transfers	-	461	42	-	-	-	(342)	160
Revaluation increments/(decrements)	-	-	-	-	-	-	-	-
Impairment losses	-	-	-	-	-	-	-	-
Impairment losses reversed	-	-	-	-	-	-	-	-
Carrying amount as at 30 June 2019	16 480	6 441	785	41	8	-	-	23 755

2018 property, plant and equipment reconciliations

A reconciliation of the carrying amount of property, plant and equipment at the beginning and end of 2017-18 is set out below:

Carrying amount as at 1 July 2017	16 480	6 329	1 701	121	23	-	-	24 654
Additions	-	-	-	-	-	-	342	342
Disposals	-	-	-	-	-	-	-	-
Depreciation	-	(159)	(542)	(41)	(8)	-	-	(750)
Additions/(Disposals) from administrative restructuring	-	-	-	-	-	-	-	-
Additions/(Disposals) from asset transfers	-	-	16	-	-	-	-	16
Revaluation increments/(decrements)	-	-	-	-	-	-	-	-
Impairment losses	-	-	-	-	-	-	-	-
Impairment losses reversed	-	-	-	-	-	-	-	-
Carrying amount as at 30 June 2018:	16 480	6 170	1 175	80	15	-	342	24 262

Acquisitions

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

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

Complex assets

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

Subsequent additional costs

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

Construction (work in progress)

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

Revaluations and impairment

Revaluation of assets

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

- land
- buildings
- infrastructure assets
- heritage and cultural assets
- biological assets and
- intangibles.

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 2015 were independently conducted. The valuer was Territory Property Consultants Pty Ltd. Refer to Note 19 - Fair value measurement of non-financial assets for additional disclosures. Revaluation of assets is scheduled for 2019-20.

Impairment of assets

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

Non-current physical and intangible agency assets are assessed for indicators of impairment on an annual basis or whenever there is indication of impairment. If an indicator of impairment exists, the agency determines the asset's recoverable amount. The asset's recoverable amount is determined as the higher of the asset's current replacement cost and fair value less costs to sell. Any amount by which the asset's carrying amount exceeds the recoverable amount is recorded as an impairment loss.

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

In certain situations, an impairment loss may subsequently be reversed. Where an impairment loss is subsequently reversed, the carrying amount of the asset is increased to the revised estimate of its recoverable amount. A reversal of an impairment loss is recognised in the comprehensive operating statement as income, unless the asset is carried at a revalued amount, in which case the impairment reversal results in an increase in the asset revaluation surplus. Note 18 provides additional information in relation to the asset revaluation surplus.

Agency property, plant and equipment assets were assessed for impairment as at 30 June 2019. No impairment adjustments were required as a result of this review.

Depreciation and amortisation expense

Items of property, plant and equipment, including buildings but excluding land, have limited useful lives and are depreciated or amortised using the straight-line method over their estimated useful lives.

Amortisation applies in relation to intangible non-current assets with limited useful lives and is calculated and accounted for in a similar manner to depreciation.

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

	2019	2018
Buildings	50 years	50 years
Infrastructure assets	50 years	50 years
Plant and equipment	5 years	5 years
Heritage and cultural assets	100 years	100 years

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

13. Heritage and cultural assets

	2019 \$000	2018 \$000
Carrying amount		
At valuation	-	70
Less: Accumulated depreciation	-	(28)
Written down value – 30 June	-	42
Reconciliation of movements		
Carrying amount at 1 July	42	42
Additions	-	-
Disposals	-	-
Depreciation	-	(1)
Additions/disposals from administrative restructuring	-	-
Additions/disposals from asset transfers	(42)	-
Revaluation increments/(decrements)	-	-
Impairment losses	-	-
Impairment losses reversed	-	-
Carrying amount as at 30 June	-	42

Heritage and cultural assets reclassification

Heritage and cultural assets were reclassified as plant and equipment from 1 July 2018.

Leased assets

Leases under which the agency assumes substantially all the risks and rewards of ownership of an asset, are classified as finance leases. Other leases are classified as operating leases.

Finance leases

Finance leases are capitalised. A lease asset and lease liability equal to the lower of the fair value of the leased property and present value of the minimum lease payments, each determined at the inception of the lease, are recognised.

Lease payments are allocated between the principal component of the lease liability and the interest expense.

Operating leases

Operating lease payments made at regular intervals throughout the term are expensed when the payments are due, except where an alternative basis is more representative of the pattern of benefits to be derived from the leased property. Lease incentives under an operating lease of a building or office space is recognised as an integral part of the consideration for the use of the leased asset. Lease incentives should be recognised as a deduction of the lease expenses over the term of the lease.

14. Payables

	2019 \$000	2018 \$000
Accounts payable	336	159
Accrued expenses	1 093	974
Other payables	-	-
Total payables	1 429	1 133

Liabilities for accounts payable and other amounts payable are carried at cost, which is the fair value of the consideration to be paid in the future for goods and services received, whether or not billed to the agency. Accounts payable are normally settled within 30 days.

15. Provisions

	2019 \$000	2018 \$000
Current		
<i>Employee benefits</i>		
Recreation leave and airfares	4 240	4 350
Leave loading	519	494
<i>Other current provisions</i>		
Fringe benefit tax	103	100
Payroll Tax	279	283
Superannuation	334	323
	5 475	5 550
Non-current		
<i>Employee benefits</i>	-	-
<i>Other non-current provisions</i>	-	-
	-	-
	5 475	5 550
Total provisions	5 475	5 550
Reconciliations of provisions		
Fringe benefit tax		
Balance as at 1 July	100	138
Additional provisions recognised	498	576
Reductions arising from payments	(495)	(614)
Balance as at 30 June	103	100
Payroll tax		
Balance as at 1 July	283	230
Additional provisions recognised	279	283
Reductions arising from payments	(283)	(230)
Balance as at 30 June	279	283
Superannuation		
Balance as at 1 July	323	251
Additional provisions recognised	334	323
Reductions arising from payments	(323)	(251)
Balance as at 30 June	334	323

The Agency employed 343.97 employees as at 30 June 2019 (333.46 employees as at 30 June 2018).

Employee benefits

Provision is made for employee benefits accumulated as a result of employees rendering services up to the reporting date. These benefits include wages and salaries and recreation leave. Liabilities arising in respect of wages and salaries, recreation leave and other employee benefit liabilities that fall due within twelve months of reporting date are classified as current liabilities and are measured at amounts expected to be paid. Non-current employee benefit liabilities that fall due after twelve months of the reporting date are measured at present value, calculated using the government long-term bond rate.

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

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

- wages and salaries, non-monetary benefits, recreation leave and other leave entitlements, and
- 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, and as such no long service leave liability is recognised in agency financial statements.

16. Other liabilities

	2019 \$000	2018 \$000
Current		
Unearned revenue	90	67
	90	67
Non-current		
Other liabilities	-	-
	-	-
Total other liabilities	90	67

Financial guarantee contracts

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

The agency had no financial guarantee contracts as at 30 June 2019 or 30 June 2018.

Superannuation

Employees' superannuation entitlements are provided through the:

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

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

17. Commitments

Disclosures in relation to capital and other commitments, including lease commitments. Commitments are those contracted as at 30 June where the amount of the future commitment can be reliably measured.

