

Department of the Chief Minister

# Annual Report

## 2017-18



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Enquiries can be directed to:  
Department of the Chief Minister  
GPO Box 4396  
DARWIN NT 0801

08 8999 6729  
[dcm.nt.gov.au](http://dcm.nt.gov.au)

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

Chief Executive Officer  
GPO Box 4396  
Darwin NT 0801

Dear Chief Minister

In accordance with the provisions of the *Public Sector Employment and Management Act*, I am pleased to submit the 2017-18 annual report on the activities and achievements of the Department of the Chief Minister.

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

- a. Proper records of all transactions affecting the agency are kept, and the employees under my control observe the provisions of the *Financial Management Act*, the Financial Management Regulations and the 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*.
- 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. The agency is working in compliance with the *Information Act*.

Yours sincerely



JODIE RYAN

28 September 2018

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# List of acronyms

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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
ICAC	Independent Commissioner Against Corruption
ILUA	Indigenous Land Use Agreement
JES	Job Evaluation System
LDM	Local Decision Making
NGO	Non-government organisation
NNPG	Northern Territory Government / non-government organisations Partnership Group
NTPS	Northern Territory Public Sector
OAA	Office of Aboriginal Affairs
OCM	Office of the Chief Minister
OCPE	Office of the Commissioner for Public Employment
PFAS	Per- and poly-fluoroalkyl substances
PIPS	Personnel Integrated Payroll System
PSEMA	<i>Public Sector Employment and Management Act</i>
RADF	Remote Aboriginal Development Fund
WHS	Work Health and Safety

# Purpose of the Report

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The 2017-18 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* (PSEMA), section 13 of the *Financial Management Act* and the *Information Act*.

Its primary purpose is to report to the Chief Minister on DCM's performance in 2017-18 against approved budget outputs and performance measures. Other audiences include Cabinet, the community, other government agencies, DCM staff and 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
- financial statements prepared in accordance with sections 11 and 13 of the *Financial Management Act*.

An aerial photograph of a city, likely Singapore, showing a mix of modern high-rise buildings and older structures. A large, white, semi-transparent geometric shape, resembling a stylized 'A' or a large arrow pointing right, is overlaid on the left side of the image. The text 'THE AGENCY' is written vertically in a purple, sans-serif font across the center of the image, overlapping the white shape and the city view.

# THE AGENCY

# Chief Executive Officer's review

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*I am pleased to present the annual report for the year ended 30 June 2018*

This year's annual report provides a comprehensive account of DCM's functions and performance against approved budgets and resources for 2017-18.

As a key central agency, DCM performs a wide range of roles and functions, from driving coordination and leadership across government to providing independent, rigorous, and timely policy advice to the Chief Minister, Minister for Aboriginal Affairs, and Cabinet.

Once again 2017-18 was an extremely busy year for DCM and saw us finalise a range of Government reviews and reforms and commence implementation. During 2018-19 we will be focusing on ongoing implementation of these reforms, or supporting agencies with their implementation programs.

Some of the highlights during 2017-18 were that DCM's Protocol NT unit coordinated the visit of His Royal Highness, the Prince of Wales to the Territory; DCM's Big Rivers Regional Office developed and coordinated the first Local Decision Making Initiative between the Northern Territory Government, Department of the Prime Minister and Cabinet and the Yugul Mangi Development Aboriginal Corporation. DCM also welcomed back the Office of the Parliamentary Counsel from the Department of the Attorney-General and Justice.

Key achievements this year included:

- Delivery of the Early Childhood Development Plan
- Provision of support to the Scientific Inquiry into Hydraulic Fracturing and the delivery of its Final Report to Government.
- Establishment of the Alcohol Reform Implementation Team (ARIT) and substantial progress on the Riley Review recommendations.

- Establishment of the Jabiru Futures Steering Committee to coordinate work to support the Traditional Owner's vision for Jabiru to successfully transition from a mining town to a government services and tourism hub.
- Substantially progressed the refresh of the Aboriginal Affairs Strategy
- Developed a Treaty Memorandum of Understanding with the four land councils which was signed at Barunga in June 2018.

I would like to thank all of DCM's staff for their continued efforts in 2017-18 and look forward to working together to deliver the Government's priorities over the coming year.

A handwritten signature in black ink that reads "Jodie Ryan".

JODIE RYAN

28 September 2018

# Our vision, role and goals

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## 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

DCM has two key roles, firstly to support the Chief Minister, Minister for Aboriginal Affairs and Cabinet in the delivery of government priorities, and secondly to coordinate whole of government priorities across agencies and support agencies, where required, in their implementation of government priorities. DCM does this through:

- providing independent, rigorous, and timely policy advice to the Chief Minister, Ministers and Cabinet
- leading and coordinating the Government's Aboriginal affairs policy and agenda
- supporting the processes and functions of Executive Government
- providing leadership and coordination across government in urban, regional and remote localities
- developing and influencing government policy and driving its implementation
- positioning the interests of the Territory at state, national and international levels through engagement with governments, industry and community sectors
- leading strategic government communications and engagement to maximise effectiveness, and
- inspiring innovation and efficiency through improving public services.

DCM is also very focussed on developing its main asset, DCM staff, to ensure they are able to contribute to the government's priorities.

# Organisation

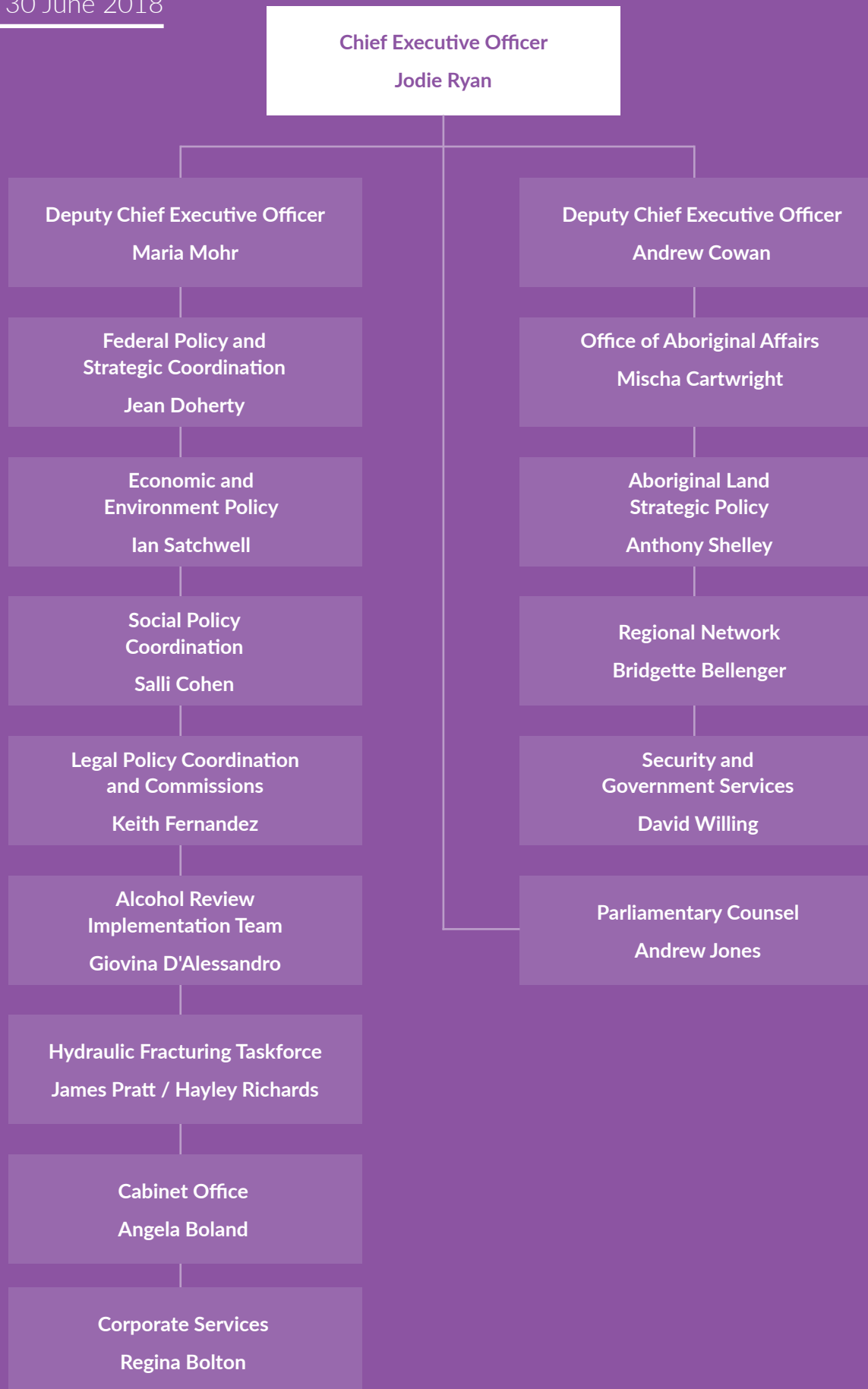
Our employees play a central role in implementing the priorities of government through the provision of services to the Chief Minister and the executive arm of government.

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.



# Organisation chart

As at 30 June 2018





# PERFORMANCE AND ACHIEVEMENTS

# Output performance reporting

This section describes DCM's performance against planned outcomes for 2017-18. Reporting on performance is against outputs identified in the May 2018 Budget Paper No 3.

In 2017-18, DCM operated to an approved end-of-year Budget of \$106.4 million across all output groups. DCM's reported total expenses for the financial year was \$101.8 million, which was less than the approved end-of-year Budget.

The Budget movement and expenses by output for 2017-18 are outlined in the following table.

Output	2017-18 Published Budget \$000	2017-18 Final Estimate \$000	2017-18 Actuals \$000	2017-18 % Actuals against Final Estimate	Note
<b>Advice and Coordination</b>	<b>56 024</b>	<b>68 202</b>	<b>59 298</b>	<b>-13%</b>	<b>1</b>
Strategic Policy Coordination and Engagement	42 580	50 917	40 883		
Regional Coordination and Aboriginal Affairs	13 444	17 285	18 415		
<b>Government Business Support</b>	<b>27 217</b>	<b>26 783</b>	<b>30 726</b>	<b>15%</b>	<b>2</b>
Support to Ministers and Leader of the Opposition	15 701	15 693	18 356		
Support to the Administrator	2 647	2 638	2 830		
Government Services*	8 869	8 452	9 540		
<b>Corporate and Governance</b>	<b>12 518</b>	<b>11 419</b>	<b>11 728</b>	<b>3%</b>	
Corporate and Governance	6 236	6 202	6 879		
Shared Services Received	5 862	4 797	4 429		
Shared Services Provided	420	420	420		
<b>Agency total</b>	<b>95 759</b>	<b>106 404</b>	<b>101 752</b>	<b>-4%</b>	

\* Government Services output has been backcast to reflect transfer in of the Office of the Parliamentary Counsel from the Department of the Attorney-General and Justice, and Natural Disaster Resilience National Partnership from Northern Territory Police Fire and Emergency Services.

Changes from the approved Final Estimate to the Actual Outcome are:

1. Timing of final payments for the Territory's share of the Royal Commission into Child Protection and Youth Detention and Northern Territory Masterbrand strategy have been delayed until 2018-19.
2. Higher expenditure on Support to Ministers and Leader of the Opposition and costs for Tropical Cyclone Marcus response and recovery.

The Budget increase of \$11.9 million from the original published amount of \$94.5 million in May 2017 to the final estimate of \$106.4 million includes:

- \$4.5 million for the Scientific Inquiry into Hydraulic Fracturing
- \$2.8 million for Darwin City Deals project
- \$2.2 million for Northern Territory Masterbrand Strategy
- \$1.4 million Commonwealth Government funding for Natural Disaster Resilience National Partnership
- \$0.8 million Implementation of Alcohol Policies and Legislation Review
- \$0.4 million for integration of renewable energy into Territory electrical systems
- \$0.3 million for home energy efficiency program; offset by
- \$1 million in shared services received.

# Output Group – Advice and Coordination

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## 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 fora 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, Minister for Aboriginal Affairs and Cabinet.
- Work with relevant agencies and stakeholders to develop, guide and implement priority strategies and initiatives.

Key performance indicators	2017-18 estimate	2017-18 actual	2018-19 budget
Client satisfaction	>85%	87%	>85%
Advice provided within agreed timeframes	>85%	84%	>85%
Council of Australian Governments, senior officers and Council for the Australian Federation meetings	14	12	14
Grant payments within agreed timeframes	90%	100%	90%

# Federal Policy and Strategic Coordination

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Federal Policy and Strategic Coordination 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.

## Key achievements in 2017-18

- Coordinated, supported and progressed the Territory's active participation in COAG and CAF. This included negotiations, support and advice to the Chief Minister for two COAG meetings and one CAF meeting.
- Provided advice in relation to COAG and other national reform initiatives, including Aboriginal affairs and the Closing the Gap Refresh, early childhood, education and health reform, youth detention and child protection, immunisation rates, bullying, the transition to the National Disability Insurance Scheme, counter-terrorism, dynamic federalism, reducing violence against women and their children, energy security and affordability, and remote housing.
- Coordinated and advised on the Royal Commission into Institutional Responses to Child Sexual Abuse and Royal Commission into the Protection and Detention of Children in the Northern Territory.
- Following the release of the Final Report of the Royal Commission into Institutional Responses to Child Sexual Abuse, coordinated whole-of-government input to prepare the Northern Territory Government's initial response to the Final Report's 189 recommendations in June 2018.
- Provided advice, and collaborated across government and with the Commonwealth, to progress opting-in by the Northern Territory Government into the National Redress Scheme for survivors of institutional child sexual abuse, which became operational on 1 July 2018.
- Led and supported the negotiation of key intergovernmental agreements including the National Housing and Homelessness Agreement, the National Partnership Agreement on Skilling Australians Fund,

the National Partnership Agreement on Essential Vaccines, the Intergovernmental Agreement on Nationally Consistent Worker Screening for the National Disability Insurance Scheme, National Health Reform Agreement and the Intergovernmental Agreement on the National Redress Scheme for Institutional Child Sexual Abuse.

- Provided strategic advice and coordination, as well as targeted project support for other areas of DCM to meet strategic business priorities for DCM.

## Future priorities for 2018-19

In 2018-19, the Federal Policy and Strategic Coordination division will maintain active engagement in COAG, CAF and other national frameworks to ensure optimal outcomes for the Territory across all policy areas.

- Health, education, Closing the Gap refresh and early childhood reform will continue to be major COAG agenda items, with significant work in all these key areas.
- Other important areas will include national security reform, federal financial relations, 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.
- Continue to coordinate the SA-NT Strategic Partnership across government.
- Input into international treaties, conventions and free trade agreements, with coordination and engagement across Northern Territory Government agencies and the Commonwealth as required.
- Maintain relationships with Northern Territory Government agencies to provide strategic support while identifying opportunities for whole-of-government collaboration.
- Lead negotiations for a National Disability Insurance Scheme Bilateral Agreement with the Commonwealth Government. The Agreement is due to be finalised prior to the Northern Territory entering Full-Scheme at 1 July 2019.
- Lead implementation of government's electoral reform agenda, as part of its integrity framework and 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.

# Social Policy Coordination

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Social Policy Coordination provides advice to the Chief Minister, Cabinet and agencies on whole of government social policy issues, including leading the implementation of the Government's Children's agenda.

Social Policy is responsible for Strategic Children's Policy, including the development and implementation of the 10-year Early Childhood Development Strategic Plan, Starting Early for a Better Future.

The Social Policy team provides strategic advice on current and emerging social policy issues and develops cross-agency policy initiatives targeting improved social participation outcomes. It 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 2017-18

- Continued to develop collaborative relationships with the non-government sector through:
  - continuation of the Northern Territory Government / non-government organisations (NGO) Partnership Group (NNPG). The NNPG met six times and held a workshop to review its role, responsibilities, governance arrangements and membership
  - review and update of the Northern Territory Government and NGO Community Services Sector Statement of Principles
  - review of the Good Practice Guidelines for Funding NGOs.
- Developed 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 a whole of government grants framework and associated policies.
- Continued oversight of the transition of eligible Northern Territory Government Grant funding agreements to five-year terms.
- Developed and launched the 10-year Early Childhood Development Plan, Starting Early For a Better Future. Development of this strategic plan was a collaborative effort between Northern Territory Government agencies, the Commonwealth Government, Local Government representatives and the non-government sector, and involved a public consultation process. An Expert Reference Panel was convened to provide expertise and input to the plan and a Working Group (comprised of Northern Territory NGOs and Northern Territory and Commonwealth Government agencies) was responsible for collaboratively developing the strategic plan.
- Launching the Starting Early for a Better Future Implementation Plan 2018-22 that sets out each agency's role, responsibilities, key milestones and targets for achieving the outcomes and delivering the actions outlined in the strategic plan.
- Organised bi-annual meetings between the Chief Minister and the NGO sector in Alice Springs and Darwin. These meetings provide a direct communication mechanism between the NGO sector and the Northern Territory Government and contribute to the ongoing development of productive partnerships between government and the non-government sector to improve outcomes for Territorians.
- Supported implementation of the Fair Work Commission's Equal Remuneration Order.
- Assisted Federal Policy and Strategic Coordination unit with the support, monitoring and whole of government coordination for the Northern Territory's ongoing transition to full-scheme implementation of the National Disability Insurance Scheme.
- Commenced development of a social outcomes framework for the Northern Territory, including consultation with the non-government sector.
- Commenced analysis of the needs of the volunteering sector to inform future support of the sector.
- Supported the development of a range of Northern Territory social policies including, the Child and Adolescent Health and Wellbeing Plan; the Foetal Alcohol Spectrum Disorder Plan; NT Homelessness Strategy; the Suicide Prevention Framework; Domestic, Family & Sexual Violence Reduction Framework 2018-2028; Alcohol Harm Minimisation Action Plan; and Safe, Thriving and Connected: Generational Change for Children and Families

## Future priorities for 2018-19

- Continue to progress system reform in collaboration with the NGO sector, including:
  - continued implementation of five-year grant funding agreements
  - continued development of a social outcomes framework for the Northern Territory
  - finalisation of the development and implementation of the Grants Framework
  - implementation of the standard Grant funding agreement.
- Develop, coordinate and implement whole of government policy, targeting improved social participation outcomes.
- Facilitate research to inform an evidence-based understanding of social policy issues and initiatives.
- Develop and consult on a Social Impact Policy for the Northern Territory.