(i) Capital expenditure commitments

Capital expenditure commitments primarily related to the construction of property, plant and equipment. Capital expenditure commitments contracted for at balance date but not recognised as liabilities are payable as follows:

Within one year

Later than one year and not later than five years

Later than five years

(ii) Operating lease commitments

The agency leases property under non-cancellable operating leases expiring from 1 to 15 years. Leases generally provide the agency with a right of renewal at which time all lease terms are renegotiated. The agency also leases items of plant and equipment under non-cancellable operating leases. Future operating lease commitments not recognised as liabilities are payable as follows:

Within one year

Later than one year and not later than five years

Later than five years

(iii) Other expenditure commitments

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

Within one year

Later than one year and not later than five years

Later than five years

	2019		2018	
	Internal \$000	External \$000	Internal \$000	External \$000
	-	-	-	-
	-	-	-	-
	-	-	-	-
	-	-	-	-
	1 472	-	2 265	-
	1 400	-	1 705	-
	-	-	52	-
	2 873	-	4 022⁽¹⁾	-
	-	7 154	-	6 877
	-	8 422	-	7 467
	-	-	-	-
	-	15 575	-	14 344

⁽¹⁾ Restated to include office lease commitments.

18. Reserves

Asset Revaluation Surplus

(i) Nature and purpose of the asset revaluation surplus

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

(ii) Movements in the asset revaluation surplus

Balance as at 1 July

Changes in accounting policies

Correction of prior period errors

Increment/(Decrement) – land

Impairment (losses)/reversals – land

Increment/(Decrement) – buildings

Impairment (losses)/reversals – buildings

Balance as at 30 June

	2019 \$000	2018 \$000
	11 481	11 481
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	11 481	11 481

19. Fair value measurement

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

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

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

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

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

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

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

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

Level 3 – inputs are unobservable.

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

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

a) Fair value hierarchy

The agency does not recognise any financial assets or liabilities at fair value as these are recognised at amortised cost. The carrying amounts of these financial assets and liabilities approximates their fair value.

The following table presents non-financial assets recognised at fair value in the balance sheet categorised by levels of inputs used to compute fair value:

	Level 2		Level 3		Total fair value	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
Assets						
Land (Note 12)	16 480	16 480			16 480	16 480
Buildings (Note 12)			6 441	6 170	6 441	6 170
Plant & equipment (Note 12)			785	1 175	785	1 175
Computer software (Note 12)			41	80	41	80
Computer hardware (Note 12)			8	15	8	15
Transport equipment (Note 12)			-	-	-	-
Heritage & cultural assets (Note 13)			-	42	-	42
Total assets	16 480	16 480	7 275	7 482	23 755	23 962

There were no transfers between Level 1 and Levels 2 or 3 during 2018-19.

b) Valuation techniques and inputs

Valuation techniques used to measure fair value in 2018-19 are:

	Level 2 Techniques	Level 3 Techniques
Asset classes		
Land (Note 12)	Market approach	
Buildings (Note 12)		Cost approach
Plant & equipment (Note 12)		Cost approach
Computer software (Note 12)		Cost approach
Computer hardware (Note 12)		Cost approach

There were no changes in valuation techniques from 2017-18 to 2018-19.

Level 2 fair values of land and buildings were based on market evidence of sales price per square metre of comparable land and buildings.

Level 3 fair values of specialised buildings and infrastructure were determined by computing their current replacement costs because an active market does not exist for such facilities. The current replacement cost was based on a combination of internal records of the historical cost of the facilities, adjusted for contemporary technology and construction approaches. Significant judgement was also used in assessing the remaining service potential of the facilities, given local environmental conditions, projected usage, and records of the current condition of the facilities.

c) Additional Information for Level 3 Fair Value Measurements

(i) Reconciliation of Recurring Level 3 Fair Value Measurements

	Land \$000	Buildings \$000	Plant and Equipment \$000	Computer Software \$000	Computer Hardware \$000	Transport Equipment \$000	Heritage and Cultural \$000
2018-19							
Fair value as at 1 July 2018	-	6 170	1 175	80	15	-	42
Additions	-	-	-	-	-	-	-
Disposals	-	-	-	-	-	-	-
Transfers from Level 2	-	-	-	-	-	-	-
Transfers to Level 2	-	-	-	-	-	-	-
Depreciation	-	(189)	(432)	(40)	(8)	-	-
Additions/(Disposals) from asset transfer	-	461	42	-	-	-	(42)
Gains/losses recognised in net surplus/deficit	-	-	-	-	-	-	-
Gains/losses recognised in other comprehensive income	-	-	-	-	-	-	-
Fair value as at 30 June 2019	-	6 441	785	41	8	-	-
2017-18							
Fair value as at 1 July 2017	-	6 329	1 701	121	23	-	42
Additions	-	-	-	-	-	-	-
Disposals	-	-	-	-	-	-	-
Transfers from Level 2	-	-	-	-	-	-	-
Transfers to Level 2	-	-	-	-	-	-	-
Depreciation	-	(159)	(542)	(41)	(8)	-	(1)
Additions/(Disposals) from asset transfer	-	-	16	-	-	-	-
Gains/losses recognised in net surplus/deficit	-	-	-	-	-	-	-
Gains/losses recognised in other comprehensive income	-	-	-	-	-	-	-
Fair value as at 30 June 2018	-	6 170	1 175	80	15	-	42

(ii) Sensitivity analysis

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

Plant, equipment, computer software and transport equipment – unobservable inputs used in computing the fair value of plant, equipment, computer software and transport equipment include the historical cost and the consumed economic benefit. Given the large number of agency plant, equipment, computer software and transport equipment included, it is not practical to compute a relevant summary measure for the unobservable inputs. In respect of sensitivity of fair value to changes in input value, a higher historical cost results in a higher fair value and greater consumption of economic benefit lowers fair value.

20. Financial instruments

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

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

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

The agency has limited exposure to financial risks.

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

a) Categories of financial instruments

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

2018-19 Categories of financial instruments

	Fair value through profit or loss			Fair value through other comprehensive income	Total
	Mandatorily at fair value	Designated at fair value	Amortised cost		
	\$000	\$000	\$000	\$000	\$000
2018-19					
Cash and deposits	-	-	5 809	-	5 809
Receivables ¹	-	-	54	-	54
Advances	-	-	200	-	200
Total financial assets	-	-	6 063	-	6 063
Payables ¹	-	-	(1 429)	-	(1 429)
Total financial liabilities	-	-	(1 429)	-	(1 429)

¹Total amounts disclosed exclude statutory amounts

2017-18 Categories of financial instruments (AASB139 Presentation)

	Fair value through profit or loss						Total
	Held for trading	Designated at fair value	Held to maturity investments	Financial Assets - Loans and receivables	Financial Assets - available for sale	Financial Liabilities - amortised cost	
	\$000	\$000	\$000	\$000	\$000	\$000	\$000
2017-18							
Cash and deposits							10 188
Receivables ¹			50				50
Advances			200				200
Total financial assets							10 438
Payables ¹						(1 133)	(1 133)
Total financial liabilities							(1 133)

¹Total amounts disclosed exclude statutory amounts

Classification of financial instruments (AASB9 Presentation) from 1 July 2018

From 1 July 2018, the agency classifies its financial assets in the following measurement categories:

- those to be measured subsequently at fair value (either through other comprehensive income (OCI) or through profit or loss), and
- those to be measured at amortised cost.

The classification depends on the agency's business model for managing the financial assets and the contractual terms of the cash flows.

For assets measured at fair value, gains and losses will either be recorded in profit or loss or OCI. For investments in equity instruments that are not held for trading, the agency has made an irrevocable election at the time of initial recognition to account for the equity investment at fair value through other comprehensive income (FVOCI).

The agency reclassifies debt investments when and only when its business model for managing those assets changes.