## Community Support Grants 2017-18

The Social Policy team 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 2017-18 are outlined in Appendix 1.

Note: NGO's referred in this section represent the social and community sector including Aboriginal organisations and Aboriginal peak organisations across the Territory.

# Economic and Environment Policy

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Economic and Environment Policy leads the development and implementation of whole of government economic and environmental strategies, policies and projects, including horizon scanning to identify emerging trends to drive economic growth to ensure the sustainable development and protection of the Territory's natural environment.

## Key achievements in 2017-18

- Supported delivery of a report by an expert panel Northern Territory Roadmap to Renewables - Fifty percent by 2030.
- Planned and commenced the first stage of implementation of the Roadmap to Renewables.
- Established a grant program to implement recommendations of the Roadmap to Renewables Report, support renewable energy development and promote energy efficiency.
- Finalised the Independent Review of Water Extraction Licences.
- Developed the Northern Territory Growth Population Strategy and Action Plan.
- Coordinated implementation of and reporting on actions under the Economic Development Framework that are assigned to the Department of the Chief Minister, with responsibility also for coordination of the industry strategy for renewables.
- Provided support and advice to various Northern Territory government agencies in relation to environmental regulatory reform, economic development and electricity reform.

## Future Priorities for 2018-19

- In conjunction with other agencies finalise and release the Northern Territory Population Growth Strategy and coordinate implementation of the associated Action Plan.
- In conjunction with the Organisation for Economic Cooperation and Development (OECD), deliver the 2nd OECD Meeting on Mining Regions and Cities in Darwin in November 2018.
- In conjunction with other NT government agencies and in consultation with external stakeholders, develop and finalise the Northern Territory Climate Change Strategy.
- Continue to support implementation of the Government's Roadmap to Renewables policy in coordination with delivery of electricity market reform.
- Continue to provide advice and support in relation to environmental regulatory reform (with responsibility for environmental offsets policy), economic development and electricity reform.

# Strategic Communications and Engagement

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The Strategic Communications and Engagement unit provides a comprehensive range of strategic communications and stakeholder engagement services for DCM to support the delivery of strategic priorities.

The unit provides whole of government advice and guidance and plays a critical leadership role across government in relation to communication and engagement strategy, policy and standards and is the lead on crisis communications during emergencies affecting the Northern Territory.

The unit fosters collaboration and engagement across agencies and through the Communications Review Committee and works to ensure government communications campaigns and activities are well planned, efficient and effective. It establishes and manages arrangements for cost-effective whole of government advertising services and ensures Northern Territory Government branding is consistently applied.

## Key achievements in 2017-18

- Coordinated the whole of government emergency communications during the recovery efforts of natural disasters Tropical Cyclone Marcus and the Daly River floods.
- Coordinated and delivered a multi-agency worker attraction online campaign Our Life Out Here. The campaign is part of a suite of initiatives to attract workers to the Northern Territory.
- Successfully coordinated the procurement process, stakeholder engagement workshops, and one on one interviews for the NT Masterbrand: The Territory, Boundless Possible, with the successful tenderer.
- Ongoing support to the Hydraulic Fracturing Implementation Team to produce the Northern Territory Government's response to the Final Report of the Scientific Inquiry into Hydraulic Fracturing of Onshore Unconventional Reservoirs in the Northern Territory.
- Increased social media presence and engagement with a 180% increase in Facebook followers for the Northern Territory Government account and a 60% increase for SecureNT.

- Grew the engagement of [haveyoursay.nt.gov.au](http://haveyoursay.nt.gov.au) with over 31 000 total site visits, 3984 surveys completed and over 11 00 new registered users in the 2017-18 financial year.
- Continued to support the Office of the Commissioner for Public Employment (OCPE) to communicate sector-wide employment framework and development of new NTPS workforce initiatives such as Hands Up for Inclusion.

## Future Priorities for 2018-19

- Implementation of the new NT Masterbrand: The Territory, Boundless Possible.
- Implementation of a range of actions under the Population Strategy.
- Lead a co-ordinated and cohesive whole of government approach to communicating the priorities of government to maximise engagement effectiveness.
- Boost the social media presence and engagement of Northern Territory Government accounts and provide support and advice on DCM communications campaigns and social media strategies.
- Engage key stakeholders on Government's vision for the Territory.
- Grow the engagement of [haveyoursay.nt.gov.au](http://haveyoursay.nt.gov.au) and encourage Territorians to provide their input and feedback on projects and initiatives.
- Support of the Communications Review Committee to promote effective and coordinated communication and engagement for government programs and activities.
- Promote awareness of cyclone safety and SecureNT as the gateway to getting through emergency situations in the Northern Territory.
- Ensure Northern Territory Government brand guidelines are applied and best practice is followed by agencies.
- Grow capacity of the Northern Territory image library as a valuable online photo and video resource for the Northern Territory Government.
- Support OCPE, and DCM with strategic communication and engagement planning and advice.

# Legal Policy Coordination and Commissions

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Legal Policy Coordination and Commissions provided high level strategic advice and reporting on public policy issues that affect the Territory, particularly in relation to Royal Commissions, inquiries and reviews. From 2018-19 this unit has merged with the Federal Policy and Strategic Coordination Unit.

## Key achievements in 2017-18

- Central coordinating agency for the management of the Royal Commission into the Protection and Detention of Children in the Northern Territory, including taskforce responses to notices to produce, summonses, and witness statements.
- Negotiated the Agreement on behalf of the Northern Territory Government with the Commonwealth regarding records management for the Royal Commission into the Protection and Detention of Children in the Northern Territory.
- Coordinated the Northern Territory Government's response and submissions to various issues papers released by the Royal Commission into Institutional Responses to Child Sexual Abuse.
- Facilitated negotiations on behalf of the Northern Territory Government with the Commonwealth on the National Redress Scheme.
- Maintained oversight and management of all requests issued by the Commonwealth Redress Taskforce during negotiation of National Redress Scheme.
- Provided secretariat support to the Political Donations Inquiry.
- Coordinated the release of the Political Donations Discussion Paper.
- Commenced electoral reform process including:
  - Completion of a ten week public consultation period, including the Electoral Reforms in the Northern Territory Consultation Discussion Paper and conducting stakeholder forums, to inform electoral reforms; and
  - Commenced policy and legislative review process to implement electoral reforms.

## Independent Commissioner Against Corruption (ICAC)

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The Independent Commissioner Against Corruption (ICAC) unit sits within Legal Policy Coordination and Commissions. The unit is responsible for leading the establishment and implementation of the ICAC and his Office in consultation with an inter-agency working group.

The ICAC and his Office will strengthen existing long-standing mechanisms for reporting improper conduct and whistleblower protection, currently undertaken in the Territory by Office of the Commissioner for Public Interest Disclosures. When the *Independent Commissioner Against Corruption Act* (the ICAC Act) commences, the Office of the ICAC will become an independent body.

Establishment of the ICAC and his Office brings the Territory in line with other jurisdictions. It acknowledges the move both nationally and internationally towards the formation of integrity bodies and the need to specifically address corrupt conduct. It also forms a key feature of a broad suite of trust and integrity reforms currently being undertaken by Government.

## Key achievements in 2017-18

- Appointment of Mr Kenneth Fleming QC by the Administrator on 13 June 2018 as the ICAC.
- Briefings to government Chief Executive Officers and their agencies on the ICAC's powers and functions.

## Future Priorities for 2018-19

- Commencement of Mr Fleming as the ICAC on 2 July 2018.
- Appointment of an ICAC Inspector.
- Commencement of the ICAC Act.
- Establishment of the Office of the ICAC, including recruitment of staff, development of practice directions and guidelines, and website.
- Transfer of the Information Commissioner functions to the Ombudsman and Public Interest Disclosure and whistleblower functions to the ICAC.

# Alcohol Review Implementation Team

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The Alcohol Reform Implementation Team (ARIT) was established in October 2017 as a result of recommendations 1.1.4 to 1.1.6 in the Alcohol Policies and Legislation Review Final Report (the Riley Review). ARIT is tasked with coordinating the implementation of alcohol reforms across the Northern Territory Government.

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 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 will be released every six months until December 2019. The first progress report will be publicly released in August 2018.

## Key achievements in 2017-18

- Release of the Northern Territory Government Response to the Alcohol Policies and Legislation Review Final Report and the Alcohol Harm Minimisation Action Plan 2018-2019 in February 2018.
- Conducted over 200 meetings across the Territory with various stakeholders to discuss alcohol reform including stakeholders in Alice Springs, Katherine, Tennant Creek, Nhulunbuy and Tiwi Islands to discuss regional alcohol-related matters.
- In collaboration with agencies across government, coordinated the implementation of key initiatives under the Alcohol Harm Minimisation Action Plan 2018-2019 including:
  - the establishment and appointment of the Northern Territory Liquor Commission;

- the development of legislation to introduce a minimum floor price for all alcohol products sold in the Northern Territory;
- the introduction of a Last Drinks Survey by Northern Territory Police;
- the roll-out of Police Auxiliary Liquor Inspectors (PALIs);
- engagement with PricewaterhouseCoopers Indigenous Consulting to deliver a review of sobering-up shelters in the Northern Territory and Menzies School of Health Research to undertake a demand study for alcohol treatment services.

## Future priorities for 2018-19

- Release the first Alcohol Harm Minimisation Action Plan 2018-2019 Progress Report in August 2018 and the second in February 2019.
- In collaboration with agencies across government, coordinate the implementation of a range of measures including:
  - the re-write of the *Liquor Act*;
  - the regular publication of alcohol-related data to inform evidence-based government policy;
  - introduction of legislation creating an offence to operate a vessel with a blood alcohol content above 0.05;
  - the delivery of a demand study to inform NT Government decisions in relation to alcohol treatment services;
  - the creation of targeted education campaigns focussing on alcohol-related harm; and
  - a revised Advertising Code of Practice in accordance with harm minimisation principles.

# Hydraulic Fracturing Inquiry

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The Hydraulic Fracturing Taskforce (the Taskforce) was established in the Department of the Chief Minister to support the Scientific Inquiry into Hydraulic Fracturing (the Inquiry). The Taskforce provided support to the Inquiry Panel and its public consultations and delivery of its findings. In March 2018, the Inquiry handed its Final Report to the Government and released it to the public, thereby fulfilling its Terms of Reference. Post the release of the Report, the Taskforce transitioned to a whole of government implementation team.

## Key achievements in 2017-18

- Provided secretariat support to the Inquiry through:
  - Releasing the Inquiry's Interim Report.
  - Translating the Interim Report into seven Aboriginal languages.
  - Coordinating public hearings and community meetings over a four week period during August to allow feedback on the Interim Report.
  - Procuring services for a Social Impact Assessment and Economic Impact Assessment undertaken and delivered in the Final Report.
  - Releasing the Draft Final Report.
  - Coordinating a third and final round of consultation including 51 public hearings and community meetings across the Territory on the Draft Final Report.
  - Managing data, including research, mapping and more than 1200 public submissions to the Inquiry.
  - Releasing the Final Report for the Inquiry.

After careful consideration of the Final Report, including the nature and extent of identified risks and the 135 accompanying recommendations, the Northern Territory Government determined that hydraulic fracturing of onshore unconventional shale gas reservoirs may proceed under very strict conditions and in tightly prescribed areas.

Implementation of these recommendations requires careful management and coordination. DCM has established an implementation team to plan and coordinate all 135 recommended actions required in the Final Report.

## Future priorities for 2018-19

- The Hydraulic Fracturing Inquiry Implementation Team established within the Department of the Chief Minister to coordinate the delivery of the Inquiry recommendations.
- Develop, in collaboration with relevant government departments, an implementation plan outlining responsible agencies, timing and detail on how each recommendation will be implemented.
- Coordinate, facilitate and monitor the implementation of the recommendations
- Coordinate the development of the Strategic Regional Environmental and Baseline Assessment (SREBA) framework and application of this framework in the Beetaloo sub-Basin initially.
- Develop and maintain networks with the Commonwealth Government to enable collaboration on the delivery of the recommendations.
- Lead agency coordination for the development of an online, public, open-access data repository for all industry-related information, including monitoring and compliance data.
- Maintain ongoing targeted community engagement sessions to inform and consult with community on the implementation of the recommendations, reform areas, and implications of any changes to legislation or regulation.
- Provide Secretariat support for the Onshore Shale Gas Community and Business Reference Group and the Independent Officer overseeing implementation, Dr David Ritchie.
- Coordinate whole of government reporting on the progress of implementing the recommendations.
- Provide strategic advice to the Chief Minister and Cabinet across a wide range of public policy issues relating to onshore shale gas and the Hydraulic Fracturing Inquiry recommendations.

# Output: Regional Coordination and Aboriginal Affairs

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- Work across agencies to lead and drive the delivery of strategies and actions and improve coordination and outcomes within the regions.
- Lead the development and implementation of the Territory cities agenda in partnership with Government agencies' key stakeholders 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 progress Treaty in the Territory.

Key performance indicators	2017-18 estimate	2017-18 actual	2018-19 budget
Client satisfaction	>85%	70%	>85%
Grant payments within agreed timeframes	>90%	90%	>90%
Regional Coordination Committee meetings	48	44	60

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# Regional Network

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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 also has a legislative responsibility to coordinate emergency preparedness and recovery; the Regional Network plays a key role in this responsibility.

DCM's network has five regions, which are led by a Regional Executive Director who reports to the Regional Network Leader in Darwin:

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

## Remote Aboriginal Development Fund Governance and Capacity Building Program

The Regional Network administers the Remote Aboriginal Development Fund Governance and Capacity Building Program which provided 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. Remote Aboriginal Development Fund Grants paid in 2017-18 are outlined in Appendix 2.

## Shared priorities of the Regional Network unit for 2018-19

- 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.
- Support implementation of Royal Commission outcomes.
- Support implementation and coordination of youth activities.

## Top End Region

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The Top End Region was established in 2017-18 to align with new agency boundaries. The footprint includes West Arnhem, West Daly, Palmerston and Tiwi Islands. A Top End Regional Coordination Committee was established to align Government and community priorities and effectively implement quality programs, policies and initiatives to achieve outcomes across the Top End region.

## West Arnhem Regional Office

### Key achievements in 2017-18

- Established the Jabiru Futures Steering Committee to coordinate work and provide stakeholder input 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. The work of the Jabiru Futures Steering Committee is divided into four work streams: infrastructure; economic development; housing and services; and township leasing.
- The organisations represented on the Jabiru Futures Steering Committee are:
  - Gundjeihmi Aboriginal Corporation
  - Northern Land Council
  - Energy Resources of Australia Ltd (ERA)
  - DCM
  - Australian Government Department of the Prime Minister and Cabinet
  - Australian Government Department of Industry, Innovation and Science
  - Australian Government Department of Infrastructure, Regional Development and Cities
  - Australian Government Department of the Environment and Energy
  - Parks Australia
  - Executive Director of Township Leasing
  - West Arnhem Regional Council
- In partnership with the Commonwealth Government, commissioned and received expert reports on future economic and population modelling scenarios and assessments of current and future infrastructure.
- Support the Gundjeihmi Aboriginal Corporation in the master planning for the future of Jabiru.

## Future Priorities for 2018-19

- Continue to implement Government's commitments to supporting Jabiru's transition from a mining town to a tourism and regional hub, including to:
  - support traditional owners achieve their vision for Jabiru as broadly set out in the Jabiru Business Case
  - guarantee delivery of essential services (i.e. electricity, water and sewage) to Jabiru beyond 30 June 2021
  - develop and release a tender to provide electricity to Jabiru, with the aim of balancing financial, environmental and system reliability considerations
  - provide a service guarantee to Jabiru tied to the current levels of resourcing for education, health and other Northern Territory Government services for a five year period commencing 1 July 2018
  - negotiate with ERA and the Commonwealth Government to establish an economic development entity for Jabiru and the West Arnhem region
  - work with relevant stakeholders to secure airport access for Jabiru beyond 2021.
- Continue to work in partnership with Gundjeihmi Aboriginal Corporation and the Jabiru Town Development Authority to establish the Jabiru Town Leasing Office which will oversee transitional leasing arrangements for all residential and non-residential leases as the Section 19A Township lease is negotiated.
- Work with the Department of Infrastructure, Planning and Logistics to consult with stakeholders in the development of the new Jabiru Town Plan.
- Support stakeholders in Gunbalanya, Maningrida and the West Arnhem region in their Local Decision Making priorities.

## West Daly Regional Office

### Key achievements in 2017-18

- Supported Kardu Alliance group in the Local Decision Making agenda for the township of Wadeye.
- Worked with Northern Territory Government agencies to assist the community projects of significant economic and social value, including the tender for the maintenance of the Port Keats Road and soil and water testing to support agribusiness opportunities on Aboriginal land.
- Established a service delivery committee to facilitate coordination and collaboration between government agencies delivering services in the region.

### Future Priorities for 2018-19

- Continue to work closely with Department of Housing and Community Development to deliver on the Government's ongoing program to build new and refurbish existing houses.
- Continue to support the move to a regional approach to Local Decision Making and the signing of a Multi-Agency Partnership between the Government and stakeholders from Wadeye, Nganmarriyanga, Peppimenarti, Emu Point and Woodkupildiya communities.
- Work with Northern Territory Government agencies and the community to deliver infrastructure projects to ensure improved outcomes for the community in terms of both employment, access and amenities.

## Palmerston and Tiwi Regional Office

### Key achievements in 2017-18

- Led the planning, coordination, delivery and monitoring of a suite of youth programs under the Palmerston Youth Services Innovation Fund.
- Supported the development and strategic direction of the Grow Well Live Well collective impact initiative in Palmerston. This NGO and community-led initiative has now received a five year funding agreement to coordinate and deliver place-based and evidence-informed approaches to improve the lives of young people in Palmerston.

- Supported the establishment of the Palmerston Crossover Working Group to ensure an effective, multi-agency continuum of service delivery to young people and families.
- Led the establishment of a locally-driven community safety committee at Wurrumiyanga in response to a range of local concerns.
- Led a range of presentations and discussions with organisations and community leaders on the Tiwi Islands regarding potential Local Decision Making projects.
- Worked collaboratively with Tiwi Plantations Corporation to support it to continue trading and maximise local employment outcomes from its operations.

### Future Priorities for 2018-19

- Lead the establishment of a Local Action Group to develop a Palmerston Youth Action Plan which will identify areas of action and need, and set out funding priorities for the delivery of youth services 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.
- Work with the Department of Trade, Business and Innovation, the City of Palmerston and other stakeholders to develop a Palmerston Economic Development Plan.
- Establish and embed service delivery committees in Palmerston and the Tiwi Islands to facilitate coordination and collaboration between government agencies delivering services in the region.
- Work with the City of Palmerston and other stakeholders to identify and pursue opportunities to attract and support family-focussed events, activities and programs in Palmerston.
- Continue to work with Tiwi Plantations Corporation to maximise local employment outcomes from its operation.

## East Arnhem Region

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### Key achievements in 2017-18

- Continued to strengthen and improve the East Arnhem Regional Coordination Committee structures for East Arnhem.
- Establishment of the East Arnhem Strategic Coordination Group which includes Northern Territory Government, Commonwealth Government and key regional stakeholders to strategically approach the larger challenges in the East Arnhem region.
- Coordinated a Volatile Substance Abuse (VSA) stakeholder group including the development of a comprehensive VSA reduction action plan for implementation.
- Continued strong partnerships with Developing East Arnhem Limited, Rio Tinto, South32, land councils, Commonwealth agencies, traditional owners and local businesses to broaden the regional economic base, with a focus on industry development.
- Continued to provide senior-level coordination and support to the Groote Eylandt Executive Steering Committee with the Anindilyakwa Land Council and the Commonwealth, including the recruitment of a Regional Coordinator for the Groote Eylandt Archipelago region.
- Commenced the rollout of the Northern Territory Government's Local Decision Making (LDM) initiative in East Arnhem in partnership with regional and local organisations and community leaders.
- Assisted in a collaborative approach alongside DCM Protocol, Commonwealth Government and Clarence House to coordinate VIP visit of His Royal Highness Prince Charles to the region.
- Continued to support Gulkula Regional Training Centre's graduates into traineeships with Northern Territory Government departments.
- Coordinated the Northern Territory Government involvement in the Garma Festival in partnership with the Office of Aboriginal Affairs.

### Future Priorities for 2018-19

- Continue to drive and facilitate the effective rollout of the Northern Territory Government's Local Decision Making initiative in East Arnhem in partnership with regional and local organisation and community leaders.
- Provide ongoing support and strategic engagement to the East Arnhem Regional Economic Development Committee and Regional Coordination Committee and newly established Strategic Coordination Group.
- Work with Developing East Arnhem Limited and relevant agencies to establish new opportunities for job and business growth.
- Continue to work with relevant stakeholders to plan for the future of the two mining towns in the region.

## Big Rivers Region

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### Key achievements in 2017-18

- Reviewed and refreshed the Big Rivers Regional Coordination Committee to ensure a coordinated, whole of government approach to local matters and government priorities throughout the region.
- Developed and coordinated the first Multi-Agency Partnership Initiative and Guiding Principle Agreement between the Northern Territory Government, Department of the Prime Minister and Cabinet and the Yugul Mangi Development Aboriginal Corporation.
- Partnered with Department of Housing and Community Development to develop and implement the Community Housing Allocation Initiative with Ngukurr and Minyerri communities.
- Initiated the DCM8 Information and Awareness Sessions for Northern Territory public sector employees in the region, providing an opportunity for public sector employees to gain a deeper understanding and awareness of current and emerging strategic policy initiatives.
- Provided Chair and Secretariat function to the Katherine Per- and Poly-fluoroalkyl Substances (PFAS) Community Consultation Group and supported the Department of Defence with community engagement and awareness activities related to the detection of PFAS in groundwater.
- Partnered with Department of Infrastructure, Planning and Logistics and Department of Corporate and Information Services to facilitate consultation activities associated with the potential re-development of the Katherine Government Centre to create a contemporary and collaborative work environment.
- As a founding member of the McArthur River Mine Community Benefit Trust, established a Legacy Investment Fund with \$1M initial investment and \$250,000 per annum contributions over 20 years to provide a funding stream post closure of the Mine.
- Led and coordinated government and non-government partners in the development of a holistic and innovative school holiday program of activities and events for the Christmas and July school holiday periods.
- Partnered with the Katherine Town Council Great 8 Projects Initiative to ensure delivery of these projects.

## Future Priorities for 2018-19

- Lead the Big Rivers Regional Coordination Committee to ensure high level coordination of NT Government activities throughout the region.
- Progress the implementation of LDM Multi-Agency Partnership initiatives and opportunities throughout the Big Rivers Region with a focus of Gurindji Aboriginal Corporation, Alawa Aboriginal Corporation and Jawoyn Association Aboriginal Corporation.
- Establishing a Territory Families, Regional Youth Programs Coordinator position based within the DCM Regional Office.
- Support Department of Primary Industry and Resources and Department of Infrastructure, Planning and Logistics in the development of the Katherine logistics and agribusiness hub.
- Continue to undertake comprehensive services mapping of priority communities across the region for the purpose of planning, coordination and engagement around key government, DCM and regional office priorities.
- Continue to provide chair and secretariat functions to the Katherine PFAS Community Consultation Group and support Department of Defence and Department of Health with community engagement and awareness activities related to the detection of PFAS in ground water.
- Working with Katherine Town Council and Department of Infrastructure, Planning and Logistics to deliver the CBD Revitalisation Project and the Sports Grounds Masterplan.
- As a founding member of the McArthur River Mine Community Benefit Trust, complete key projects including construction of the Rocky Creek Bridge and Borroloola Multipurpose Sports and Recreation Centre.

## Barkly Region

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### Key achievements in 2017-18

- Through the Barkly Regional Coordination Committee ensured high level coordination of Northern Territory Government activities throughout the region.
- Provided secretariat support for the Tennant Creek Community Safety Action Committee and, in partnership with Northern Territory Police, facilitated Northern Territory Government support to identify and implement solutions to local community safety issues.

- Began initial discussions with communities including Tennant Creek to implement government's local decision-making agenda.
- Worked closely with the Barkly Regional Council for the delivery of the Barkly Youth Centre Program in Tennant Creek.
- Maintained a high level Northern Territory Government representation on the Tennant Creek Regional Economic Development Committee to support, identify, prioritise and coordinate the delivery of local economic development opportunities.
- Commenced the mapping of services and investment in the region across the three levels of government.

### Future Priorities for 2018-19

- Continue to work collaboratively with communities across the Barkly region to implement government's local decision-making agenda.
- Complete mapping services and investment in the region to identify gaps, duplication and investment in the region to inform government and community decision making.
- Work with the three tiers of government and key stakeholders to develop and implement a Regional Deal for the Barkly region that will contribute to addressing the social, cultural and economic priorities of the community.
- Maintain high level Northern Territory Government representation on the Tennant Creek Regional Economic Development Committee to support, identify, prioritise and coordinate the delivery of local economic development opportunities in the key industry sectors of transport.
- Continue to work with the Barkly Regional Council's Barkly Youth Centre Program in Tennant Creek.
- Continue to chair and convene stakeholder meetings with Northern Territory Government departments, Commonwealth and local government to share information, improve coordination and work collaboratively to ensure social and economic development priorities are progressed across the Barkly region.

## Central Australia Region

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### Key achievements in 2017-18

- Coordinated whole of government approaches to regional matters and realised government priorities through the Central Australia Regional Coordination Committee.
- Coordinated successful whole of government school holiday programs throughout the period which included initiation of Operation Shulton, and an evaluation of the summer school holiday program. This included relocation and support to the newly established Regional Youth Programs Coordinator.
- Implemented the Inland Capital Committee with sub-committees, the Vibrant CBD Committee and the Safer Public Places Committee, to ensure close collaboration between the Alice Springs Town Council and Northern Territory Government to coordinate government, business and community responses to the revitalisation of the CBD, and to address community safety issues affecting Alice Springs.
- Conducted local LDM information sessions and consultations in nine remote communities in Central Australia including at Local Authority meetings attended by community members and local regional Councils.

### Future Priorities for 2018-19

- Maintain and foster cross-government collaboration to increase Northern Territory Government capacity to deliver outcomes in respect of complex issues including youth, local decision-making and the revitalisation of Alice Springs central business district agendas.
- Ensure traditional owners and local Aboriginal people are integral to 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.
- Continue to coordinate youth programs and support service providers to provide comprehensive school holiday and major events program coverage for young people.

## City Deals

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A Memorandum of Understanding to develop a City Deal for Darwin was signed with the Commonwealth in April 2017. The City Deals unit works with Northern Territory Government agencies and City Deal partners, City of Darwin and Charles Darwin University, to support the Chief Minister and the Northern Territory in negotiating with the Commonwealth (through the Department of Infrastructure, Regional Development and Cities) to develop the City Deal.

### Key achievements in 2017-18

- Two comprehensive rounds of public and stakeholder consultation, held in August/September and November/December 2017.
  - The first round started the discussion about the community's aspirations for a Darwin City Deal, and highlighted the Northern Territory Government's plan to revitalise Darwin's city centre, including several infrastructure projects aimed at cooling and greening the city centre.
  - The second round included workshops with key stakeholders to discuss emerging themes including digital innovation, population growth and economic competitiveness, and an Open Day in the Live Darwin Hub, where an interactive display provided the community with an opportunity to view some of the city revitalisation projects and contribute their ideas.
- Ongoing negotiations with the Commonwealth and City Deal partners to progress potential projects and strategies for inclusion in the City Deal.
- A comprehensive Darwin CBD Heat study.
- Planning and coordination of CBD revitalisation projects in conjunction with Department of Infrastructure, Planning and Logistics, including cooling and greening measures in Cavenagh Street and infrastructure projects to enable laneway activation, commencing with Austin Lane as a pilot project.

### Future priorities for 2018-19

In 2018–19 the City Deals team will continue its negotiations with the Commonwealth to finalise the Darwin City Deal.

- We will continue to work with other Northern Territory Government agencies to revitalise the Darwin city centre and implement recommendations of the Darwin CBD Heat Study and the Crime Prevention Through Environmental Design audit.
- Agreement of the Darwin City deal with our partners.
- Implementation and coordination of projects under the City deal initiative.
- Establishment of the an entity responsible for strategic activation and promotion of the Darwin city centre, to proactively stimulate economic activity and attract visitors.

# Office of Aboriginal Affairs

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The Office of Aboriginal Affairs (OAA) key priorities include progressing Treaty discussions, the development of an NT Aboriginal Affairs Strategy, and the Closing the Gap framework refresh, while supporting policy development of Local Decision Making, and ensuring land and sea ownership delivers on the economic and social aspirations of Aboriginal Territorians.

OAA has taken on a strong policy role, leading whole of government strategic advice on current and emerging Aboriginal Affairs matters at the local and national level to ensure Aboriginal people and Aboriginal community-led models are front and centre of policy design and implementation.

OAA has twelve staff members, based in Alice Springs and Darwin. The majority of OAA's staff are Aboriginal.

OAA incorporates the First Circles Leadership Program for emerging leaders from remote communities.

## First Circles Leadership Program

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First Circles Leadership program focuses on engaging future Aboriginal leaders from across the Northern Territory to bring new voices to the conversation and help build the next generation of community leaders.

First Circles is an annual program offered to 16 Aboriginal participants, eight from the southern and eight from the northern regions, from across the Territory.

The Program is about identifying, mentoring and supporting the next generation of Aboriginal leaders with a strong focus on remote leadership.

The First Circles members participate in workshops and engage directly with the community, Ministers and Cabinet by:

- being involved in community activities;
- liaising with community members;
- participating in community projects and policy development; and
- working with Northern Territory Government to influence, contribute and support policy and program implementation and change.

## Key achievements in 2017-18

- Substantially progressed a new Northern Territory Aboriginal Affairs Strategy.
- Actively engaged in and contributed to the refresh of the COAG Closing the Gap framework, including the Closing the Gap National Round Tables, the Closing the Gap Technical Workshop and the COAG Closing the Gap Special Gathering.
- Presented a keynote address and facilitated a session at the Indigenous Economic Development Forum.
- Supported the First Circles members at workshops in October and December 2017, and supported presentations to Cabinet Ministers in February 2018.
- Provided the secretariat function for the Aboriginal Affairs Subcommittee of Cabinet.
- Held the Inaugural Aboriginal Leadership and Governance Forum in Alice Springs that was attended by over 100 delegates from across the Territory.
- Established the Inaugural Celebrating Aboriginal Culture (Australia Day) Consultative Committee and Grant Program to celebrate Aboriginal culture, language and history and enhance the experience of Australia Day across the Territory.
- Developed a 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) regarding the engagement process for a Treaty with Aboriginal people, and the appointment of an independent Treaty Commissioner for the Northern Territory, that was officially signed at Barunga in June 2018.
- Participated and contributed to the NT Biannual Strategic Forum with the Commonwealth and four land councils to work collaboratively across matters of significance, affecting Aboriginal Territorians around land, sea and Aboriginal Affairs.

## Future Priorities for 2018-19

- Finalise and implement the NT Aboriginal Affairs Strategy in alignment with a refresh of COAG's Closing the Gap framework.
- Work with the Treaty Working Group to appoint an independent Treaty Commissioner and establish the Treaty Office.
- Support implementation of Government's Local Decision Making Policy.
- Develop an ongoing program of Aboriginal leadership and governance support, including the First Circles Leadership Program.
- Advance the Northern Territory Government's commitment to evolving Australia Day to ensure it meaningfully acknowledges, recognises and celebrates Aboriginal culture and Aboriginal people's contribution to our national identity.
- Work in collaboration with the NT Police, Fire and Emergency Services and the Commonwealth Government to implement a Custody Notification Service.
- Attend and contribute to significant Aboriginal events to raise awareness and engage on matters impacting on Aboriginal people's lives through NAIDOC celebrations, Gurindji Freedom Day, Coniston Massacre 90th Anniversary, Barunga and Garma festivals.

# Aboriginal Land Strategic Policy

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Aboriginal Land Strategic Policy unit focuses on coordinating 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 2017-18

- Ongoing implementation of the Kenbi Framework Deed between the Northern Territory Government and the Northern Land Council, including the ongoing work associated with registration of the Kenbi (Cox Peninsula) Indigenous Land Use Agreement (ILUA), promulgation of the *Kenbi Land Trust Act* and associated regulations, and remediation of the old Wagait tip site.
- Coordinated Northern Territory Government participation in the Biannual Strategic Forum with the Commonwealth and four Northern Territory land councils in October 2017 and May 2018 to build strong and productive relationships between all parties to progress strategic reforms of mutual interest.
- Coordinated and convened the Aboriginal Land Chief Executive Officers' Working Group meetings in November 2017 and June 2018.
- Developed a draft Aboriginal Land and Sea Action Plan and associated Discussion Paper for public consultation identifying 10 key actions for the Northern Territory Government to undertake in a partnership approach with Traditional Owners, native title holders, the Australian Government, other stakeholders and the land councils.
- Development and launch of the Aboriginal Land and Native Title eLearning course which provides public servants with a basic overview of how the *Aboriginal Land Rights (Northern Territory) 1976* and *Native Title Act 1993* operate in the Territory. The course is hosted online and can be accessed across government agencies.

## Future Priorities for 2018-19

- Following consultation, finalise the Northern Territory Aboriginal Land and Sea Action Plan and coordinate implementation of the actions.
- 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
  - 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 including assisting with the finalisation of the Timber Creek Native Title Compensation test case and providing information and policy guidance to Northern Territory Government departments and agencies in relation to existing native title proceedings and proposed future acts.
- The development and implementation of an Northern Territory Government Strategic Native Title Policy framework.

# Output Group

## – Government Business Support

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### 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	2017-18 estimate	2017-18 actual	2018-19 budget
Client satisfaction	>85%	100%	>90%
Advice provided within agreed timeframes	>85%	100%	>85%

### Output: Support to the Administrator

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

Key performance indicators	2017-18 estimate	2017-18 actual	2018-19 budget
Client satisfaction	>90%	78%	>90%
Government House maintenance programs implemented within agreed timeframes	>80%	80%	>80%
Number of internal and external hospitality, and ceremonial and statutory events supported	625	597	625

# Office of the Administrator of the Northern Territory

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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:

- providing a high standard of impartial advice and service delivery to the Administrator
- delivering effective governance and management arrangements in support of the official statutory and ceremonial duties of the Administrator
- delivering a civic and diplomatic program that highlights and promotes Northern Territory business, culture and trade through hosted hospitality 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
- educating and informing Territorians and visitors to the Northern Territory about the role of the Administrator.

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

## Key achievements in 2017-18

- Successful coordination of the official farewell of the Honourable John Hardy AO, 21st Administrator of the Northern Territory and Swearing In ceremony of Her Honour, the Honourable Vicki O'Halloran AM, 22nd Administrator of the Northern Territory.
- Increased the visibility and accessibility of the Administrator through the creation of the Administrator of the Northern Territory Facebook page. Established a reach of 40,000 within 6 months of creation in November 2017.

- Delivered 597 hosted and attended activities by the Administrator in support and promotion of the Northern Territory. This includes the officially hosted Reception in honour of His Royal Highness, The Prince of Wales to engage with cross generational community leaders at Government House.
- Nomination and successful recognition of Ms Helen Wiffen as a Member of the Royal Victorian Order, the personal Order of the Sovereign.
- Secured funding from the Government House Foundation of the Northern Territory Incorporated to complete a refurbishment of the historic 'Prince of Wales Room' to ensure future use as a formal sitting room to receive visiting Heads of State and dignitaries.
- Through travel and hosted events, Government House supported bilateral, diplomatic and trade visits and received diplomatic and military representatives from a range of countries.
- Implementation of environmentally friendly and cost efficient lighting systems at Government House to reduce environmental footprint and maintenance expenditure.

## Future Priorities for 2018-19

- Increase engagement with the Northern Territory community by expanding the programs and activities at Government House to acknowledge, support and promote the community.
- Continue to identify technological advancements, environmentally friendly and economically efficient measures for all activities at Government House, including maintenance requirements.
- Establish 'The Administrator's Medal for two Northern Territory Young Leaders of the Year'.

## Output: Government Services

Provide strategic coordination and facilitation, policy advice, implementation and planning 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 and the Leader of the Opposition.