At initial recognition, the agency measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss (FVTPL), transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVTPL are expensed in profit or loss.

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

Debt instruments

Debt instruments include receivables and advances paid. Subsequent measurement of debt instruments depends on the agency's business model for managing the asset and the cash flow characteristics of the asset. There are three measurement categories into which the agency classifies its debt instruments:

- *Amortised cost*: Assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Interest income from these financial assets is calculated using the effective interest rate method. Any gain or loss arising on derecognition is recognised directly in profit or loss and presented in other gains/(losses).
- *FVOCI*: Assets that are held for collection of contractual cash flows and for selling the financial assets, where the assets' cash flows represent solely payments of principal and interest, are measured at FVOCI. Movements in the carrying amount are taken through OCI, except for the recognition of impairment gains or losses and interest income which are recognised in profit or loss. When the financial asset is derecognised, the cumulative gain or loss previously recognised in OCI is reclassified from equity to profit or loss and recognised in other gains/(losses). Interest income from these financial assets is calculated using the effective interest rate method.
- *FVTPL*: Assets that do not meet the criteria for amortised cost or FVOCI are measured at FVTPL. A gain or loss on a debt investment that is subsequently measured at FVTPL is recognised in profit or loss and presented net within other gains/(losses) in the period in which it arises.

Changes in the fair value of financial assets at FVTPL are recognised in other gains/(losses) in the statement of profit or loss as applicable. Impairment losses (and reversal of impairment losses) on equity investments measured at FVOCI are not reported separately from other changes in fair value.

Financial liabilities are classified into the following categories either at FVTPL or at amortised cost. The classification and measurement of financial liabilities under AASB 9 is substantially the same as in AASB 139, except where an entity designates financial liabilities at FVTPL. For such liabilities, the fair value changes of liabilities designated at FVTPL are presented as follows:

- the fair value changes attributable to changes in the liability's credit risk are recognised in OCI, and
- the remaining changes in the fair value are recognised in profit or loss.

Classification of financial instruments until 30 June 2018

The agency has elected not to restate comparative information. As a result, the comparative information provided continues to be accounted for in accordance with AASB 139.

Financial assets are classified into the following categories:

- financial assets at fair value through profit or loss
- held-to-maturity investments
- loans and receivables, and
- available-for-sale financial assets.

Financial liabilities are classified into the following categories:

- financial liabilities at fair value through profit or loss (FVTPL), and
- financial liabilities at amortised cost.

Financial instruments are classified as at FVTPL when the instrument is either held for trading or is designated as at FVTPL. Financial instruments classified as at FVTPL are initially and subsequently measured at fair value. Gains or losses on these assets are recognised in the net result for the year.

Held-to-maturity investments

Held-to-maturity investments are non-derivative financial assets with fixed or determinable payments and fixed maturity dates that the entity has the positive intent and ability to hold to maturity. Held-to-maturity investments are recorded at amortised cost using the effective interest method less impairment, with revenue recognised on an effective yield basis.

Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market other than those held for trading and available for sale. Loans and receivables exclude statutory receivables. Loans and receivables are measured initially at fair value and subsequently at amortised cost using the effective interest rate method less impairment.

Available-for-sale financial assets

Available-for-sale financial assets are those non-derivative financial assets, principally equity securities that are designated as available-for-sale or are not classified as any of the three preceding categories. Available-for-sale financial assets are initially measured at fair value plus transaction costs and subsequently at fair value. Gains or losses are recognised as a separate component of equity until the investment is derecognised or until the investment is determined to be impaired, at which time the cumulative gain or loss previously reported in equity is recognised in the comprehensive operating statement.

Financial liabilities at amortised cost

Financial liabilities at amortised cost are measured include all advances received, finance lease liabilities and borrowings. Amortised cost is calculated using the effective interest method.

Derivatives

The agency enters into a variety of derivative financial instruments to manage its exposure to interest rate risk. The agency does not speculate on trading of derivatives.

Derivatives are initially recognised at fair value on the date a derivative contract is entered in to and are subsequently remeasured at their fair value at each reporting date. The resulting gain or loss is recognised in the comprehensive operating statement immediately unless the derivative is designated and qualifies as an effective hedging instrument, in which event, the timing of the recognition in the comprehensive operating statement depends on the nature of the hedge relationship. Application of hedge accounting will only be available where specific designation and effectiveness criteria are satisfied.

Netting of swap transactions

The agency, from time to time, may facilitate certain structured finance arrangements, where a legally recognised right to set-off financial assets and liabilities exists, and the Territory intends to settle on a net basis. Where these arrangements occur, the revenues and expenses are offset and the net amount is recognised in the comprehensive operating statement.

b) Credit risk

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

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

Credit risk relating to receivables is disclosed in note 10 and advances paid in note 11.

c) Liquidity risk

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

The following table details the agency's remaining contractual maturity for its financial liabilities, calculated based on undiscounted cash flows at reporting date:

Maturity analysis for financial liabilities

	Carrying amount	Less than a Year	1 to 5 Years	More than 5 Years	Total
	\$000	\$000	\$000	\$000	\$000
2019					
Liabilities					
Payables	(1 429)	(1 429)	-	-	(1 429)
Total financial liabilities	(1 429)	(1 429)	-	-	(1 429)
2018					
Liabilities					
Payables	(1 133)	(1 133)	-	-	(1 133)
Total financial liabilities	(1 133)	(1 133)	-	-	(1 133)

d) Market risk

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

(i) Interest rate risk

The agency is not exposed to interest rate risk as agency financial assets and financial liabilities are non interest bearing or have a fixed interest rate.

(ii) Price risk

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

(iii) Currency risk

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

Related Parties

i) Related Parties

Department of the Chief Minister 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; and
- close family members of the portfolio minister or KMP including spouses, children and dependants; and
- all public sector entities that are controlled and consolidated into the whole of government financial statements; and
- any entities controlled or jointly controlled by KMP's or the portfolio minister or controlled or jointly controlled by their close family members.

ii) Key management personnel (KMP)

Key management personnel of the agency are those persons having authority and responsibility for planning, directing and controlling the activities of Department. These include the Chief Minister, the Minister for Aboriginal Affairs, the Chief Executive Officer and members of the executive leadership team listed on page 50.

iii) Remuneration of key management personnel

The details below excludes the salaries and other benefits of the Chief Minister and the Minister for Aboriginal Affairs as their remunerations and allowances are payable by the Department of the Legislative Assembly and consequently disclosed within the Treasurer's annual financial statements.

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

	2019 \$000	2018 \$000
Short-term benefits	2 758	2 885
Long-term benefits	214	220
Termination benefits	-	-
Total	2 973	3 105

iv) Related party transactions:

Transactions with Northern Territory Government controlled entities

The agency'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:

Related Party	Revenue from related parties \$000	Payments to related parties \$000	Amounts owed by related parties \$000	Amounts owed to related parties \$000
2019				
NTG Government departments	6 723	13 629	23	288
Subsidiaries	25	1 817	-	37
Total	6 748	15 446	23	325
2018				
NTG Government departments	5 566	8 730	40	284
Subsidiaries	56	1 949	-	46
Total	5 622	10 679	40	330

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. These transactions have not been disclosed. There are no other related party transactions in excess of \$10 000 or on non-standard terms and conditions that may be reported.

22. Contingent liabilities and contingent assets

a) Contingent liabilities

Contingent liabilities are potential future costs to government that may arise from guarantees, indemnities, legal and contractual claims and hence may constitute a risk to the Territory's financial position.