Provide secretariat services to DCM, 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	2017-18 estimate	2017-18 actual	2018-19 budget
Client satisfaction	>90%	100%	>90%
Cabinet, Cabinet Subcommittee and Executive Council meetings supported	50	81	50

# Cabinet Office and Secretariat Services

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## Cabinet Office

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The Cabinet Office provides procedural, operational and secretariat services to the Northern Territory Cabinet, its Sub-Committees, Executive Council, the Remuneration Tribunal and DCM. 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

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The Secretariat manages the coordination of ministerial advice and information between 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 in 2017-18

- Provided support for 62 Cabinet and Sub-Committee meetings.
- Provided support for 19 Executive Council meetings.
- Completed the assessment associated with the opening of the 30-year old 1987 Cabinet and Executive Council records.
- Revised the Cabinet and Legislation Handbooks to include advice on the regulation-making framework and procedures for the passage of legislation.
- Managed the appointment of the new Administrator of the Northern Territory.
- Assisted agencies to deliver on the Government's election commitment to have a 50:50 gender balance on statutory and non-statutory boards by establishing an Expressions of Interest Register, and a registration facility on the NTG Careers in Government website.

- Participated in the delivery of various courses for government officers and the broader community on Cabinet, legislation and other executive government processes.
- Presented at the Legislative Assembly 'Know Your Assembly' seminars conducted across the Territory.
- Hosted the Australian and New Zealand Cabinet Officials Forum in Darwin in June 2018.
- Assisted the Remuneration Tribunal with the delivery of the 2018 reports.

## Future Priorities for 2018-19

- 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.
- Prepare for the 30-year opening of the 1988 Cabinet and Executive Council records.
- Procure services of a consultant to undertake a triennial strategic review of the Auditor-General's Office.
- Procure services of an independent auditor to audit the annual accounts of the Auditor-General's Office for three consecutive years commencing 2018-19.
- Improve the performance of the Election Commitments database.
- Digitise Executive Council and Cabinet Records.
- Host a forum for Administrators of Northern Territory Government Boards and Committees to provide advice to Board Administrators on agency responsibilities, statutory obligations, reporting requirements and resources available.

# Protocol NT

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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 2017-18

- Facilitated 123 official receptions and events hosted by Northern Territory Government ministers.
- Supported visits by 14 ambassadors, high commissioners and consuls general, and other dignitaries and visiting VIPs from various countries.
- Arranged two State Memorial Services.
- Co-ordinated the visit to the Northern Territory of His Royal Highness, The Prince of Wales.
- Assisted with the delivery of a range of events acknowledging the 76th anniversary of the Bombing of Darwin.
- Provided event coordination services to support significant events, including the Supercars, Darwin Cup Carnival and Territory Day celebrations.
- Arranged the official Territory Day flag raising and citizenship ceremonies at Parliament House.

## Future Priorities for 2018-19

- Enhance government, business and community ties through effective public communication of protocols, standards and principles.
- Further strengthen strategic relationships through building supportive and purposeful relationships between stakeholders.
- Develop and maintain effective business systems and practices within Protocol NT.
- Ensure protocol standards, procedures and policies are clearly articulated.

# Security and Government Services

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

## Key achievements in 2017-18

- Led the whole-of-government recovery from the flooding of the Nauiyu (Daly River) community in February 2018, and Tropical Cyclone Marcus in March 2018.
- Continued to work in collaboration with the Australian Government - Department of Home Affairs to build capability and resilience to violent extremism. This includes delivery of the 'Living Safe Together Intervention Program' through the 'Northern Territory Countering Violent Extremism Framework and Intervention Pathway'
- Delivered \$1.3 million to volunteers, not-for-profit and government organisations through the 2017/18 Funding Round of the Natural Disaster Resilience Program (NDRP). Jointly funded by the Northern Territory and Commonwealth Governments, the NDRP aims to enhance Northern Territory communities' resilience to natural disasters.
- Established a dedicated PFAS Taskforce to deliver a coordinated and proactive response to instances of contamination in the Northern Territory, including the protection of the environment.
- The Chief Minister signed the PFAS Intergovernmental Agreement for the Northern Territory on 16 April 2018. The Agreement will assist the ongoing collaboration between the Commonwealth and the State and Territory Governments to support communities affected by PFAS contamination.
- Led initiatives to mitigate and respond to PFAS contamination of the water supply in the Katherine and Darwin Regions.

## Future Priorities for 2018-19

- Continue to lead whole-of-government policy development and coordination that contributes to security in the Northern Territory including: protective security, counter terrorism, countering violent extremism, critical infrastructure, fuel security, security clearances, identity security, overseas travel briefs and crisis centre operations.
- Coordinate the development of a Northern Territory Government security webpage that provides relevant and contemporary security information to the public.
- Continue to develop and implement the Northern Territory Countering Violent Extremism Intervention Pathway in partnership with key stakeholders across Commonwealth and Northern Territory Government agencies, non-government organisations and community groups.
- Support Northern Territory Police and the Department of Health (Mental Health) to develop a Fixed Threat Assessment Capability in the Northern Territory aligned with the national model.
- Refresh the Northern Territory emergency and disaster recovery governance framework.
- Develop and deliver training to government and non-government stakeholders to improve recovery planning capability across the the Territory.
- Continue work to build resilience of critical infrastructure to natural and other hazards, with a particular focus on the food and grocery sector, communications and technology sector and transport sector.
- Finalisation and implementation of the Northern Territory PFAS Management Strategy.
- 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.

# Office of the Parliamentary Counsel

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The Office of the Parliamentary Counsel (OPC) provided legislative drafting services to the 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 NT Legislation Website within OPC's publishing timeframes and published the Northern Territory Government Gazette.

## Key achievements in 2017-18

- The OPC participated in the Australasian Parliamentary Counsel's Committee to ensure the Territory's interests were represented in relation to national legislative schemes.
- The OPC drafted 2888 pages of legislation within given timeframes. This included:
  - 29 Government Bills introduced;
  - 6 government consideration in detail stage amendments drafted;
  - 55 items of subordinate legislation settled;
  - 565 statutory instruments settled.
- In 2017-18 year there was substantial amount of legislation required with shifting priorities and urgent instructions in several matters. The Government's legislative program was delivered on time, and private members' requirements were also met.
- Several significant and noteworthy pieces of legislation were introduced during this time including the Independent Commissioner Against Corruption Bill 2017, the Adoption of Children Legislation Amendment (Equality) Bill 2017 and the Expungement of Historical Homosexual Offence Records Bill 2018.
- The OPC made legislation available to the public within publishing timeframes. This included 132 items (new and amended legislation titles) published on the Legislation Website.

- The OPC also participated in activities of the Australasian Parliamentary Counsel's Committee, including attending Committee meetings and the annual IT forum.

## Future Priorities for 2018-19

- To meet increasing demands for legislative drafting services, including from members of the Legislative Assembly.
- To 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.
- To actively participate in the Australasian Parliamentary Counsel's Committee to ensure the Territory's interests are properly represented in relation to national legislative schemes.

# Output group – Corporate and Governance

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## Outcome:

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

## 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.

## Corporate Services

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### Key achievements in 2017-18

- Refreshed key governance forums including; the DCM Board of Management, Information and Communication Technology Governance Committee, and the Work Health and Safety Committee.
- Developed the Human Capital Plan 2018-2020 to guide investment in our people and improvement initiatives to; enhance our culture, strengthen our skills and capabilities; streamline and modernise our systems and processes and review our organisational structure and environment.
- Delivered the DCM All-staff survey and Survey Report to collect important data and understand staff needs, perceptions, levels of satisfaction and the priority areas to address.
- Established the Workplace Contact Officers Network and Organisational and Workforce Development Network
- Audited all ICT assets and refreshed desktops and equipment not performing optimally.
- Developed Service Statements for each of the corporate services business units to clarify services, roles and responsibilities and required timeframes.

### Future Priorities for 2018-19

- Develop and streamline corporate policies and procedures
- Implement the Human Capital Plan 2018–2020, including the following key projects:
  - Strategic Policy Capability Project
  - DCM Learning and Development Framework
  - DCM Induction Program
- Develop and implement the DCM and OCPE ICT Forward Work Plan 2018-2020.

## Output: Shared Services provided

Provide shared corporate and governance services to OCPE.

### Key achievements in 2017-19

- Met all service obligations under the shared-service arrangement.

### Future Priorities for 2018-19

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



# OUR PEOPLE

# Overview

The Department of the Chief Minister recognises that our employees are our most valuable asset. 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, businesses 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

## Employee snapshot at 30 June 2018

Output group	FTE 2016-17 (full-time equivalent)	FTE 2017-18 (full-time equivalent)
Advice and Coordination	105.77	118.99
Government Business Support	149.14	165.36
Corporate and Governance	42.38	49.11
<b>Total</b>	<b>297.29</b>	<b>333.46</b>

The Advice and Coordination output group is comprised of the strategic policy advice units of DCM, including Federal Policy and Strategic Coordination, Social Policy Coordination, Economic and Environment Policy, Strategic Communications and Engagement, Legal Policy Coordination and Commissions, the Alcohol Reform Implementation Team and the Hydraulic Fracturing Inquiry Taskforce and Implementation Team, as well the Regional Network Group, Office of Aboriginal Affairs and Aboriginal Land Strategic Policy.

The Government Business Support output group includes ministerial employees, Protocol, Government House, Cabinet support and Ministerial Liaison employees and the transfer in from 1 July 2017 of Office of the Parliamentary Counsel.

The Corporate and Governance output group includes Corporate Services and Executive employees.

Increase in FTE from 2016-17 to 2017-18 is predominantly due to the transfer in of the Office of the Parliamentary Counsel from the Department of the Attorney-General and Justice as a result of machinery-of-government changes, short-term arrangements for the Alcohol Review Implementation Team and critical resources to respond to regional issues and progress local decision making.

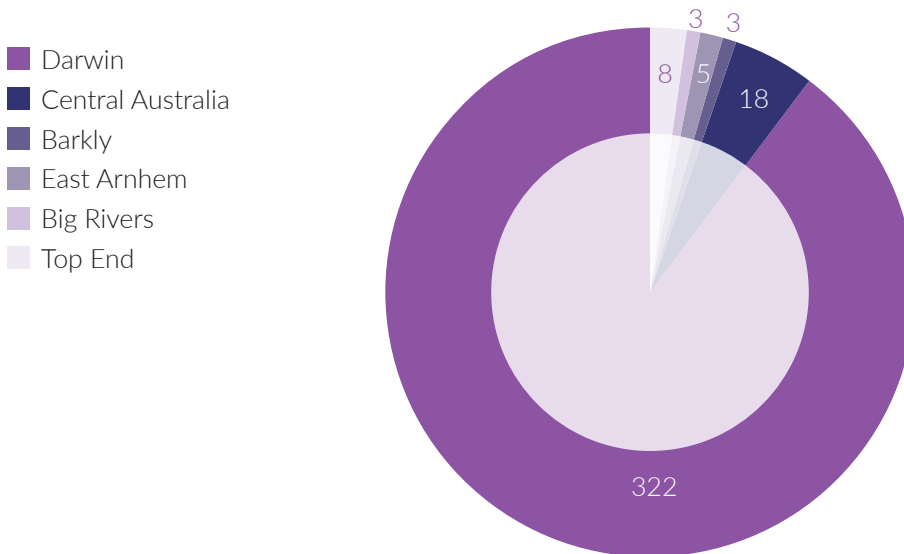
## Employee profile

The table below outlines FTE classifications from June 2017 to June 2018.

Output group	June 2017	June 2018
Executive Contract Officer 6	1.00	1.00
Executive Contract Officer 5	2.00	3.00
Executive Contract Officer 4	0.00	0.00
Executive Contract Officer 3	2.00	3.00
Executive Contract Officer 2	13.50	16.60
Executive Contract Officer 1	16.00	19.30
Executive Officer 3	2.00	0.00
Executive Officer 2	2.00	2.00
Senior Professional Officer 2	0.00	0.80
Senior Professional Officer 1	0.00	1.00
Senior Administrative Officer 2	7.50	13.50
Senior Administrative Officer 1	23.58	29.87
Professional Officer 3	0.00	2.00
Professional Officer 2	0.00	2.50
Administrative Officer 7	20.69	22.90
Administrative Officer 6	28.57	34.12
Administrative Officer 5	19.64	23.33
Administrative Officer 4	18.47	22.70
Administrative Officer 3	7.40	5.00
Administrative Officer 2	6.00	2.70
Administrative Officer 1	2.00	1.00
Technical 3	1.94	1.95
Technical 2	2.00	2.00
Physical 6	0.00	1.00
Physical 3	3.53	3.50
Early Careers Development program	5.45	11.00
VIP drivers	4.00	4.00
<b>Subtotal</b>	<b>189.27</b>	<b>229.77</b>
Ministerial employees	108.02	103.69
<b>Total</b>	<b>297.29</b>	<b>333.46</b>

## Head count by Region

The organisation's staff are primarily based in Darwin with some staff located in regions displayed in the figure below:



## Human Capital Plan

DCM has taken a strategic approach to maintain a culture of high performance and ensure the satisfaction and ongoing growth of our employees. In March 2018 we delivered Our Human Capital Plan 2018-2020 (the Plan).

The Plan 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, which is being implemented over the next two years, contains four goals:

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

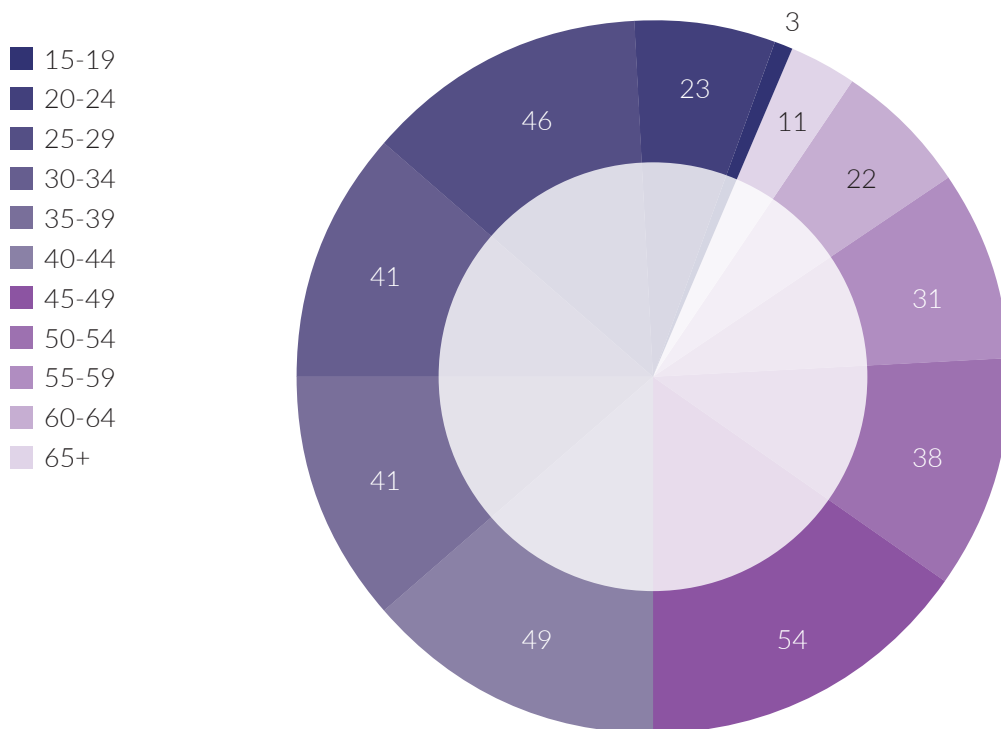
### Key projects delivered include:

- Workplace Contact Officer Network
- DCM Recognition Framework - which recognises employee service milestones, performance excellence, staff achievements and innovative ideas, and
- Refresh of Human Resource policies and procedures such as the DCM Study Assistance Policy and the Graduate Placement Procedure.

# Our Workforce

As at 30 June 2018, the organisation employed 333.46 full-time equivalent (FTE) staff and our average age is 42. An FTE equates to one full time worker and given our workforce includes part time employees our FTE totals do not necessarily reflect our headcount of 359.

## Head count by age



# Equal Employment Opportunity (EEO)

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## Encouraging 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 2017-18:

- ▶ **65 percent** of our workforce was female
- ▶ **16.3 percent** identified as Aboriginal or Torres Strait Islander
- ▶ **3.8 percent** identified as having a non-English speaking background
- ▶ **4.7 percent** 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 2017-18 included:

- ▶ **16 employees** working part time
- ▶ **3 employees** took a secondment to the Commonwealth or NGOs
- ▶ **24 employees** took recreation leave at half pay
- ▶ **2 employees** took long service leave at half pay
- ▶ **1 employee** had a flexible work agreement in place to transition to retirement.

## Aboriginal Employment and Career Development

DCM is committed to Aboriginal representation targets. Aboriginal employees currently represent 16.3 percent of DCM's workforce with the aim to increase this representation to 24 percent of the workforce by 2020.

DCM continues to focus on improving Aboriginal representation in the workplace through initiatives delivered in 2017-18 such as:

- DCM Aboriginal Employment Strategy
- Special Measures Plan, which allows Aboriginal applicants to be given consideration before other applicants for all vacancies
- Aboriginal Traineeships, and
- Cultural awareness training.

# Strategic Capability Development

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

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

In 2017–18, DCM invested \$265 777 in conferences, structured learning opportunities, facilitators' fees, training and development, including study assistance and leadership programs for its employees.

## Professional and technical development

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

In 2017–18, DCM invested \$26 305 in financial study assistance for its employees undertaking study in the areas of:

- Masters in Environmental Management
- Master of Business Administration
- Bachelor of Commerce
- Certificate III in Business
- Certificate IV in Business
- Certificate IV in Accounting
- Diploma in HR

## Leadership development

Investment in leadership development at various levels of the department resulted in Administrative Officer staff participating in middle-manager courses, and Executive staff from the Office of Aboriginal Affairs and Federal Policy and Strategic Coordination completing the Australia and New Zealand School of Government (ANZSOG) Advancing Leadership program.

## Women's Leadership Network

In 2017-18, DCM partnered with OCPE to commence the Women's Leadership Network. This initiative brings women from all facets of the NTPS together to inspire and be inspired, to encourage cultural change through positive leadership, to promote female role models, and to provide women with opportunities to develop, network and share.

## Capability Enhancement Framework

DCM's employee performance management and development system (the Capability Enhancement Plan) is designed to ensure employees' work priorities are understood and achieved through appropriate planning, delivery and evaluation. The Capability Enhancement Plan captures performance outcomes and ensures regular performance feedback.

In 2017-18, 65% of DCM staff had an active performance plan in place.

# Employment Programs

DCM utilises 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 Program

The graduate program is aimed at developing the skills, experience, knowledge and abilities of graduates wanting to progress to management positions in the future.

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.

Four graduates from the 2017 Program were permanently appointed in 2017-18. In January 2018, eight 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.

In January 2018, two trainees commenced their employment in Corporate Services.

## Vacation Employment Program

Seven employees commenced employment under the vacation employment program in the 2017-18 year in a range of areas including Strategic Communications and Engagement, Social Policy, Federal Policy and Strategic Coordination, Legal Policy Coordination, Economic Environment Protection and Office of the Parliamentary Counsel and Regional Network Group (Katherine).

## 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. It is a pathway program allowing people with a disability to gain experience and skills and broaden their career options in the NTPS.

DCM is planning to host a participant in this program in the 2018-19 year.

## Comparison of participants by employment program

Program	2015-16 Number of participants	2016-17 Number of participants	2017-18 Number of participants
Graduate Development	4	6	8
Aboriginal Employment	1	0	3
Apprenticeship	0	2	1
Vacation Employment	2	7	7
Disability Employment	1	0	0
<b>Total</b>	<b>8</b>	<b>15</b>	<b>19</b>

# Workplace health, safety and wellbeing

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In accordance with Employment Instruction 11, the CEO must ensure the application of appropriate workplace health and safety (WHS) standards and programs. DCM is also required to provide information in the annual report in relation to WHS programs.

DCM strives to ensure a safe and healthy work environment for all employees, contractors, clients and visitors. In 2017-18 DCM's active WHS Committee reviewed the implemented policies, plans and information sheets and maintained currency of the WHS information on the intranet.

DCM is committed to the health and wellbeing of all employees and offered activities and initiatives such as the employee assistance program, ergonomic assessments, and financial information seminars on topics such as superannuation and salary sacrificing.

## Wellbeing

DCM remains committed to the health and wellbeing of all employees by continuing to offer initiatives such as the Employee Assistance Program, ergonomic assessments and flu vaccinations.

### Comparison of participants by employment program

Initiatives	2015-16 Number of employees accessing	2016-17 Number of employees accessing	2017-18 Number of employees accessing
Employee Assistance Program	71	90	99
Ergonomic assessments	17	13	5
Flu vaccinations	86	60	91

DCM supported the National Breast Cancer Foundation charity events including their Pink Ribbon morning tea and GO PINK, with DCM contributing \$746.10 to the total amount of \$1,925.10 raised by Northern Territory Government and non-government members.

During the 2017-18 Christmas break DCM observed a closedown in most parts of the business. This helped manage DCM's recreation leave liability without compromising service delivery.

## Employment Instructions

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DCM has complied with the Employment Instructions under PSEMA.



# 4

GOVERNANCE

# Boards and committees

## Board of Management

The Board of Management (BOM) meets fortnightly and develops strategic direction to support government priorities and is DCM's most senior decision-making body with responsibility for:

- setting the strategic direction for DCM
- ensuring DCM delivers on the priorities set by government
- ensuring DCM staff are engaged and supported to continually improve their skills, knowledge and expertise
- monitoring performance against objectives
- maintaining financial accountability
- ensuring people management and communication practices are effective, fair and equitable and support corporate objectives.

### Board of Management membership as at 30 June 2018

Members	Role	Job title
Ms Jodie Ryan	Chair	Chief Executive Officer
Ms Maria Mohr	Member	Deputy Chief Executive Officer
Mr Andrew Cowan	Member	Deputy Chief Executive Officer
Mr Andrew Jones	Member	Chief Parliamentary Counsel
Ms Salli Cohen	Member	Executive Director, Social Policy Coordination
Ms Regina Bolton	Member	Executive Director, Corporate Services
Ms Karen Vohland	Member	A/ Executive Director, Strategic Communications and Engagement
Mr Cliff Weeks	Member	Executive Director, Central Australia Region
Ms Bridgette Bellenger	Member	Regional Network Leader
Mr Ian Satchwell	Member	Executive Director, Economic and Environment Policy
Ms Mischa Cartwright	Member	Executive Director, Office of Aboriginal Affairs
Ms Jean Doherty	Member	Executive Director, Federal Policy and Strategic Coordination

# Audit and Risk Management Committee

Audit and Risk Management Committee (ARMC) is a joint DCM and OCPE commitment and it provides independent and objective advice and assistance to the CEO on the effectiveness of DCM's risk, control and compliance frameworks, and financial reporting obligations.

ARMC's functions and responsibilities include:

- Monitoring strategic, reputational, corporate, and operational risk management and the adequacy of the internal controls established to manage identified risks.
- Monitoring the adequacy of the internal control environment and reviewing the adequacy of policies, practices, and procedures in relation to their contribution to, and impact on, DCM's internal control environment.
- Reviewing financial statements and other public accountability documents (such as annual reports) prior to their approval by the CEO.
- Monitoring the internal audit function (including development and implementation of the annual internal audit plan, coordination of audit assignments, and monitoring of internal audit findings, including management's responses to and implementation of the audit recommendations).
- Monitoring the Northern Territory Auditor-General's audit program and audit findings (including the reports to the Northern Territory Legislative Assembly and DCM's responses to, and implementation of, the audit recommendations).

Members	Role	Job title
Mr John Cossons	Independent Chair	Chair
Mr Tarrant Moore	Member	Director, Budget Development, Department of Treasury and Finance
Ms Libby Doney	Member	Director, Strategic Workforce Planning and Development, Office of the Commissioner for Public Employment
Ms Maria Mohr	Member	Deputy Chief Executive Officer, Department of the Chief Minister
Ms Regina Bolton	Observer	Executive Director, Corporate Services, Department of the Chief Minister

# Information Communication and Technology Governance Committee

The Information Communication and Technology (ICT) Governance Committee is a joint DCM and OCPE committee and forms one element of the agency's governance framework. The role of the ICT Governance Committee is to establish and oversee the agencies' information and technology Forward Work Plan to ensure the priorities identified in the 2018-2020 Strategic Plan can be achieved. The ICT Governance Committee is required to provide unified and strategic direction, make investment recommendation to the respective executive management boards and foster an ICT culture for the agencies that is transparent, collaborative and results driven.

## Information Communication and Technology Governance Committee membership at 30 June 2018

Members	Role	Job title
Ms Regina Bolton	Chair	Executive Director, Corporate Services Department of the Chief Minister
Mr Andrew Jones	Member	Chief Parliamentary Counsel, Office of the Parliamentary Counsel, Department of the Chief Minister
Ms Michelle Grantham	Member	Director, Cabinet Office and Secretariat Services, Department of the Chief Minister
Ms Karen Vohland	Member	A/ Executive Director, Strategic Communications and Engagement, Department of the Chief Minister
Ms Hayley Richards	Member	Executive Director, Hydraulic Fracturing Implementation, Department of the Chief Minister
Mr Jake Quinlivan	Member	Executive Director, Big Rivers Region, Department of the Chief Minister
Mr Robert Csar	Member	Chief Financial Officer, Corporate Services, Department of the Chief Minister
Ms Cassandra Spiers	Member	Chief Information Officer, Corporate Services, Department of the Chief Minister
Ms Daya Smith	Member	Principal Consultant, Strategic Workforce Planning and Development, Office of the Commissioner for Public Employment
Mr Mark Trobbiani	Invitee	ICT Services, Department of Corporate and Information Services
Mr Clifton Eliorda	Invitee	ICT Services, Department of Corporate and Information Services
Ms Kelly Garrett	Secretariat	Executive Assistant, Corporate Services, Department of the Chief Minister

# Workplace Health and Safety Committee

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DCM and OCPE are committed to a workplace that fosters behaviour in the prevention of injury, illness or death to our employees, contractors and visiting workers. The committee provides advice to the CEO, through BOM, on work health and safety (WHS) issues to ensure the health and safety of employees and clients in the workplace.

The committee deliberates on WHS obligations under the *Workplace Health and Safety (National Uniform Legislation) Act*, 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 intranet
- ensuring WHS issues are considered in the planning and implementation of any major workplace changes or new work processes
- training of first aid and fire warden office holders.

The Committee met four times during the year to review the agencies WHS activities and legislative obligations during 2017-18.

## Work Health and Safety Committee membership at 30 June 2018

Members	Role	Job title
Mrs Angela Boland	Chair	Executive Director, Cabinet and Secretariat Services, Department of the Chief Minister
Ms Angela Twine	Member	Cabinet and Ministerial Liaison Officer, Cabinet and Secretariat Services, Department of the Chief Minister
Ms Cherry Chevez	Member	Executive Assistant, Central Australia Region, Department of the Chief Minister
Mrs Megan Kelly	Member	Regional Support Officer, Top End Region, Department of the Chief Minister
Ms Nicole Civitarese	Member	Executive Assistant, Barkly Region, Department of the Chief Minister
Ms Kylie Sinclair	Member	Executive Assistant, Big Rivers Region, Department of the Chief Minister
Ms Melissa Muller	Member	Executive Assistant, East Arnhem Region, Department of the Chief Minister
Mrs Anna Grosvenor	Member	Senior Communications Consultant, Department of the Chief Minister
Mr Peter Marriott	Member	Maintenance Officer, Government House, Department of the Chief Minister
Miss Arabella Ward	Member	Policy and Research Officer, Alcohol Reform Implementation, Department of the Chief Minister
Ms Taya Petsheny	Member	Director, Corporate Services, Department of the Chief Minister
Mrs Nathalie Cooke	Member	Senior HR Consultant, Corporate Services, Department of the Chief Minister
Ms Jennifer Aitchison	Member	Executive Assistant, Legal Policy and Commissions, Department of the Chief Minister
Ms Morgan Sabbith	Member	Policy Officer, Social Policy Coordination, Department of the Chief Minister
Miss Taela Chong Wee	Member	Executive Assistant, Economic and Environment Policy, Department of the Chief Minister
Mr Vincent Wyles	Member	Policy Officer, Federal Policy and Strategic Coordination, Department of the Chief Minister
Mrs Cheryl Winstanley	Member	Director, Employee Relations, Office of the Commissioner for Public Employment

# Legislation administered

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DCM was responsible for administering the following legislation as at 30 June 2018:

- *Administrators Pensions Act*
- *Assembly Members and Statutory Officers (Remuneration and Other Entitlements) Act*
- *Essential Goods and Services Act*
- *Flag and Emblem Act*
- *Inquiries Act*
- *Jabiru Town Development Act*
- *Interpretation Act*
- *Kenbi Land Trust Act* (not yet commenced)
- *Parks and Reserves (Framework for the Future) Act*
- *Public Information Act*
- *Referendums Act*
- *Succession to the Crown (Request) (National Uniform Legislation) Act*
- *Transfer of Powers Act*
- *Transfer of Powers (Further Provisions) Act*
- *Transfer of Powers (Self-Government) Act*.

## Regulations

- *Assembly Members and Statutory Officers (Remuneration and Other Entitlements) Regulations*
- *Inquiries (Witnesses' Expenses) Regulations*
- *Public Information Regulations*
- *Referendums Regulations*

# Audit and risk management

## Internal audits

Under the 2017-18 Internal Audit Plan the following audits and reviews were conducted.

Audit	Objective	Outcome
Fleet Pool Vehicles FBT Review	To assess the controls for managing the DCM and OCPE fringe benefit tax statutory obligations in relation to their fleet pool vehicles.	The review made two recommendations with the aim of strengthening DCM's internal controls and improving efficiency and noted OCPE does not have pool vehicles and accordingly required no action.
Official Travel	To review the agency's compliance with the Northern Territory Government Travel Policy (and Framework) for the period 1 July 2017 to 31 March 2018.	The audit identified minor improvements with the aim of strengthening internal controls and improving efficiency.
Review of Executive Contract Officers' (ECO) Contributions in DCM	To assess the controls for managing contributions made by ECOs in DCM.	The review confirmed the controls are both adequate and effective.
Personnel Integration Performance System (PIPS) Establishment Data Review*	To review the agency's PIPS data against the approved organisation charts (including cost centre and structure codes) and also the JES*.  *The two planned PIPS reviews were combined: a review of data against the approved organisation charts; and a review of PIPS position data in relation to the Job Evaluation System (JES).	The full review and reconciliation of the agency's establishment data against the approved organisation charts required numerous actions, ranging from abolishing obsolete positions to correcting position reporting lines. All corrective actions were undertaken during the review and the agency revised its administrative processes to improve efficiency and strengthen its internal controls.
Procurement and Value for Territory (VFT) Audit*	To test the agency's compliance with the obligations set out under the Procurement Framework and performance required under the VFT assurance program.  *The planned procurement audits (Tier 1, and Tier 2 >) and VFT audit were combined.	One recommendation was made in regard to [Tier 1] ensuring staff confirm in writing they do not have a conflict of interest and the agency has sought clarification from Procurement Policy in relation to Rule 3.  The review of the DCM general ledger identified no split or duplicate payments.

# External audits

DCM is subject to the Northern Territory Auditor-General's audit program under the powers and responsibilities established by the *Audit Act*.

In 2017-18, the Auditor-General selected DCM for the following audits and reviews.

Audit	Objective	Outcome
End of Year Review: 2016-17	To assess the adequacy of selected aspects of end of financial year 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.	No significant matters were identified during the audit.
Agency Compliance Audit: 2017-18	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 and provide assurance that they were being achieved by examining selected aspects of DCM's systems.	One finding was issued in relation to presentation of information in the fixed assets register and Department of Corporate and Information Services has been requested to include the additional fields in the agency's register.
Performance Management System Audit: Grant Management System	To assess the management systems in place for ensuring grant funding is provided to external parties effectively, with regard to efficiency and economy, and in a way that assists the agency achieve its stated outcomes.	The agency noted the recommendations, including the value the new GrantsNT system is expected to provide, particularly in relation to having the capacity to reconcile the general ledger balance to an external source of truth and the visibility of grant information across government.

# Insurance

Under the Treasurer's Direction M2.1 Insurance Arrangements, agencies are required to detail the mitigation strategies and processes in place to reduce the likelihood or severity of their insurable risks. Insurable risks are risks generally related to workers' compensation, assets and inventories, public liability and indemnities. They exclude financial risks and legal costs in action.

In line with the Northern Territory Government policy, the agency self-insures for risk exposures under the categories of property and assets, public liability and indemnities. DCM also purchased commercial insurance during 2017-18.

## Insurance risk categories and mitigation strategies

Insurable risk category	Mitigation strategies
Public liability	<ul style="list-style-type: none"> <li>repairs and maintenance program to reduce risks associated with physical assets</li> <li>appropriate signage</li> <li>health and safety education campaigns for employees</li> </ul>
Assets and inventories	<ul style="list-style-type: none"> <li>registers were maintained for fixed, leased, and portable and attractive items</li> <li>vehicles were regularly serviced and maintained</li> </ul>
Indemnities	<ul style="list-style-type: none"> <li>risk assessments were completed for all new arrangements</li> </ul>

During 2017-18, 13 vehicles incurred damage. A comparison of vehicles damaged over the past three financial years is below.

## Motor Vehicle Claims

Motor Vehicles damaged	2015-16	2016-17	2017-18
Number of vehicles	17	19	13
Value of claims*	\$28 338	\$25 202	\$15 747
Average cost of claim	\$1 667	\$1 326	\$1 211

\* Value of claims includes motor vehicle accident repairs and costs of vehicles written off in accidents.

## Workers Compensation

In March 2017, Government approved implementation of a new framework for the management of the NTPS workers' compensation claims. Commencing in 2017-18, NTPS agencies pay an annual risk premium to the Department of Treasury and Finance into a stand-alone self-insurance fund within the Central Holding Authority.

# Access to information

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The *Information Act* is designed to protect personal information, promote the free flow of government information, protect public interests and prevent public sector agencies from the unauthorised disclosure of information held on individual, private and business interests.

In complying with section 11 of the Act, DCM makes its information available in several ways. The website contains information describing our organisational structure and functions and how these functions affect the community. All policies and procedures are designed to assist people to access information and meet requests for corrections to existing personal information.

Details on how to apply for access to information in line with part 3 of the Act are available on the agency's website. Further assistance is available by contacting:

## **Information Officer**

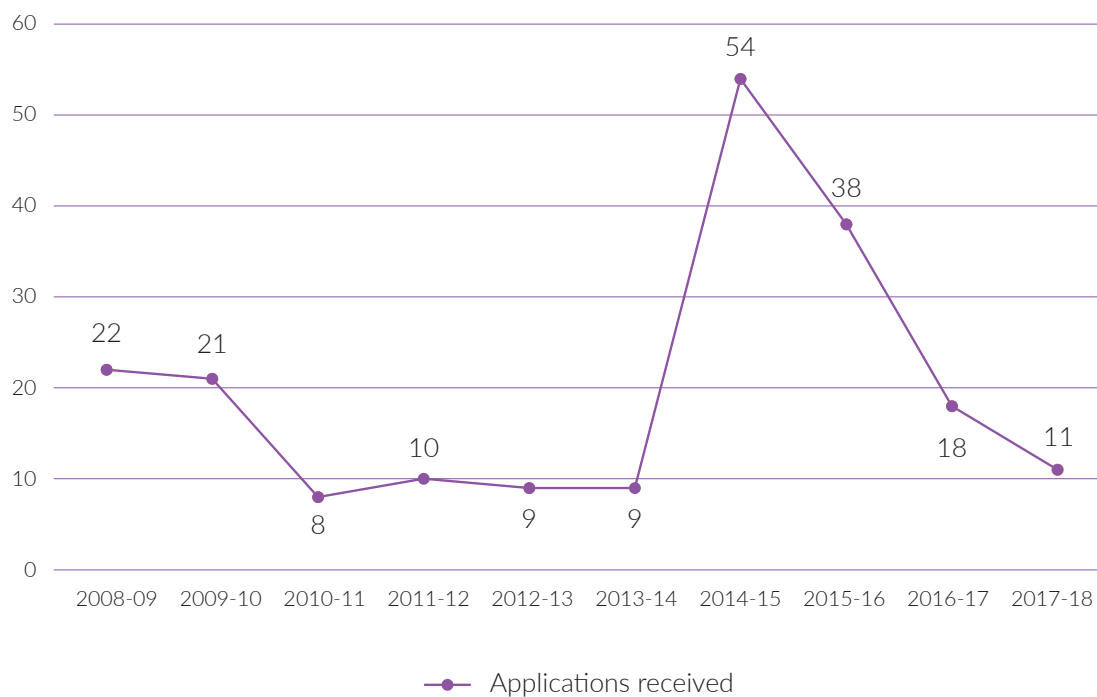
Department of the Chief Minister  
GPO Box 4396  
DARWIN NT 0801

e: [dcm.foi@nt.gov.au](mailto:dcm.foi@nt.gov.au)

## **Requests for information in 2017-18**

DCM handled 15 applications requesting access to information in 2017–18, of which 11 were new. The agency had three requests for internal review of a decision or complaints to the Information Commissioner by applicants.