The agency had no contingent liabilities as at 30 June 2019 or 30 June 2018.

b) Contingent assets

The agency had no contingent assets as at 30 June 2019 or 30 June 2018.

23. 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.

24. Schedule of administered Territory items

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

24. Budgetary information

Comprehensive Operating Statement

	2018-19 Actual \$000	2018-19 Original Budget \$000	Variance \$000	Note
INCOME				
Taxation revenue	-	-	-	
Grants and subsidies revenue				
Current	827	-	827	
Capital	-	-	-	
Appropriation				
Output	74 722	65 885	8 837	1
Commonwealth	250	1 305	(1 055)	2
Sales of goods and services	649	583	66	
Interest revenue	466	-	466	
Goods and services received free of charge	4 597	4 797	(200)	
Other income	1 591	45	1 546	
TOTAL INCOME	83 102	72 615	10 487	
EXPENSES				
Employee expenses	47 969	40 814	7 155	3
Administrative expenses				
Purchases of goods and services	19 649	16 044	3 605	4
Repairs and maintenance	443	325	118	
Depreciation and amortisation	668	744	(76)	
Other administrative expenses	5 063	4 797	266	
Grants and subsidies expenses				
Current	13 905	11 356	2 549	5
Capital	3 500	-	3 500	6
Community service obligations	-	-	-	
Interest expenses	-	-	-	
TOTAL EXPENSES	91 197	74 080	17 117	
NET SURPLUS/(DEFICIT)	(8 095)	(1 465)	(6 630)	
OTHER COMPREHENSIVE INCOME				
Items that will not be reclassified to net surplus/deficit				
Changes in accounting policies	-	-	-	
Correction of prior period errors	-	-	-	
Changes in asset revaluation surplus	-	-	-	
TOTAL OTHER COMPREHENSIVE INCOME	-	-	-	
COMPREHENSIVE RESULT	(8 095)	(1 465)	(6 630)	

Notes:

1. Increase is predominantly due to funding for antisocial behaviour initiatives, Darwin City activation promotion, implementation of the Territory Masterbrand, integration of Department of Treasury and Finance corporate services into Department of the Chief Minister and one-off funding for the Future of Jabiru and Darwin City Deal. This is offset by the Administrative Arrangement Orders transfer out for the establishment of the Office of the Independent Commissioner Against Corruption and transfer out of the early childhood and family centres to Territory Families.
2. Decrease due to Commonwealth funding for Natural Disaster Resilience National Partnership Agreement received in 2017-18.
3. Increase is predominantly due to the voluntary redundancy program, integration of Department of Treasury and Finance corporate services into the Department of the Chief Minister, Ministerial Offices and the Office of the Leader of the Opposition, Office of the Administrator of the Northern Territory, implementation of the Territory Masterbrand and the Darwin City activation promotion.
4. Increase is predominantly due to antisocial behaviour initiatives; Darwin City activation promotion, implementation of the Territory Masterbrand and the Darwin City Deal. This is offset by the Administrative Arrangement Orders transfer out for the establishment of the Office of the Independent Commissioner Against Corruption.
5. Increase due to the Future of Jabiru and the Darwin City Deal, offset by the transfer out of the early childhood and family centres to Territory Families.
6. Increase due to the Future of Jabiru, the Darwin City Deal and Whitegate water tank and infrastructure.

Balance Sheet

	2018-19 Actual \$000	2018-19 Original Budget \$000	Variance \$000	Note
ASSETS				
Current assets				
Cash and deposits	5 809	1 602	4 207	1
Receivables	708	279	429	
Advances and investments	5	-	5	
Prepayments	146	303	(157)	
Total current assets	6 668	2 184	4 484	
Non-current assets				
Advances and investments	200	200	-	
Property, plant and equipment	23 755	23 210	545	
Total non-current assets	23 955	23 410	545	
TOTAL ASSETS	30 623	25 594	5 029	
LIABILITIES				
Current liabilities				
Payables	1 429	1 034	395	2
Provisions	5 475	4 548	927	3
Other liabilities	90	-	90	
Total current liabilities	6 994	5 582	1 412	
Non-current liabilities				
Borrowings and advances	-	-	-	
Provisions	-	-	-	
Other liabilities	-	-	-	
Total non-current liabilities	-	-	-	
TOTAL LIABILITIES	6 994	5 582	1 412	
NET ASSETS	23 629	20 012	3 617	
EQUITY				
Capital	68 983	65 309	3 674	
Reserves	11 481	11 481	-	
Accumulated funds	(56 835)	(56 778)	(57)	
TOTAL EQUITY	23 629	20 012	3 617	

Notes:

1. Increase due to timing of the Territory's share of the Royal Commission into Child Protection and Youth Detention and NT Masterbrand.
2. Increase is due to higher than budgeted accruals and accounts payable for the agency.
3. Increase is due to higher than original budgeted employee provisions as a result of Administrative Arrangement Orders transferring in Office of Parliamentary Counsel and integration of Department of Treasury and Finance corporate services into Department of the Chief Minister.

Cash Flow Statement

	2018-19 Actual \$000	2018-19 Original Budget \$000	Variance \$000	Note
CASH FLOWS FROM OPERATING ACTIVITIES				
Operating receipts				
Taxes received				
Grants and subsidies received				
Current	827	-	827	1
Capital				
Appropriation				
Output	74 722	65 885	8 837	
Commonwealth	250	1 305	(1 055)	
Receipts from sales of goods and services	4 759	635	4 124	2
Interest received				
Total operating receipts	80 558	67 825	12 733	
Operating payments				
Payments to employees	48 014	40 814	7 200	3
Payments for goods and services	22 568	16 369	6 199	2,4
Grants and subsidies paid				
Current	13 905	11 356	2 549	5
Capital	3 500	-	3 500	6
Community service obligations	-	-	-	
Interest paid	-	-	-	
Total operating payments	87 987	68 539	19 448	
Net cash from/(used in) operating activities	(7 429)	(714)	(6 715)	
CASH FLOWS FROM INVESTING ACTIVITIES				
Investing receipts				
Proceeds from asset sales	-	-	-	
Repayment of advances	-	-	-	
Sales of investments	-	-	-	
Total investing receipts	-	-	-	
Investing payments				
Purchases of assets	-	-	-	
Advances and investing payments	-	-	-	
Total investing payments	-	-	-	
Net cash from/(used in) investing activities	-	-	-	

Cash Flow Statement

	2017-18 Actual \$000	2017-18 Original Budget \$000	Variance \$000	Note
CASH FLOWS FROM FINANCING ACTIVITIES				
Financing receipts				
Proceeds of borrowings	-	-	-	
Deposits received	-	-	-	
Equity injections				
Capital appropriation	-	-	-	
Commonwealth appropriation	-	-	-	
Other equity injections	3 050	-	3 050	
Total financing receipts	3 050	-	3 050	
Financing payments				
Repayment of borrowings	-	-	-	
Finance lease payments	-	-	-	
Equity withdrawals	-	-	-	
Total financing payments	-	-	-	
Net cash from/(used in) financing activities	3 050	-	3 050	
Net increase/(decrease) in cash held	(4 379)	(714)	(3 665)	
Cash at beginning of financial year	10 188	2 316	7 872	
CASH AT END OF FINANCIAL YEAR	5 809	1 602	4 207	

Notes:

1. Increase is predominantly due to funding for antisocial behaviour initiatives, Darwin City activation promotion, implementation of the Territory Masterbrand, integration of Department of Treasury and Finance corporate services into Department of the Chief Minister, one-off funding for the Future of Jabiru and the Darwin City Deal. This is offset by the Administrative Arrangement Orders transfer out for the establishment of the Office of the Independent Commissioner Against Corruption and transfer out of the early childhood and family centres to Territory Families.
2. GST refunds and payments from/to the Australian Taxation Office that are not budgeted.
3. Increase is predominantly due to the voluntary redundancy program, integration of Department of Treasury and Finance corporate services into the Department of the Chief Minister, Ministerial Offices and the Office of the Leader of the Opposition; Office of the Administrator of the Northern Territory, implementation of the Territory Masterbrand and the Darwin City activation promotion.
4. Increase is predominantly due to antisocial behaviour initiatives, the Darwin City activation promotion, implementation of the Territory Masterbrand and the Darwin City Deal. This is offset by the Administrative Arrangement Orders transfer out for the establishment of the Office of the Independent Commissioner Against Corruption.
5. Increase due to Future of Jabiru and the Darwin City Deal, offset by the transfer out of the early childhood and family centres to Territory Families.
6. Increase due to Future of Jabiru, the Darwin City Deal and Whitegate water tank and infrastructure

6 / Appendices



Appendix 1

Grants programs paid in 2018-19

Strategic Policy Coordination and Engagement

Organisation	Purpose	Amount paid (GST exclusive)
Basketball NT Inc	Promote The Territory Boundless Possible brand through the team name and associated events and media opportunities	50,000
Charles Darwin University	Bioenergy Photovoltaic Hybrid Electricity Generation project submitted to the Renewable Energy R&D Grants Program	102,732
Charles Darwin University	Cost-effective Maintenance of Remote Hybrid Mini-grid Systems project submitted to the Renewable Energy R&D Grants Program	141,690
Charles Darwin University	Modelling Future Solar Energy Production project submitted to the Renewable Energy R&D Grants Program	84,316
Charles Darwin University	Provide NT Government with an effective forum to promote the Northern Territory via the Boundless Possible campaign.	9,375
Commonwealth Scientific and Industrial Research Organisation (CSIRO)	Implementation of the Gas Industry Social and Environment Alliance (GISERA) model	450,000
Desert Knowledge Australia	Intyalheme Centre of Excellence for Renewable Energy	2,750,000
Northern Territory Council of Social Service	Funding for Human Services Sector Recruitment project	15,000
Power and Water	Development of Dynamic Power System Models for the NT regulated electricity systems	450,000
Regional Australia Institute	Regional Australia Institute work program - key 2017 outcomes and confirming NT participation for 2018	50,000
Total		4,103,113

Community Support Grants

Organisation	Purpose	Amount paid (GST exclusive)
Adelaide River Show Society	Sponsorship of the Adelaide River Show Society Campdraft	3,000
Aileron Bush Club Incorporated	Sponsorship of the 2019 Aileron Bush Weekend	4,000
Australia Day Council NT Inc	Financial support for events and activities as part of 2019 Australia Day	40,000
Australia Day Council NT Inc	Operational funding	144,639
Australian Stock Horse Society NT Branch Incorporated	Sponsorship of 2019 Katherine Australian Stock Horse Society Campdraft	1,000
Autism Northern Territory	Sponsorship of the 2018 Autism NT Luncheon	3,000
Braitling Primary School	Support 5 members of the Grannies in Schools Group to attend the NAIDOC Aboriginal and Torres Strait Islander Women's conference	3,820
Burt, Ms Kate Rose	Support to attend the United Nations Youth Australia National Conference 2019	645
Business & Professional Womens Association Darwin	Support up to 7 members to attend the BPW National Conference	5,000
Catholiccare NT	Sponsorship of the No More Violence Through Sports symposium	5,000
Charles Darwin University	Chief Minister's Award for outstanding academic achievement in science for the College of Engineering, IT and Environment	1,000
Charles Darwin University	Support the role of CDU and its contribution to the Territory by celebrating the anniversary of Charles Darwin's birth	20,000
Charles Darwin University Foundation	Support for the 2019 Greek in Country Study Program	5,000
Charles Darwin University Foundation	Employ an Associate Professor for the Greek Language and Cultural program and to support the Greek study program	50,000
Coomalie Community Government.Council	Support the 2019 ANZAC Day Dawn Service at Adelaide River	7,000
Darwin Greyhound Association	Sponsorship of cup	6,000
Down Syndrome Association of the NT Inc	Support the Down Syndrome Association of the Northern Territory's 40th Anniversary Ruby Gala Ball	2,500

Continued on next page

Community Support Grants

Organisation	Purpose	Amount paid (GST exclusive)
Greek Orthodox Community of NT Inc	Sponsorship of the 30th anniversary of Greek Glenti Smith Street Mall activities	20,000
Grover, Miss Ellie Susanne	Support attendance at the 2018 United Nations Youth Australia's National Conference	950
Henbury School Council	Sponsorship of the Henbury Corporate Luncheon	5,000
Indian Cultural Society Inc	Support for 2019 Holi Festival	6,000
Islamic Society Of Darwin	Support cost of Eid Festival and Dinner and security guards for mosques during Ramadan	8,000
Kalymnian Brotherhood Club Inc	Support for costs of running 2019 Seniors Easter Luncheon	10,000
Litchfield Orchid Club Inc	Sponsorship of the 29th NT Orchid Spectacular	1,200
M Powell	Oasis Tent at the Nightcliff Seabreeze festival	1,250
Mataranka Better Half Club Inc	Sponsorship of the 2019 Mataranka Never Never Festival Campdraft	2,000
Mcrostie, Mrs Bronwyn Jennifer	Support the Darwin Lions District Convention	5,000
Media Entertainment and Arts Alliance	Sponsorship of the NT Media Awards 2018	10,000
Menzies School of Health Research	Support the cost of 2 Aboriginal employees to attend the 2019 International Society for Research on Internet Interventions Conference	2,000
Minerals Council of Australia (NT)	Sponsorship of the Best Adjudicator Award	5,000
Mother's Day Classic Foundation	Sponsorship of the Darwin Mother's Day Classic walk and fun run	2,000
National Disability Services Limited	Funding for Development of Human Services Industry Plan	224,890
Northern Territory Council of Social Service	Peak Body Funding 2018-19	800,987
NT Thai Association	Support the Lio Krathing Light Festival	3,000
Ralph, Mr Peter	Support for Patrik Ralph to attend the 2019 United Nations Youth Australia National Conference	1,020
Red Centre Campdraft & Rodeo Association Inc	Sponsorship for 2019 Harts Range Campdraft	4,000
Rotary Club of Stuart Alice Springs Inc	Support the 2019 Annual Territorian Dinner	3,000
Science Schools Foundation Inc	Sponsorship of the ConocoPhillips Science Experience NT	1,200
Science Schools Foundation Inc	Support to enable remote students' participation in 2019 ConocoPhillips Science Experience NT	5,000
Somerville Community Services Inc	Support families in need at Christmas time	25,000
Special Children's Christmas Party	Palmerston Shopping Centre Special Children's Christmas Party	2,500
Starlight Children's Foundation Australia	Darwin Star Ball 2019	10,000

Continued on next page

Community Support Grants

Organisation	Purpose	Amount paid (GST exclusive)
Territory Rodeo Services	Major sponsorship of the Mataranka Rodeo	2,000
The Hellenic Athletic Club Inc	Support for the dinner for 60th Anniversary of the Hellenic Athletic Club	10,000
Thoroughbred Racing NT	Sponsorship of the Chief Minister's Foot Races at Tennant Creek Cup Day	1,000
Top End Drum Runners	Sponsorship of the Drums for Dolly Barrel Racing Meet	400
Total Recreation NT Inc	Support for Katherine to Darwin Challenge	15,000
Total Recreation NT Inc	Sponsorship of the Dancing with the Celebrities Gala Ball	3,455
U3A Alice Springs Inc	Support for members to attend 8GCC Radio Basics Training	1,000
Unions NT	Peak Body Funding 2018-19	250,000
Urapuntja Aboriginal Corporation	Employ Homelands Services Coordinator and engage a consultant to develop a business case for the continued operation and management of the Learning Centre	70,000
Total		1,813,455