## Freedom of Information Applications Received



## Requests made under the *Information Act*

	2015-16	2016-17	2017-18
Applications carried over from previous year	10	7	1
Applications to access personal information	2	1	0
Applications to access government and personal information	0	0	0
Applications to access government information	36	17	11
Applications for internal review	5	0	3
Applications transferred	2	1	2
Requests withdrawn	21	4	0
Responses completed	18	20	11
Applications on hand as at 30 June	7	1	2
Complaints to Information Commissioner	1	0	0

# Privacy

DCM's privacy policy is available at:

[dcm.nt.gov.au/strong\\_service\\_delivery/access/freedom\\_of\\_information/privacy\\_policy](http://dcm.nt.gov.au/strong_service_delivery/access/freedom_of_information/privacy_policy)

There were no privacy complaints in 2017–18.

## Records and information management

DCM strives to operate in line with the requirements of the *Information Act*. Records and archive management standards are established through Part 9 of the Act, and section 131(2) requires agencies to report annually on their compliance with this part.

In November 2017, Corporate Services commenced a 'Transition to Territory Records Manager (TRM)' project, an electronic document records management initiative. A 12 month project manager position was established to work with business units to review work practices and provide advice regarding improved business processes and workflows and to ensure compliance with records management policies and guidelines.

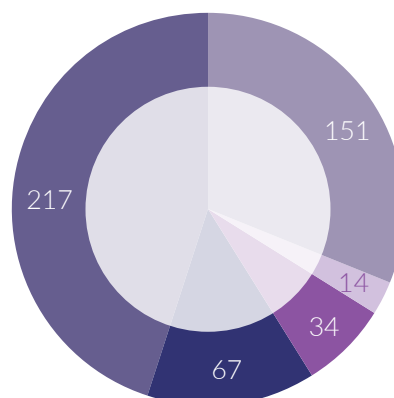
As at 30 June 2018, eight DCM business units had transitioned to TRM with the remaining units to be transitioned over the rest of the calendar year. In addition, the project requires all participating staff to attend a Records Management compliance session, which includes an introduction to the *Information Act*. Records Management policies and guidelines have also been developed and made available to staff through the DCM intranet.

The Records Management Unit provides a high level of records and information services, the number of which are depicted below for 2017-18:

- Courier/Mail/Newspaper
- Security/Access
- Records Administration
- TRIM System Administration
- Retention/Disposal

To support the integration of electronic documents records management in the DCM operating environment, and to ensure compliance with NTG Records Management Standards, the Records Management Unit have developed a systems maintenance plan including the following components:

- System configuration requirements, including logging improvements with external database service providers
- Records and user security and access audits to ensure conformance with business requirements
- Access control groups and membership audit
- TRM location review to minimise security breaches
- Deactivate and/or remove database access when locations are no longer required to prevent unauthorised access
- Identify records that are older than 10 years and prioritise them for destruction
- A review of Iron Mountain Storage Holdings to maintain accuracy relating to physical records and storage costs.



# FINANCIAL PERFORMANCE



# Financial Statement Overview

## Overview

The 2017-18 financial statements for DCM 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 2017-18 and comparative financial information for 2016-17 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

The changes in Budget estimates for 2017-18, from the May 2017 Budget to the May 2018 Budget, are outlined in the table provided in Output Performance Reporting page 13.

Significant variations between the actual outcome compared to the original May 2017 Budget for the 2017-18 financial year are reported in Note 24 of the financial statements. Where comparisons to budget have been made in this overview, it reflects the final approved end-of-year 2017-18 budget.

## Comprehensive Operating Statement

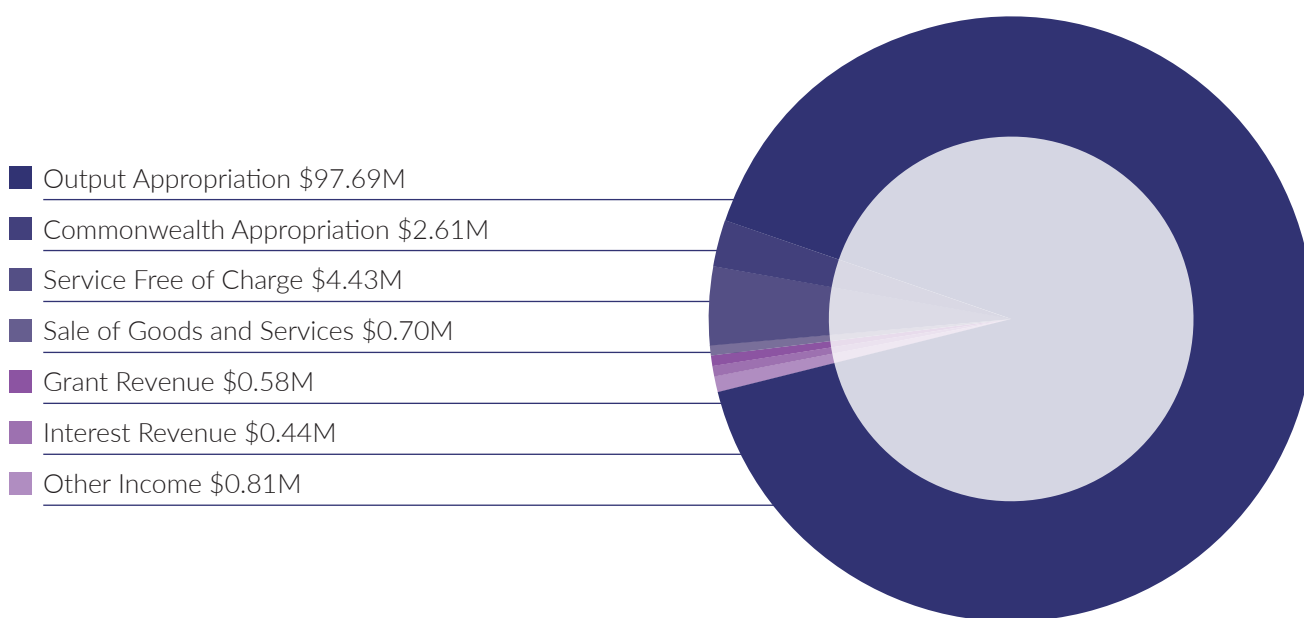
Summary	2017-18 Final Budget	2017-18 Actual (a)	2016-17 Actual (b)	Movement (a-b)
	\$M	\$M	\$M	\$M
Operating Income	106.78	107.25	69.02	38.23
Operating Expenses	106.40	101.75	83.20	18.55
Net Surplus/(Deficit)	0.38	5.50	(14.18)	19.68

## Operating Income

The agency's total income for 2017-18 was \$107.25 million, an increase of \$38.23 million compared to 2016-17. This increase is predominantly due to higher output appropriation of \$36.09 million combined with Commonwealth appropriation of \$2.61 million in 2017-18.

Increase in output appropriation in 2017-18 is largely due to one-off funding of \$27 million for the Northern Territory's contribution to the Royal Commission into Child Protection and Youth Detention. Output Appropriation was also increased to reflect the transfer in from Department of Infrastructure, Planning and Logistics for the Darwin City Deal project; transfer in from Northern Territory Police Fire and Emergency Services for Natural Disaster Resilience National Partnership Agreement; and the NT Government's response to the Alcohol Policies and Legislation Review and the Scientific Inquiry into Hydraulic Fracturing. In addition, the Administrative Arrangement Orders of 6 November 2017 included the transfer in of the Office of the Parliamentary Counsel from the Department of the Attorney-General and Justice.

Commonwealth appropriation received during the year related to Natural Disaster Resilience National Partnership Agreement.



The agency's primary source of income is output appropriation (\$97.69 million in 2017-18), which makes up 91.1 per cent of the total agency income.

Income from sales of goods and services of \$0.70 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 incurred by the agency in 2017-18 was \$101.75 million; an increase of \$18.55 million from 2016-17 and \$4.65 million lower than the final approved end of year budget of \$106.40 million.

Employee expenses of \$46.50 million were higher than the end of year budget of \$41.06 million by \$5.44 million largely due to expenditure for Ministerial Offices and the Office of the Leader of the Opposition and the Darwin City Deal project.

Administrative expenses of \$44.75 million were lower than the end of year budget of \$54.01 million by \$9.26 million predominantly due to timing of expenditure for the Territory's share of the Royal Commission into Child Protection and Youth Detention and NT Masterbrand project. Current grants of \$10.51 million were lower than end of year budget of \$11.33 million by \$0.83 million.

## Employee Expenditure

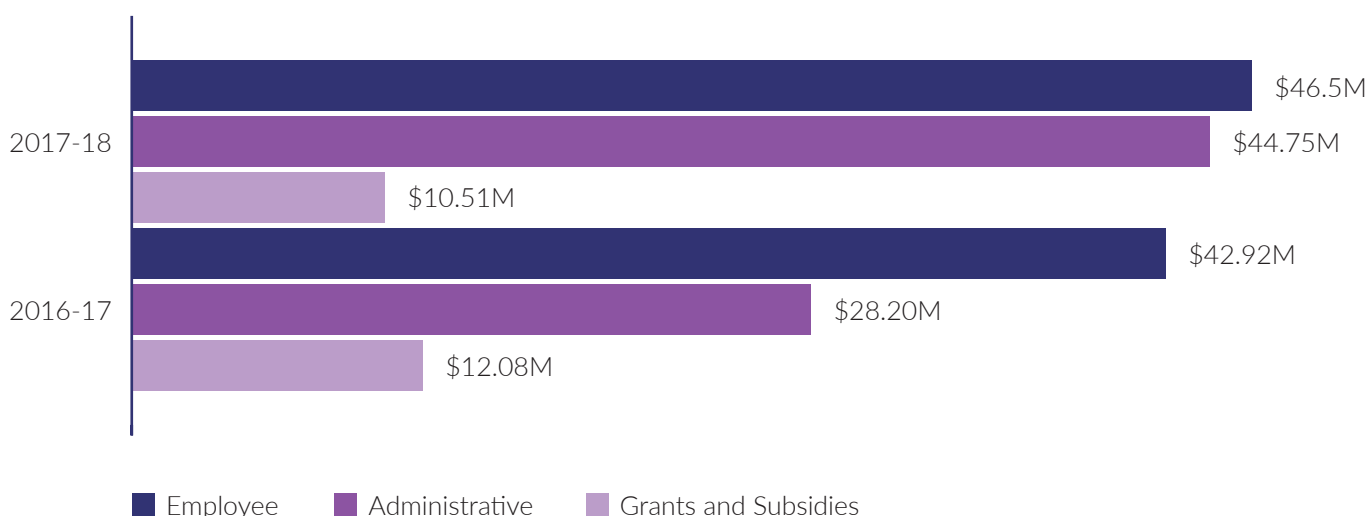
Employee expenses were higher by 8.3 per cent or \$3.58 million in 2017-18 compared to 2016-17, predominantly due to the Administrative Arrangement Orders of 6 November 2017 to transfer in the Office of the Parliamentary Counsel from the Department of the Attorney-General and Justice; NT Government's response to the Alcohol Policies and Legislation Review; Ministerial Offices and the Office of the Leader of the Opposition and the Darwin City Deal project.

## Administrative Expenditure

Total administrative expenses increased by \$16.55 million in 2017-18 compared to 2016-17 predominantly due to Territory's share of the Royal Commission into Child Protection and Youth Detention and Scientific Inquiry into Hydraulic Fracturing offset by doubtful debts expense in 2016-17.

## Grants Expenditure

Grants and subsidies expenses decreased by \$1.57 million when compared to 2016-17 predominantly due to one-off capital grants in 2016-17.



## Balance Sheet

Summary	2017-18 \$M	2016-17 \$M	Movement \$M
Assets	35.22	28.08	7.14
Liabilities	6.75	5.58	1.17
Equity	28.47	22.50	5.97

During 2017-18 the agency's total assets increased by \$7.14 million to \$35.22 million predominantly due to the increase in cash and deposits. Cash increased in 2017-18 as a result of the Administrative Arrangements Orders and increased output appropriation for one-off items in 2017-18.

The increase in liabilities of \$1.17 million in 2017-18 from 2016-17 is predominately due to an increase in provisions of \$1.0 million.

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

## Statement of Changes in Equity

Summary	2017-18 \$M	2016-17 \$M	Movement \$M
Balance 1 July	22.50	28.48	(5.98)
Accumulated Funds	5.50	(14.17)	19.67
Reserves	-	-	-
Capital	0.46	8.19	(7.73)
Balance 30 June	28.47	22.50	5.97

The agency's total equity is the difference between total assets and total liabilities. For the 2017-18 year, equity increased by \$5.96 million to \$28.46 million.

The increase in the agency's equity at the end of 2017-18 was predominately due to the surplus for the financial year.

## Cash Flow Statement

Summary	2017-18 \$M	2016-17 \$M	Movement \$M
Balance 1 July	2.60	7.16	(4.56)
Receipts	104.52	68.01	36.51
Payments	(96.71)	(78.62)	(18.09)
Repayment of advances	-	-	-
Purchase of Assets	-	-	-
Advances	-	(1.24)	1.24
Equity	(0.22)	7.29	(7.51)
Cash at End of Financial Year	10.19	2.60	7.59

The cash flow statement summary above provides information on the movement of cash during the year and shows an increase in cash balances of \$7.59 million to \$10.19 million in 2017-18.

## CERTIFICATION OF THE FINANCIAL STATEMENTS

We certify that the attached financial statements for the Department of the Chief Minister have been prepared from proper accounts and records in accordance with the prescribed format, the *Financial Management Act* 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 2018 and the financial position on that date.

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



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**JODIE RYAN**

Chief Executive Officer

28 August 2018



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**ROBERT CSAR**

Chief Financial Officer

28 August 2018

## COMPREHENSIVE OPERATING STATEMENT For the year ended 30 June 2018

	Note	2018 \$000	2017 \$000
<b>INCOME</b>			
Grants and subsidies revenue			
Current		584	156
Appropriation			
Output		97 686	61 594
Commonwealth		2 610	-
Sales of goods and services		698	1 435
Interest revenue		439	412
Goods and services received free of charge	4	4 429	5 277
Other income		809	147
<b>TOTAL INCOME</b>	3	<b>107 255</b>	<b>69 021</b>
<b>EXPENSES</b>			
Employee expenses		46 496	42 920
Administrative expenses			
Purchases of goods and services	5	38 494	14 490
Repairs and maintenance		637	510
Depreciation and amortisation	10, 11	751	800
Other administrative expenses <sup>1</sup>	6	4 868	12 397
Grants and subsidies expenses			
Current		10 505	10 087
Capital		-	1 991
<b>TOTAL EXPENSES</b>	3	<b>101 751</b>	<b>83 195</b>
<b>NET SURPLUS/(DEFICIT)</b>		<b>5 504</b>	<b>(14 174)</b>
<b>OTHER COMPREHENSIVE INCOME</b>			
<b>Items that will not be reclassified to net surplus/deficit</b>			
Changes in asset revaluation surplus		-	-
<b>TOTAL OTHER COMPREHENSIVE INCOME</b>		<b>-</b>	<b>-</b>
<b>COMPREHENSIVE RESULT</b>		<b>5 504</b>	<b>(14 174)</b>

<sup>1</sup> Includes DCIS goods and services received free of charge.

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

## BALANCE SHEET As at 30 June 2018

	Note	2018 \$000	2017 \$000
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and deposits	8	10 188	2 600
Receivables	9	299	286
Advances and investments		-	-
Prepayments		231	303
<b>Total Current Assets</b>		<b>10 718</b>	<b>3 189</b>
<b>Non-Current Assets</b>			
Advances and investments		200	200
Property, plant and equipment	10	24 262	24 654
Heritage and cultural assets	11	42	42
<b>Total Non-Current Assets</b>		<b>24 504</b>	<b>24 896</b>
<b>TOTAL ASSETS</b>		<b>35 222</b>	<b>28 085</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Payables	13	1 133	1 033
Provisions	14	5 550	4 548
Other liabilities	15	67	-
<b>Total Current Liabilities</b>		<b>6 750</b>	<b>5 581</b>
<b>Non-Current Liabilities</b>			
Provisions	14	-	-
<b>Total Non-Current Liabilities</b>		<b>-</b>	<b>-</b>
<b>TOTAL LIABILITIES</b>		<b>6 750</b>	<b>5 581</b>
<b>NET ASSETS</b>		<b>28 472</b>	<b>22 504</b>
<b>EQUITY</b>			
Capital		65 731	65 267
Reserves	17	11 481	11 481
Accumulated funds		(48 740)	(54 244)
<b>TOTAL EQUITY</b>		<b>28 472</b>	<b>22 504</b>

The Balance Sheet is to be read in conjunction with the notes to the financial statements.