Governance and Capacity Building

Organisation	Purpose	Amount paid (GST exclusive)
Aboriginal Medical Services Alliance of the NT Inc	Provide resources for Aboriginal Peak Organisations of the Northern Territory to engage, work with and respond to government	250,000
Aboriginal Resource & Development Services	Develop a package to educate the Galiwin'ku community on asbestos harm, risks and how to stay safe (advertising on the radio in Yolngu Matha)	82,670
Aboriginal Resource & Development Services	Cultural Competency training for NTG staff to enhance the knowledge and understanding of the local Yolngu people	169,759
Anindilyakwa Royalties Aboriginal Corporation	Provide telecommunications coverage, encourage digital connectivity and information sharing	125,000
Aputula Aboriginal Corporation	Deliver governance training to the Aputula Aboriginal Corporation Board and undertake a review of operational documents	19,600
Baniyala Garrangali Aboriginal Corp	Support leaders to establish a regional executive for the homelands network around Blue Mud Bay	45,000

Continued on next page

Governance and Capacity Building

Organisation	Purpose	Amount paid (GST exclusive)
Bathurst Island Housing Association	Deliver an accredited 2 days Corporate Governance Course	19,250
Bawinanga Aboriginal Corporation	Improve capacity to accurately monitor and evaluate Board performance	45,500
Belyuen Community Government	Funding for events and activities to celebrate Aboriginal culture as part of 2019 Australia Day	2,000
Carers NT	Funding for events and activities to celebrate Aboriginal culture as part of 2019 Australia Day	2,000
Charles Darwin University	Darwin City Deal funding for education and civic precinct studies and project management team	2,500,000
Child Australia - Nightcliff Community ELC	Funding for events and activities to celebrate Aboriginal culture as part of 2019 Australia Day	913
Childrens Ground Ltd	Funding of Whitegate Community Essential Services Feasibility and Infrastructure upgrades	500,000
City of Palmerston	Organise and host events and activities as part of the inaugural 2019 Palmerston Youth Festival to be held over the 2019 July school holidays	300,000
Commonwealth Scientific and Industrial Research Organisation (CSIRO)	Establish a virtual urban Living Lab in Darwin for a period of 10 years	1,000,000
Cullen Bay Marina Management Corporation	Provide weekly live music performances during the dry season for Darwin residents visiting Cullen Bay beach on Sunday afternoon	20,000
Darwin City Retailers Association Inc	Continuation of the Boutique Markets in the Darwin Smith Street Mall until September 2019	60,000
Demed Aboriginal Corporation	Provide a tailored governance program	42,720
Dept. of Education	West Arnhem virtual project plan	110,000
Dept. of Environment and Natural Resources	Partially fund consultancy for Atyenhenge Atherre Aboriginal Corporation and Santa Teresa Enterprises Limited	7,876
Gong-Dal Aboriginal Corporation	Contribute to the engagement of an Intercultural Engagement Officer	50,000
Gundjeihmi Aboriginal Corporation	Provide digital design experience strategies in line with the Jabiru and Kakadu Tourism Business Case	93,161
Gurindji Aboriginal Corporation	Engage professional services to support the Aboriginal Corporation	40,000

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Governance and Capacity Building

Organisation	Purpose	Amount paid (GST exclusive)
Jabiru Kabolkmakmen Limited	Establish Jabiru Kabolkmakmen Limited, a company based in the Jabiru township and support the transition of Jabiru from a mining town to a tourism and government service hub	1,582,773
Jabiru Town Development Authority	Provide a grant to the Jabiru Town Development Authority for services provided by the West Arnhem Regional Council	90,000
Julalikari Council Aboriginal Corp	Provide support to Julalikari Council to engage the community	50,000
Larrakia Nation Aboriginal Corporation	Program to return Aboriginal Northern Territorians to their usual community of residence	291,184
Larrakia Nation Aboriginal Corporation	Program to create positive public perceptions about the community and develop awareness of the Larrakia culture among visitors and residents of Darwin and Palmerston	660,000
Marthakal Yolngu Airline Pty Ltd	Funding for security measures at Galiwin'ku airport	4,550
Milingimbi Art and Culture Aboriginal Corporation	Support a working group of Milingimbi Art and Culture (MAC) to develop and create resources in Yolngu Matha	8,100
Mungoorbada Aboriginal Corporation	Build capability, capacity and commitment to re-engage previously held commercial contracts	40,000
Mutchirr Aboriginal Corporation	Support the engagement of a senior consultant to provide governance and capacity building advice	18,800
My Glow Darwin	Funding for events and activities to celebrate Aboriginal culture as part of 2019 Australia Day	3,000
Ngukurr Arts	Strengthen governance	10,000
Nhulunbuy Corporation Ltd	Funding for events and activities to celebrate Aboriginal culture as part of 2019 Australia Day	3,000
Northern Territory Major Events Company Pty Ltd	Fund NT Major Events to deliver a Laneway event under the Cavenagh Street Shade Structure	35,000
Northern Territory Major Events Company Pty Ltd	Fund NT Major Events to deliver the 2019 Darwin Street Art Festival	350,000
Northern Territory Stolen Generations Aboriginal Corp	Funding for events and activities to celebrate Aboriginal culture as part of 2019 Australia Day	4,000

Continued on next page

Governance and Capacity Building

Organisation	Purpose	Amount paid (GST exclusive)
Piteo Design	Engage a consultant architect to develop a mixed use development plan for Alice Plaza/ Todd Tavern/former Shell Palms Petrol Station on Wills Terrace	37,500
Priscilla Red Centre Festival Inc	Funding for a 3 day festival playing homage iconic cult movie and stage musical: Priscilla - Queen of the Desert	100,000
Save the Children Australia	Funding for events and activities to celebrate Aboriginal culture as part of 2019 Australia Day	2,000
Territory Families	Funding to extend hours of Alice Springs Youth Drop in Centres	165,000
The Gap Youth And Community Centre Aboriginal Corporation	Funding for events and activities to celebrate Aboriginal culture as part of 2019 Australia Day	1,500
Waltja Tjutangku Palyapayi Aboriginal Corp	Funding for events and activities to celebrate Aboriginal culture as part of 2019 Australia Day	2,500
Waltja Tjutangku Palyapayi Aboriginal Corp	Support multi-day workshops with directors, members and future leaders	34,857
Western Desert Nganampa Walytja Palyantjaku Tjutaku	Strengthen community governance/leadership capacity for the transition to LDM for the provision of health services in Papunya, Mt Leibig and Haasts Bluff	27,000
Western Desert Nganampa Walytja Palyantjaku Tjutaku	Funding for events and activities to celebrate Aboriginal culture as part of 2019 Australia Day	4,000
Yuendumu Women's Centre	Support facilitated workshops to assist Yuendumu women	20,000
Total		9,506,399

Regional Flexible Grant Programs

Organisation	Purpose	Amount paid (GST exclusive)
Aboriginal Resource & Development Services	Develop a contextual cultural competency training program	18,795
Aboriginal Resource & Development Services	Support Community Engagement and ARDS Aboriginal Corporation Participation in the Yolngu Region LDM Partnership Committee and Working Group.	42,000
Aboriginal Resource & Development Services	Develop communications materials for radio, print and social media aimed at Yolngu Matha speaking audience	23,580
Anglicare NT	Support delivery of the components of workshop and mentoring sessions	4,800

Continued on next page

Regional Flexible Grant Programs

Organisation	Purpose	Amount paid (GST exclusive)
Bathurst Island Housing Association	Provide training and upskilling session to Bathurst Island Housing Association	2,320
Gong-Dal Aboriginal Corporation	Meet with Yolngu leaders of the Central East Arnhem - Miyarrka Region living in Homelands and in Lake Evella	15,000
Green River Aboriginal Corporation	Develop LDM MAP for Green River Aboriginal Corporation	13,420
Gurindji Aboriginal Corporation	Assist with operational costs associated with the 2018 Annual Freedom Day Festival	10,000
Jawoyn Association Aboriginal Corporation	Contribute towards travel and accommodation costs for the Nitmiluk Park Board to participate on the Nitmiluk National Park study tour	10,000
Manungurra Aboriginal Corporation	Support the transitional position to build Wallangra Ngumpinku Aboriginal Corporation (WNAC) capability and capacity	22,715
Murin Travel & Freight Services	Development of LDM and engagement within Community	10,000
Ngukurr Arts	Provide printing equipment for onsite multi-colour fabric printing	5,000
Nitmiluk Tours Pty Ltd	Contribute towards travel and accommodation costs for the Nitmiluk Park Board to participate on the Nitmiluk National Park study tour	10,000
Node-Northern Collaboration and Co-Research	Engage with community members to share knowledge around wellbeing for children aged 0-5 and their families	20,000
Northern Land Council	Assistance to Aboriginal Territorians, particularly traditional owners, in relation to land and waters, community and economic development, and representation in public policy	12,000
Roper Gulf Shire Council	Assist community volunteers of the Never Never Museum to design and install signage at Katherine Historical Museum and the Never Never Museum	5,000
Tangentyere Council Inc	Tangentyere Council's Women's Family Safety Group and Four Corners Men's Program Joint Patrolling Dec 2018 - Jan 2019	40,000
Thamarrurr Development Corporation Ltd	Provide capacity building and governance advice on local decision making and engagement	16,000
Thamarrurr Development Corporation Ltd	Support the development of community based capacity building and leadership to deliver in-country orientation and induction training	19,500

Continued on next page

Regional Flexible Grant Programs

Organisation	Purpose	Amount paid (GST exclusive)
Tiwi Enterprises Pty Ltd	Support the transition of Tiwi Enterprises from a profit enterprise into a not for profit organisation	10,000
Urapuntja Aboriginal Corporation	Employ Homelands Services Coordinator and engage a consultant to develop a business case for the continued operation and management of the Learning Centre	20,000
Walangeri Ngumpinku Aboriginal Corporation	Fund a transitional position to build Walangeri Ngumpinku Aboriginal Corporation (WNAC) capability and capacity	50,000
Walangeri Ngumpinku Aboriginal Corporation	Support Walangeri Ngumpinku Aboriginal Corporation Strategic Planning Workshops	5,220
Walangeri Ngumpinku Aboriginal Corporation	Development of Youth Action Plan	2,400
Yagbani Aboriginal Corporation	Provide training and guidance in governance and leadership	34,024
Total		421,774

Youth Programs

Organisation	Purpose	Amount paid (GST exclusive)
Anglicare NT	Deliver a program of activities and events for the young people of Katherine across the Oct 2018 school holidays	2,582
Australian Red Cross	Deliver a program of activities and events for the young people of Katherine across the April 2019 school holidays	800
Blue Eagle Muay Tai Katherine	Develop, purchase equipment for and deliver a twice weekly, after hours Muay Thai program for young people in Katherine	18,000
David Collins	Work in collaboration with DCM and Katherine High School to support the development of a student designed mural	29,110
Ember Jam/Bugzy Bumblebee	Deliver a program of activities and events for the young people of Katherine across Dec 2018/Jan 2019 school holidays	9,955
Ember Jam/Bugzy Bumblebee	Deliver a program of activities and events for the young people of Katherine across the Oct 2018 school holidays	6,200
Kalano Community Association Aboriginal Corporation	Funding for the Katherine Youth Outreach and Transport Services	120,000
Kalano Community Association Inc	Program aimed at involving children in didgeridoo making during the Oct 2018 school holidays	6,600

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Youth Programs

Organisation	Purpose	Amount paid (GST exclusive)
Kalano Community Association Inc	Provide bus service to and from activities and events during the Oct 2018 school holidays	4,000
Kalano Community Association Inc	Deliver a program of activities and events for the young people of Katherine across the April 2019 school holidays	2,479
Kalano Community Association Inc	Deliver a program of activities and events for the young people of Katherine across Dec 2018/Jan 2019 school holidays	17,913
Katherine Castles	Deliver a program of activities and events for the young people of Katherine across the April 2019 school holidays	6,490
Katherine Castles	Deliver a program of activities and events for the young people of Katherine across Dec 2018/Jan 2019 school holidays	18,100
Katherine Country Club Inc	Deliver a program of activities and events for the young people of Katherine across the April 2019 school holidays	300
Katherine Isolated Children's Service Inc	Deliver a program of activities and events for the young people of Katherine across the April 2019 school holidays	3,500
Katherine Isolated Children's Service Inc	Deliver a program of activities and events for the young people of Katherine across Dec 2018/Jan 2019 school holidays	3,550
Katherine Isolated Children's Service Inc	Deliver Playgroup in the Park during the Oct 2018 school holidays	2,727
Katherine Outback Experience Pty Ltd	Deliver the Katherine Outback Experience and 2 x Stockman Workshops during the July 2019 School Holidays	12,091
Katherine Regional Aboriginal Health & Related Services	Deliver a program of activities and events for the young people of Katherine across Dec 2018/Jan 2019 school holidays	2,000
Katherine Regional Cultural Precint	Deliver a program of activities and events for the young people of Katherine across the April 2019 school holidays	2,400
Katherine Town Council	Marketing program to promote and support activities and events for the young people of Katherine across the April 2019 school holidays	4,372
Katherine Town Council	Deliver a program of activities and events for the young people of Katherine across Dec 2018/Jan 2019 school holidays	6,558
Katherine Town Council	Deliver a program of activities at the Katherine Library; art, craft and movie during the Oct 2018 school holidays	1,600

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Youth Programs

Organisation	Purpose	Amount paid (GST exclusive)
Katherine Town Council	Marketing and promotion material for the Oct 2018 school holidays	6,528
Kentish Lifelong Learning Andcare Inc	Deliver a program of activities and events for the young people of Katherine across the Oct 2018 school holidays	2,150
Mr Jay Fiso Trading as Deadly Cutz	Funding to develop, purchase equipment and deliver a weekly after hours youth drop in space for young people in Katherine	27,600
Nitmiluk Tours Pty Ltd	Deliver a program of activities and events for the young people of Katherine across the April 2019 school holidays	6,705
Nitmiluk Tours Pty Ltd	Deliver a program of activities and events for the young people of Katherine across Dec 2018/Jan 2019 school holidays	12,227
Nitmiluk Tours Pty Ltd	Deliver a range of programs and activities during the July 2019 school holidays	13,455
Somerville Community Services Inc	Deliver a program of activities and events for the young people of Katherine across the April 2019 school holidays	3,155
Somerville Community Services Inc	Deliver a program of activities and events for the young people of Katherine across Dec 2018/Jan 2019 school holidays	9,100
Somerville Community Services Inc	Deliver a program of activities and events for the young people of Katherine across the Oct 2018 school holidays	4,510
Territory Families	Development of Katherine Youth Action Plan	11,030
The Finch Cafe	Deliver a range of programs and activities during the July 2019 school holidays	1,988
The Smith Family	Deliver a program of activities and events for the young people of Katherine across Dec 2018/Jan 2019 school holidays	1,480
The YMCA of the NT Youth & Community Services Ltd	Deliver a program of activities and events for the young people of Katherine across the April 2019 school holidays	2,695
The YMCA of the NT Youth & Community Services Ltd	Deliver a program of activities and events for the young people of Katherine across Dec 2018/Jan 2019 school holidays	3,570
YMCA of the Northern Territory	Program of school holiday activities and events; movie night, pool party, skate disco, deadly divas day, bush tucker day	2,550
Total		390,070