## STATEMENT OF CHANGES IN EQUITY For the year ended 30 June 2018

Note	Equity at 1 July \$000	Comprehensive result \$000	Transactions with owners in their capacity as owners \$000	Equity at 30 June \$000
<b>2017-18 Accumulated Funds</b>	(54 244)	5 504	-	(48 740)
Changes in accounting policy	-	-	-	-
Correction of prior period errors	-	-	-	-
Transfers from reserves	-	-	-	-
	<b>(54 244)</b>	<b>5 504</b>	<b>-</b>	<b>(48 740)</b>
<b>Reserves</b>	<b>17 11 481</b>	<b>-</b>	<b>-</b>	<b>11 481</b>
<b>Capital – Transactions with Owners</b>				
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)
	<b>65 267</b>	<b>-</b>	<b>464</b>	<b>65 731</b>
<b>Total Equity at End of Financial Year</b>	<b>22 504</b>	<b>5 504</b>	<b>464</b>	<b>28 472</b>
<b>2016-17 Accumulated Funds</b>	(40 070)	(14 174)	-	(54 244)
Changes in accounting policy	-	-	-	-
Correction of prior period errors	-	-	-	-
Transfers from reserves	-	-	-	-
	<b>(40 070)</b>	<b>(14 174)</b>	<b>-</b>	<b>(54 244)</b>
<b>Reserves</b>	<b>17 11 481</b>	<b>-</b>	<b>-</b>	<b>11 481</b>
<b>Capital – Transactions with Owners</b>				
Equity injections				
Capital appropriation	42 925	-	-	42 925
Equity transfers in	22 277	-	2 596	24 873
Other equity injections	22 996	-	20 346	43 342
Equity withdrawals				
Capital withdrawal	(21 892)	-	(13 053)	(34 945)
Equity transfers out	(9 231)	-	(1 696)	(10 927)
	<b>57 074</b>	<b>-</b>	<b>8 192</b>	<b>65 267</b>
<b>Total Equity at End of Financial Year</b>	<b>28 485</b>	<b>(14 174)</b>	<b>8 192</b>	<b>22 504</b>

The Statement of Changes in Equity is to be read in conjunction with the notes to the financial statements.

## CASH FLOW STATEMENT For the year ended 30 June 2018

	Note	2018 \$000	2017 \$000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Operating Receipts</b>			
Grants and subsidies received			
Current		584	156
Capital			
Appropriation			
Output		97 686	61 594
Commonwealth		2 610	-
Receipts from sales of goods and services		3 636	6 261
Interest received		-	-
<b>Total Operating Receipts</b>		<b>104 516</b>	<b>68 011</b>
<b>Operating Payments</b>			
Payments to employees		(45 468)	(44 243)
Payments for goods and services		(40 733)	(22 301)
Grants and subsidies paid			
Current		(10 505)	(10 087)
Capital		-	(1 991)
<b>Total Operating Payments</b>		<b>(96 706)</b>	<b>(78 622)</b>
<b>Net Cash From/(Used in) Operating Activities</b>	18	<b>7 810</b>	<b>(10 611)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>Investing Receipts</b>			
Repayment of advances		-	2
<b>Total Investing Receipts</b>		<b>-</b>	<b>2</b>
<b>Investing Payments</b>			
Purchases of assets		-	-
Advances and investing payments		-	(1 244)
<b>Total Investing Payments</b>		<b>-</b>	<b>(1 244)</b>
<b>Net Cash From/(Used in) Investing Activities</b>		<b>-</b>	<b>(1 242)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>Financing Receipts</b>			
Equity injections			
Capital appropriation		-	-
Other equity injections		-	20 346
<b>Total Financing Receipts</b>		<b>-</b>	<b>20 346</b>
<b>Financing Payments</b>			
Equity withdrawals		(222)	(13 053)
<b>Total Financing Payments</b>		<b>(222)</b>	<b>(13 053)</b>
<b>Net Cash From/(Used in) Financing Activities</b>		<b>(222)</b>	<b>7 293</b>
Net increase/(decrease) in cash held		7 588	(4 560)
Cash at beginning of financial year		2 600	7 160
<b>CASH AT END OF FINANCIAL YEAR</b>	<b>8</b>	<b>10 188</b>	<b>2 600</b>

The Cash Flow Statement is to be read in conjunction with the notes to the financial statements.

# INDEX OF NOTES TO THE FINANCIAL STATEMENTS

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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 NTPS. The agency's primary contribution to the strategic direction of the government is through the coordination of coherent, rigorous and evidence-based advice to the Chief Minister and Cabinet. Strategic priorities for the agency in 2017-18 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
- 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.

## a) Machinery of government changes

### Transfers In

*Details of transfer:* Office of the Parliamentary Counsel transferred from the Department of Attorney-General and Justice

*Basis of transfer:* Administrative Arrangements Order 6 November 2017

*Date of transfer:* Effective from 1 July 2017

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

	\$000
<strong>Assets</strong>	
Prepayments	157
Property, plant and equipment	15
	<hr/>
	172
<strong>Liabilities</strong>	
Payables	186
Provisions	193
	<hr/>
	379
<strong>Net assets</strong>	<hr/>
	<strong>(207)</strong>

## 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* and related Treasurer's Directions. The *Financial Management Act* 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 is to 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 2017-18

The following new and revised accounting standards and interpretations were effective for the first time in 2017-18:

#### **AASB 2016-2 Amendments to Australian Accounting Standards – Disclosure Initiative:**

##### **Amendments to AASB 107**

This standard applies to the not-for-profit sector for the first time in 2017-18. The accounting amendment AASB 2016-2 requires the disclosure of information that enable users of financial statements to evaluate changes in liabilities arising from financing activities. This disclosure is illustrated in Note 18(b).

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

### Standards and Interpretations issued but not yet effective

At 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 a potential 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 in these financial statements for the first time in 2019-20. When the standard is effective it will supersede AASB 117 Leases and requires the majority of leases to be recognised on the balance sheet.

For lessees with operating leases, a right-of-use asset will now come onto 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 a depreciation expense will be recognised relating to the right-to-use asset and interest expense relating to the lease liability.

For lessors, the finance and operating lease distinction remains largely unchanged. For finance leases, the lessor recognises a receivable equal to the net investment in the lease. Lease receipts from operating leases are recognised as income either on a straight-line basis or another systematic basis where appropriate.

Consequently, it is expected that approximately \$0.04 million in operating lease commitments will be required to be recognised in the balance sheet through a lease liability and corresponding right to use asset from 2019-20 in accordance with AASB 16 Leases. In the comprehensive income statement, the operating lease expense will be replaced with a depreciation expense, relating to the right-to-use asset and interest expense, relating to the lease liability. These cannot be quantified at this time.

## 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 annual reporting periods beginning on or after 1 January 2019 and will be reported in these financial statements for the first time in 2019-20.

Under the new AASB 1058 Income for Not-for-Profit Entities, revenue from grants and donations will be recognised when any associated performance obligation to provide goods or services is satisfied, and not immediately upon receipt as currently occurs. Consequently, more liabilities will be recognised in the balance sheet after adoption of this standard.

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

While the full impacts are yet to be determined, potential 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.
- Grants that are not enforceable and/or not sufficiently specific will not qualify for deferral, and continue to be recognised as revenue as soon as they are controlled.

## AASB 1059 Service Concession Arrangements: Grantors

AASB 1059 Service Concession Arrangements: Grantors is effective for annual reporting periods beginning on or after 1 January 2019 and will be reported in these financial statements for the first time in 2019-20.

AASB 1059 addresses the accounting for arrangements that involve an operator providing public services related to a service concession asset on behalf of a public sector grantor for a specified period of time and managing at least some of those services.

Where a transaction meets the definition of a service concession arrangement, a service concession asset and liability will be recognised on the balance sheet and valued in accordance with the new standard.

The Territory's public-private partnership arrangements are currently under review to determine the applicability of AASB 1059 and the full impact of the new standard.

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

### 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* 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 23 – Schedule of Administered Territory Items.

## e) Comparatives

Where necessary, comparative information for the 2016-17 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 2017-18 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* 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.

## COMPREHENSIVE OPERATING STATEMENT BY OUTPUT GROUP

Note	Advice and Coordination		Government Business Support		Corporate and Governance		Total	
	2018	2017	2018	2017	2018	2017	2018	2017
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>INCOME</b>								
Grants and subsidies revenue								
Current	430	156	154	-	-	-	584	156
Appropriation								
Output	65 961	30 239	25 334	22 917	6 391	8 438	97 686	61 594
Commonwealth	-	-	2 610	-	-	-	2 610	-
Sales of goods and services	253	961	10	16	435	458	698	1 435
Interest revenue	439	412	-	-	-	-	439	412
Goods and services received free of charge	-	1 871	-	2 639	4 429	767	4 429	5 277
Other income	478	104	183	11	148	32	809	147
<b>TOTAL INCOME</b>	<b>67 561</b>	<b>33 743</b>	<b>28 291</b>	<b>25 583</b>	<b>11 403</b>	<b>9 695</b>	<b>107 255</b>	<b>69 021</b>
<b>EXPENSES</b>								
Employee expenses	17 656	16 368	23 382	19 629	5 458	6 923	46 496	42 920
Administrative expenses								
Purchases of goods and services	31 296	7 600	6 046	5 409	1 152	1 481	38 494	14 490
Repairs and maintenance	-	-	-	-	637	510	637	510
Depreciation and amortisation	453	481	246	266	52	53	751	800
Other administrative expenses <sup>1</sup>	439	8 991	-	2 639	4 429	767	4 868	12 397
Grants and subsidies expenses								
Current	9 454	10 087	1 051	-	-	-	10 505	10 087
Capital	-	1 991	-	-	-	-	-	1 991
<b>TOTAL EXPENSES</b>	<b>59 298</b>	<b>45 518</b>	<b>30 725</b>	<b>27 943</b>	<b>11 728</b>	<b>9 734</b>	<b>101 751</b>	<b>83 195</b>
<b>NET SURPLUS/(DEFICIT)</b>	<b>8 263</b>	<b>(11 775)</b>	<b>(2 434)</b>	<b>(2 360)</b>	<b>(325)</b>	<b>(39)</b>	<b>5 504</b>	<b>(14 174)</b>
<b>OTHER COMPREHENSIVE INCOME</b>								
Items that will not be reclassified to net surplus/deficit								
Changes in asset revaluation surplus	-	-	-	-	-	-	-	-
<b>TOTAL OTHER COMPREHENSIVE INCOME</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>COMPREHENSIVE RESULT</b>	<b>8 263</b>	<b>(11 775)</b>	<b>(2 434)</b>	<b>(2 360)</b>	<b>(325)</b>	<b>(39)</b>	<b>5 504</b>	<b>(14 174)</b>

<sup>1</sup> 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 on passed 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.

## Interest Revenue

Interest revenue is recognised as it accrues, taking into account the effective yield on the financial asset.

## Goods and Services Received Free of Charge

Goods and services received free of charge are recognised as revenue when a fair value can be reliably determined and the resource would have been purchased if it had not been donated. Use of the resource is recognised as an expense.

## Disposal of Assets

A gain or loss on disposal of assets is included as a gain or loss on the date control of the asset passes to the buyer, usually when an unconditional contract of sale is signed. The gain or loss on disposal is calculated as the difference between the carrying amount of the asset at the time of disposal and the net proceeds on disposal.

## Contributions of Assets

Contributions of assets and contributions to assist in the acquisition of assets, being non reciprocal transfers, are recognised, unless otherwise determined by Government, as gains when the agency obtains control of the asset or contribution. Contributions are recognised at the fair value received or receivable.

## 4. GOODS AND SERVICES RECEIVED FREE OF CHARGE

	2018 \$000	2017 \$000
Department of Corporate and Information Services	4 429	5 277
	<b>4 429</b>	<b>5 277</b>

## 5. PURCHASES OF GOODS AND SERVICES

	2018 \$000	2017 \$000
The net surplus/(deficit) has been arrived at after charging the following expenses:		
<b>Goods and services expenses:</b>		
Consultants <sup>(1)</sup>	1 825	1 787
Marketing and promotion <sup>(2)</sup>	1 785	1 133
Document production	291	91
Legal expenses <sup>(3)</sup>	90	256
Recruitment <sup>(4)</sup>	480	677
Training and study	296	321
Official duty fares	1 638	1 266
Travelling allowance	322	315
	<b>6 727</b>	<b>5 846</b>

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

<sup>(2)</sup> Includes advertising for marketing and promotion but excludes marketing and promotion consultants' expenses, which are incorporated in the consultants' category.

<sup>(3)</sup> Includes legal fees, claims and settlement costs.

<sup>(4)</sup> Includes recruitment-related advertising costs.

## 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

	2018 \$000	2017 \$000
Doubtful Debt Expense	439	7 119
Write-offs and Losses	-	1
Department of Corporate and Information Services	4 429	5 277
	<b>4 868</b>	<b>12 397</b>

## 7. WRITE-OFFS, POSTPONEMENTS, WAIVERS, GIFTS AND EX GRATIA PAYMENTS

### Write-offs, Postponements and Waivers Under the Financial Management Act

Represented by:

Amounts written off, postponed and waived by Delegates

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

Amounts written off, postponed and waived by the Treasurer

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

### Write-offs, Postponements and Waivers Authorised Under Other Legislation

#### Gifts Under the Financial Management Act

#### Gifts Authorised Under Other Legislation

### Ex Gratia Payments Under the Financial Management Act

	Agency		Agency	
	2018 \$000	No. of Trans.	2017 \$000	No. of Trans.
Amounts written off, postponed and waived by Delegates	-	2 <sup>a</sup>	1	2
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	-	-	-	-
<b>Total Written Off, Postponed and Waived by Delegates</b>	<b>-</b>	<b>2</b>	<b>1</b>	<b>2</b>
Amounts written off, postponed and waived by the Treasurer	-	1 <sup>b</sup>	-	-
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	-	-	-	-
<b>Total Written Off, Postponed and Waived by the Treasurer</b>	<b>-</b>	<b>1</b>	<b>-</b>	<b>-</b>
Write-offs, Postponements and Waivers Authorised Under Other Legislation	-	-	-	-
Gifts Under the Financial Management Act	-	-	-	-
Gifts Authorised Under Other Legislation	-	-	-	-
Ex Gratia Payments Under the Financial Management Act	-	-	-	-

<sup>(a)</sup> Transactions written off accumulated to less than \$500.

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

## 8. CASH AND DEPOSITS

Cash on hand

Cash at bank

	2018 \$000	2017 \$000
Cash on hand	1	1
Cash at bank	10 187	2 599
<b>Total</b>	<b>10 188</b>	<b>2 600</b>

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. RECEIVABLES

	2018 \$000	2017 \$000
<b>Current</b>		
Accounts receivable	34	50
Less: Allowance for impairment losses	-	(19)
	<b>34</b>	<b>31</b>
GST receivables	249	255
Other receivables	16	-
	<b>265</b>	<b>255</b>
<b>Total Receivables</b>	<b>299</b>	<b>286</b>

Receivables include accounts receivable and other receivables and are recognised at fair value less any allowance for impairment losses.

The allowance for impairment losses represents the amount of receivables the agency estimates are likely to be uncollectible and are considered doubtful. Analyses of the age of the receivables that are past due as at the reporting date are disclosed in an aging schedule under credit risk in Note 19 - Financial Instruments. Reconciliation of changes in the allowance accounts is also presented.

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

### 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.

## 10. PROPERTY, PLANT AND EQUIPMENT

	2018 \$000	2017 \$000
<b>Land</b>		
At fair value	16 480	16 480
<b>Buildings</b>		
At fair value	10 029	10 029
Less: Accumulated depreciation	(3 859)	(3 700)
	6 170	6 329
<b>Plant and Equipment</b>		
At fair value	3 100	3 286
Less: Accumulated depreciation	(1 925)	(1 585)
	1 175	1 701
<b>Computer software</b>		
At capitalised cost	241	241
Less: Accumulated depreciation	(161)	( 120)
	80	121
<b>Computer hardware</b>		
At capitalised cost	38	38
Less: Accumulated depreciation	(23)	(15)
	15	23
<b>Transport equipment</b>		
At capitalised cost	41	41
Less: Accumulated depreciation	(41)	( 41)
	-	-
<b>Work in Progress (WIP)</b>		
At Capitalised Cost	342	-
	342	-
<b>Total Property, Plant and Equipment</b>	<b>24 262</b>	<b>24 654</b>

## PROPERTY, PLANT AND EQUIPMENT (continued)

### 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:

	Land	Buildings	Plant and Equipment	Computer Software	Computer Hardware	Transport Equipment	WIP	Total
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
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	-	-	-	-	-	-	-	-
<b>Carrying Amount as at 30 June 2018</b>	<b>16 480</b>	<b>6 170</b>	<b>1 175</b>	<b>80</b>	<b>15</b>	<b>-</b>	<b>342</b>	<b>24 262</b>

## PROPERTY, PLANT AND EQUIPMENT (continued)

### 2018 Property, Plant and Equipment Reconciliations

A reconciliation of the carrying amount of property, plant and equipment at the beginning and end of 2016-17 is set out below:

	Land	Buildings	Plant and Equipment	Computer Software	Computer Hardware	Transport Equipment	WIP	Total
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Carrying Amount as at 1 July 2016	16 480	5 915	2 405	162	31	5	-	24 998
Additions	-	-	-	-	-	-	-	-
Disposals	-	-	-	-	-	-	-	-
Depreciation	-	(147)	(598)	(41)	(8)	(5)	-	(799)
Additions/(Disposals) from administrative restructuring	-	-	-	-	-	-	-	-
Additions/(Disposals) from asset transfers	-	561	(106)	-	-	-	-	455
Revaluation increments/(decrements)	-	-	-	-	-	-	-	-
Impairment losses	-	-	-	-	-	-	-	-
Impairment losses reversed	-	-	-	-	-	-	-	-
<b>Carrying Amount as at 30 June 2017</b>	<b>16 480</b>	<b>6 329</b>	<b>1 701</b>	<b>121</b>	<b>23</b>	<b>-</b>	<b>-</b>	<b>24 654</b>

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

## 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 unique nature of some of the heritage and cultural assets may preclude reliable measurement. Such assets have not been recognised in the financial statements.

The latest revaluations as at 30 June 2015 were independently conducted. The valuer was Territory Property Consultants Pty Ltd. Refer to Note 12 - Fair Value Measurement of Non-Financial Assets for additional disclosures.

## Impairment of Assets

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

Non-current physical and intangible agency assets are assessed for indicators of impairment on an annual basis or whenever there is indication of impairment. If an indicator of impairment exists, the agency determines the asset's recoverable amount. The asset's recoverable amount is determined as the higher of the asset's depreciated 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 17 provides additional information in relation to the asset revaluation surplus.

Agency property, plant and equipment assets were assessed for impairment as at 30 June 2018. 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:

	2018	2017
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.