Disaster Resilience

Organisation	Purpose	Amount paid (GST exclusive)
Acacia Hills Volunteer Bushfire Brigade	Brigade training shelter for the Acacia Hills Volunteer Bushfire Brigade	39
Acacia Hills Volunteer Bushfire Brigade	Extend the current carport to better provide adequate shelter for the brigade vehicles	6,888
Acacia Hills Volunteer Bushfire Brigade	Provide support for carport and access road seal	16,503
Australian Red Cross	Recruitment campaign in Katherine, Alice Springs and Darwin to create volunteer response teams	13,636
Australian Red Cross	Initiate community preparedness days	1,132
Australian Red Cross	Strengthen resilience of remote Indigenous communities	100,000
Charles Darwin University	Develop a peri-urban bushfire simulation tool	39,986
Charles Darwin University	Develop and deploy 3D tactile landscape scale fire behaviour simulation tools	19,834
Charles Darwin University	Undertake a critical review of the current Grassland Fire Danger Index methodology and applications	25,600
Charles Darwin University	Produce fuel curing and fuel load mapping, based on the LANDGATE provided spatial data	151,875
Dept. of Environment and Natural Resources	Contribution to Adelaide River Flood Study and Floodplain Mapping project	7,180
Dept. of Environment and Natural Resources	Contribution to Bushfires NT Bushfires Volunteer Strategy project	80,000
Dept. of Environment and Natural Resources	Contribution to Bushfires NT Improving NT Bushfires Management project	36,051
Dept. of Infrastructure, Planning and Logistics	Contribution to Adelaide River Early Flood Prediction project	60,000
Dept. of Infrastructure, Planning and Logistics	Contribution to Buntine Highway Early Floor Prediction project	25,000
Dept. of Primary Industry and Resources	Contribution to Animal Welfare Equipment and Technology project	15,350
Douglas Daly Volunteer Bushfire Brigade	Douglas Daly Volunteer Bushfire Brigade training/meeting facility project	6,818
East Arnhem Regional Council	Purchase and delivery of 3 LED Screens to East Arnhem Regional Council communities of Milingimbi, Galiwin'ku and Umbakumba	100,000
Macdonnell Regional Council	Improve emergency response capabilities at McDonnell Regional Council communities	11,151
NT Police, Fire and Emergency Services	Contribution to Emergency Management eLearning project	63,305
NT Police, Fire and Emergency Services	Contribution to Emergency Management Legislation Review	129,788

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Disaster Resilience

Organisation	Purpose	Amount paid (GST exclusive)
NT Police, Fire and Emergency Services	Contribution to Flood Safety Ad project	27,445
NT Police, Fire and Emergency Services	Contribution to NT audio warning messaging interpreted into aboriginal languages project	13,001
NT Police, Fire and Emergency Services	Contribution to Remote Community Resilience project	71,442
St John Ambulance Australia NT Inc	Ensure that the volunteer first aid vehicles are fitted with automatic external defibrillation units compatible with the NT ambulance AEDs	6,582
Volunteering SA and NT Inc	Registration and training for people who wish to volunteer during an emergency	54,545
West Arnhem Regional Council	Complete a road assessment and carry out works to repair and restore the 4.076km Gunbalanya Airport Access Road	36,076
West Daly Regional Council	Purchase a portable LED screen to be used across the communities of Palumpa, Peppimenarti and Wadeye	50,517
Total		1,169,744

Local Decision Making

Organisation	Purpose	Amount paid (GST exclusive)
Aboriginal Medical Services Alliance of the NT Inc	Support Aboriginal Medical Services Alliance for 2017-18	50,000
Aboriginal Medical Services Alliance of the NT Inc	Support Aboriginal Medical Services Alliance for 2018-19	150,000
Barkly Regional Council	Provide assistance to progress identified LDM and capacity building initiatives	61,441
Charles Darwin University	To develop an adaptive monitoring and evaluation framework suitable for use in local decision making community sites.	100,000
Jawoyn Association Aboriginal Corporation	Provide support to Jawoyn Association Aboriginal Corporation to engage Cross Cultural Consultants	29,745
Tangentyere Council Inc	Support for Mediation and Participatory Development Project (Yarrenyty Arltere and Ewyenper-Atwatye)	50,000
Yugul Mangi Development	Engage an accounting firm to complete the Yugul Mangi Development five year strategic plan	35,000
Total		476,186
Grand Total		17,404,557

Appendix 2

Members of the Northern Territory ministry and the Leader of the Opposition as at 30 June 2019

Hon. Michael Gunner

Chief Minister
Minister for Northern Australia
Minister for Trade and Major Projects
Minister for Business and Innovation
Minister for Defence Jobs and Veterans' Affairs
Minister for Treaty
Minister for Children

Hon. Nicole Manison

Treasurer
Minister for Police, Fire and Emergency Services
Minister for Multicultural Affairs

Hon. Natasha Fyles

Attorney-General and Minister for Justice
Minister for Health
Minister for Disabilities
Minister for the Arafura Games

Hon. Gerald McCarthy

Minister for Local Government, Housing and Community Development
Minister for Public Employment

Hon. Lauren Moss

Minister for Tourism, Sport and Culture
Minister for Corporate and Information Services

Hon. Eva Lawler

Minister for Environment and Natural Resources
Minister for Infrastructure, Planning and Logistics
Minister for Climate Change

Hon. Dale Wakefield

Minister for Territory Families
Minister for Renewables, Energy and Essential Services

Hon. Selena Uibo

Minister for Education
Minister for Aboriginal Affairs
Minister for Workforce Training

Hon. Paul Kirby

Minister for Primary Industry and Resources

Leader of the Opposition

Mr Gary Higgins

Appendix 3

Employee and operational expenditure for the Northern Territory ministry and Leader of the Opposition as at 30 June 2019

Minister	\$000
Hon M Gunner (Chief Minister)	5,992
Employee	5,152
Operational	840
Hon N Fyles	1,548
Employee	1,370
Operational	179
Hon N Manison	1,206
Employee	1,051
Operational	155
Hon G McCarthy	1,292
Employee	1,135
Operational	157
Hon L Moss	1,306
Employee	1,146
Operational	160
Hon E Lawler	1,138
Employee	991
Operational	146
Hon D Wakefield	1,500
Employee	1,281
Operational	219
Hon S Uibo	1,304
Employee	1,039
Operational	266
Hon P Kirby	404
Employee	373
Operational	31
Hon K Vowles	608
Employee	461
Operational	146
Leader of the Opposition (CLP)	1,688
Employee	1,488
Operational	200
Total	17,987
Employee	15,486
Operational	2,501

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