## 11. HERITAGE AND CULTURAL ASSETS

	2018 \$000	2017 \$000
<b>Carrying amount</b>		
At valuation	70	70
Less: Accumulated depreciation	(28)	(28)
Written down value – 30 June	<b>42</b>	<b>42</b>
<b>Reconciliation of movements</b>		
Carrying amount at 1 July	42	43
Additions	-	-
Disposals	-	-
Depreciation	(1)	(1)
Additions/(Disposals) from administrative restructuring	-	-
Additions/(Disposals) from asset transfers	-	-
Revaluation increments/(decrements)	-	-
Impairment losses	-	-
Impairment losses reversed	-	-
<b>Carrying amount as at 30 June</b>	<b>42</b>	<b>42</b>

### Heritage and Cultural Assets Valuation

Refer to Note 12: Fair Value Measurement of Non-Financial Assets for disclosure.

### Impairment of Heritage and Cultural Assets

Agency heritage and cultural assets were assessed for impairment as at 30 June 2018. No impairment adjustments were required as a result of this review.

### Assets Held for Sale

Assets and disposal groups are classified as held for sale if their carrying amount will be recovered through a sale transaction or a grant agreement rather than continuing use. Assets held for sale consist of those assets that management has determined are available for immediate sale or granting in their present condition and their sale is highly probably within one year from the date of classification.

These assets are measured at the lower of the asset's carrying amount and fair value less costs to sell. These assets are not depreciated.

### 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 are to be recognised as a deduction of the lease expenses over the term of the lease.

## 12. FAIR VALUE MEASUREMENT OF NON-FINANCIAL ASSETS

### a) Fair Value Hierarchy

Fair values of non-financial assets categorised by levels of inputs used to compute fair value are:

	Level 1 \$000	Level 2 \$000	Level 3 \$000	Total Fair Value \$000
<b>2017-18</b>				
<b>Asset Classes</b>				
Land (Note 10)		16 480		16 480
Buildings (Note 10)			6 170	6 170
Plant and equipment (Note 10)			1 175	1 175
Computer software (Note 10)			80	80
Computer hardware (Note 10)			15	15
Transport equipment (Note 10)			-	-
Heritage and cultural assets (Note 11)			42	42
<b>Total</b>		<b>16 480</b>	<b>7 482</b>	<b>23 962</b>
<b>2016-17</b>				
<b>Asset Classes</b>				
Land (Note 10)		16 480		16 480
Buildings (Note 10)			6 329	6 329
Plant and equipment (Note 10)			1 701	1 701
Computer software (Note 10)			121	121
Computer hardware (Note 10)			23	23
Transport equipment (Note 10)			-	-
Heritage and cultural assets (Note 11)			42	42
<b>Total</b>		<b>16 480</b>	<b>8 216</b>	<b>24 696</b>

There were no transfers between Level 1 and Levels 2 or 3 during 2017-18.

## b) Valuation Techniques and Inputs

Valuation techniques used to measure fair value in 2017-18 are:

	Level 2 Techniques	Level 3 Techniques
<b>Asset Classes</b>		
Land (Note 10)	Market approach	
Buildings (Note 10)		Cost approach
Plant and equipment (Note 10)		Cost approach
Computer software (Note 10)		Cost approach
Computer hardware (Note 10)		Cost approach
Transport equipment (Note 10)		Cost approach
Heritage and cultural assets (Note 11)		Cost approach

There were no changes in valuation techniques from 2016-17 to 2017-18.

Level 2 fair value of land was 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 depreciated replacement costs because an active market does not exist for such facilities. The depreciated 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
<b>2017-18</b>							
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)	-	-
Additions/(Disposals) from asset transfer	-	-	16	-	-	-	-
Gains/losses recognised in net surplus/deficit	-	-	-	-	-	-	-
Gains/losses recognised in other comprehensive income	-	-	-	-	-	-	-
<b>Fair value as at 30 June 2018</b>	<b>-</b>	<b>6 170</b>	<b>1 175</b>	<b>80</b>	<b>15</b>	<b>-</b>	<b>42</b>
<b>2016-17</b>							
Fair value as at 1 July 2016	-	5 915	2 405	162	31	5	43
Additions	-	-	-	-	-	-	-
Disposals	-	-	-	-	-	-	-
Transfers from Level 2	-	-	-	-	-	-	-
Transfers to Level 2	-	-	-	-	-	-	-
Depreciation	-	(147)	(598)	(41)	(8)	(5)	(1)
Additions/(Disposals) from asset transfer	-	561	(106)	-	-	-	-
Gains/losses recognised in net surplus/deficit	-	-	-	-	-	-	-
Gains/losses recognised in other comprehensive income	-	-	-	-	-	-	-
<b>Fair value as at 30 June 2017</b>	<b>-</b>	<b>6 329</b>	<b>1 701</b>	<b>121</b>	<b>23</b>	<b>-</b>	<b>42</b>

## (ii) Sensitivity analysis

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

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

## 13. PAYABLES

	2018 \$000	2017 \$000
Accounts payable	159	157
Accrued expenses	974	832
Other payables	-	44
<b>Total Payables</b>	<b>1 133</b>	<b>1 033</b>

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

## 14. PROVISIONS

	2018 \$000	2017 \$000
<b>Current</b>		
<i>Employee benefits</i>		
Recreation leave and airfares	4 350	3 510
Leave loading	494	419
<i>Other current provisions</i>		
Fringe Benefit Tax	100	138
Payroll Tax	283	230
Superannuation	323	251
<b>Total Current</b>	<b>5 550</b>	<b>4 548</b>
<b>Non-Current</b>		
<i>Employee benefits</i>		
Recreation leave and airfares	-	-
<b>Total Non-Current</b>	-	-
<b>Total Provisions</b>	<b>5 550</b>	<b>4 548</b>
<b>Reconciliations of Provisions</b>		
<b>Fringe Benefit Tax</b>		
Balance as at 1 July	138	165
Additional provisions recognised	576	630
Reductions arising from payments	(614)	(657)
<b>Balance as at 30 June</b>	<b>100</b>	<b>138</b>
<b>Payroll Tax</b>		
Balance as at 1 July	230	285
Additional provisions recognised	283	230
Reductions arising from payments	(230)	(285)
<b>Balance as at 30 June</b>	<b>283</b>	<b>230</b>
<b>Superannuation</b>		
Balance as at 1 July	251	300
Additional provisions recognised	323	251
Reductions arising from payments	(251)	(300)
<b>Balance as at 30 June</b>	<b>323</b>	<b>251</b>

The agency employed 333.46 FTEs as at 30 June 2018 (297.29 FTEs as at 30 June 2017).

## 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, sick 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.

## 15. OTHER LIABILITIES

	2018 \$000	2017 \$000
<b>Current</b>		
Unearned revenue	67	-
<b>Total Other Liabilities</b>	<b>67</b>	<b>-</b>

## Superannuation

Employees' superannuation entitlements are provided through the:

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

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

## 16. 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 one to five 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

	2018		2017	
	Internal \$000	External \$000	Internal \$000	External \$000
	-	-	-	-
	-	-	-	-
	-	-	-	-
	-	-	-	-
	550	-	546 <sup>a</sup>	-
	423	-	657 <sup>a</sup>	-
	-	-	-	-
	<b>973</b>	-	<b>1 203</b>	-
	-	6 877	-	2 873
	-	7 467	-	5 025
	-	-	-	-
	-	<b>14 344</b>	-	<b>7 898</b>

<sup>(a)</sup> Restated to exclude subscription commitment for IT equipment.

## 17. 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

	2018 \$000	2017 \$000
Balance as at 1 July	11 481	11 481
Changes in accounting policies	-	-
Correction of prior period errors	-	-
Increment/(Decrement) – land	-	-
Impairment (losses)/reversals – land	-	-
Increment/(Decrement) – buildings	-	-
Impairment (losses)/reversals – buildings	-	-
Increment/(Decrement) – infrastructure	-	-
Impairment (losses)/reversals – infrastructure	-	-
<b>Balance as at 30 June</b>	<b>11 481</b>	<b>11 481</b>

## 18. NOTES TO THE CASH FLOW STATEMENT

### a) Reconciliation of Cash

The total of agency 'Cash and deposits' of \$10.188 million recorded in the Balance Sheet is consistent with that recorded as 'Cash' in the Cash Flow Statement.

#### Reconciliation of Net Surplus/(Deficit) to Net Cash from Operating Activities

	2018 \$000	2017 \$000
<b>Net Surplus/(Deficit)</b>	<b>5 504</b>	<b>(14 174)</b>
<i>Non-cash items:</i>		
Depreciation and amortisation	751	800
Repairs and Maintenance Minor New Works - Non Cash	328	277
Impairment of advances	439	7 119
Interest on advances	(439)	-
<i>Changes in assets and liabilities:</i>		
Decrease/(Increase) in receivables	(13)	595
Decrease/(Increase) in inventories	-	-
Decrease/(Increase) in prepayments	72	(10)
Decrease/(Increase) in other assets	-	-
(Decrease)/Increase in payables	100	(3 647)
(Decrease)/Increase in provision for employee benefits	915	(1 310)
(Decrease)/Increase in other provisions	86	(131)
(Decrease)/Increase in other deferred income	67	(130)
<b>Net Cash from Operating Activities</b>	<b>7 810</b>	<b>(10 611)</b>

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

The agency did not have any liabilities arising from financing activities during 2017-18.

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

During the year interest amounting \$0.439 million was accrued on loan advance receivable and added to the amount of loan advance receivable. Refer to Note 19 – Financial Instruments (Advances) for more information.

## 19. 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. Financial instruments held by the agency include cash and deposits, receivables, payables and advances paid.

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.

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

### **a) Categorisation of Financial Instruments**

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

## 19. FINANCIAL INSTRUMENTS (Continued)

### Categorisation of Financial Instruments

	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
<b>2017-18</b>							
Cash and deposits							10 188
Receivables <sup>1</sup>				50			50
Advances				200			200
<b>Total Financial Assets</b>							<b>10 438</b>
Payables <sup>1</sup>						(1 133)	(1 133)
<b>Total Financial Liabilities</b>							<b>(1 133)</b>
<b>2016-17</b>							
Cash and deposits							2 600
Receivables <sup>1</sup>				31			31
Advances				200			200
<b>Total Financial Assets</b>							<b>2 831</b>
Payables <sup>1</sup>						(1 033)	(1 033)
<b>Total Financial Liabilities</b>							<b>(1 033)</b>

<sup>1</sup>Total amounts disclosed exclude statutory amounts

## Classification of Financial Instruments

AASB 7 Financial Instruments: Disclosures requires financial instruments to be classified and disclosed within specific categories depending on their nature and purpose.

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 Assets or Financial Liabilities at Fair Value through Profit or Loss

Financial instruments are classified as at FVTPL when the instrument is either held for trading or is designated as at FVTPL.

An instrument is classified as held for trading if it is:

- acquired or incurred principally for the purpose of selling or repurchasing it in the near term with an intention of making a profit; or
- part of a portfolio of identified financial instruments that are managed together and for which there is evidence of a recent actual pattern of short-term profit-taking; or
- a derivative that is not a financial guarantee contract or a designated and effective hedging instrument.

A financial instrument may be designated as at FVTPL upon initial recognition if:

- such designation eliminates or significantly reduces a measurement or recognition inconsistency that would otherwise arise; or
- the instrument forms part of a group of financial instruments, which is managed and its performance is evaluated on a fair value basis, in accordance with a documented risk management or investment strategy, and information about the grouping is provided internally on that basis; or
- it forms part of a contract containing one or more embedded derivatives, and AASB 139 Financial Instruments: Recognition and Measurement permits the contract to be designated as at FVTPL.

Financial liabilities at fair value through profit or loss include deposits held and accounts payable excluding statutory deposits and accrued expenses. Financial assets at fair value through profit or loss include short-term securities and bonds.

## Held-to-Maturity Investments

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 are classified as held-to-maturity investments. 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

For details refer to Note 9, but exclude statutory receivables.

## 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. After initial recognition available-for-sale securities are measured at fair value with gains or losses being 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 instrument liabilities measured at amortised cost 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 creditworthy organisations and obtaining sufficient collateral or other security where appropriate, as a means of mitigating the risk of financial loss from defaults.

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

## Receivables

Receivable balances are monitored on an ongoing basis to ensure that exposure to bad debts is not significant. A reconciliation and aging analysis of receivables is presented below.

	Aging of Receivables \$000	Aging of Impaired Receivables \$000	Net Receivables \$000
<b>Internal Receivables</b>			
<b>2017-18</b>			
Not overdue	24	-	24
Overdue for less than 30 days	-	-	-
Overdue for 30 to 60 days	-	-	-
Overdue for more than 60 days	-	-	-
<b>Total</b>	<b>24</b>	<b>-</b>	<b>24</b>
<b>2016-17</b>			
Not overdue	1	-	1
Overdue for less than 30 days	-	-	-
Overdue for 30 to 60 days	-	-	-
Overdue for more than 60 days	-	-	-
<b>Total</b>	<b>1</b>	<b>-</b>	<b>1</b>
<b>External Receivables</b>			
<b>2017-18</b>			
Not overdue	10	-	10
Overdue for less than 30 days	-	-	-
Overdue for 30 to 60 days	-	-	-
Overdue for more than 60 days	-	-	-
<b>Total</b>	<b>10</b>	<b>-</b>	<b>10</b>
<b>Reconciliation of the Allowance for Impairment Losses</b>			
Opening		19	
Written Off during the year		(19)	
Recovered during the year		-	
Increase/(Decrease) in allowance recognised in profit or loss		-	
<b>Total</b>		<b>-</b>	

## Receivables (Continued)

	Aging of Receivables \$000	Aging of Impaired Receivables \$000	Net Receivables \$000
<b>2016-17</b>			
Not overdue	30	-	30
Overdue for less than 30 days	-	-	-
Overdue for 30 to 60 days	-	-	-
Overdue for more than 60 days	19	19	-
<b>Total</b>	<b>49</b>	<b>19</b>	<b>30</b>
<b>Reconciliation of the Allowance for Impairment Losses</b>			
Opening		19	
Written Off during the year		-	
Recovered during the year		-	
Increase/(Decrease) in allowance recognised in profit or loss		-	
<b>Total</b>		<b>19</b>	

## Advances

Advances balances are assessed on regular basis to determine whether there is any objective evidence of impairment. Analysis of the advances paid by the agency is presented below.

	Advance \$000	Impaired \$000	Net \$000
<b>2017-18</b>			
Less than a Year	746	746	-
1 to 5 Years	3 184	2 984	200
More than 5 Years	3 828	3 828	-
<b>Total</b>	<b>7 758</b>	<b>7 558</b>	<b>200</b>
<b>2016-17</b>			
Less than a Year	746	746	-
1 to 5 Years	3 184	2 984	200
More than 5 Years	3 389	3 389	-
<b>Total</b>	<b>7 319</b>	<b>7 119</b>	<b>200</b>

### 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 liquidity to meet its liabilities when they fall due.

The following tables detail the agency's remaining contractual maturity for its financial assets and liabilities.

## Maturity analysis for financial assets and liabilities

	Variable Interest Rate		Fixed Interest Rate			Non Interest Bearing	Total	Weighted Average
	Less than a Year	1 to 5 Years	Less than a Year	1 to 5 Years	More than 5 Years			
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	%
<b>2018</b>								
<b>Assets</b>								
Cash and deposits					10 188	10 188		
Receivables					50	50		
Advances					200	200		
<b>Total Financial Assets</b>					<b>10 438</b>	<b>10 438</b>		
<b>Liabilities</b>								
Payables					(1 133)	(1 133)		
<b>Total Financial Liabilities</b>					<b>(1 133)</b>	<b>(1 133)</b>		
<b>2017</b>								
<b>Assets</b>								
Cash and deposits					2 600	2 600		
Receivables <sup>1</sup>					31	31		
Advances					200	200		
<b>Total Financial Assets</b>					<b>2 831</b>	<b>2 831</b>		
<b>Liabilities</b>								
Payables					(1 033)	(1 033)		
<b>Total Financial Liabilities</b>					<b>(1 033)</b>	<b>(1 033)</b>		

<sup>1</sup>Restated to exclude GST receivable

## **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.

## **e) Net Fair Value**

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.

For financial instruments measured and disclosed at fair value, the following table groups the instruments based on the level of inputs used.

	<b>Total Carrying Amount</b>	<b>Net Fair Value Level 1</b>	<b>Net Fair Value Level 2</b>	<b>Net Fair Value Level 3</b>	<b>Net Fair Value Total</b>
	<b>\$000</b>	<b>\$000</b>	<b>\$000</b>	<b>\$000</b>	<b>\$000</b>
<b>2018</b>					
<b>Financial Assets</b>					
Cash and deposits	10 188	10 188	-	-	10 188
Receivables	50	50	-	-	50
Advances	200	200	-	-	200
<b>Total Financial Assets</b>	<b>10 438</b>	<b>10 438</b>	<b>-</b>	<b>-</b>	<b>10 438</b>
<b>Financial Liabilities</b>					
Payables	(1 133)	(1 133)	-	-	(1 133)
<b>Total Financial Liabilities</b>	<b>(1 133)</b>	<b>(1 133)</b>	<b>-</b>	<b>-</b>	<b>(1 133)</b>
<b>2017</b>					
<b>Financial Assets</b>					
Cash and deposits	2 600	2 600	-	-	2 600
Receivables <sup>1</sup>	31	31	-	-	31
Advances	200	200	-	-	200
<b>Total Financial Assets</b>	<b>2 831</b>	<b>2 831</b>	<b>-</b>	<b>-</b>	<b>2 831</b>
<b>Financial Liabilities</b>					
Payables	(1 033)	(1 033)	-	-	(1 033)
<b>Total Financial Liabilities</b>	<b>(1 033)</b>	<b>(1 033)</b>	<b>-</b>	<b>-</b>	<b>(1 033)</b>

<sup>1</sup>Restated to exclude GST receivable

The net fair value of Cash, Receivables, Advances and Payables are based on current market values.

There were no changes in valuation techniques during the period.

## 20. RELATED PARTIES

### i) Related Parties

DCM 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;
- spouses, children and dependants who are close family members of the Portfolio Minister or KMP;
- 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 Department are those persons having authority and responsibility for planning, directing and controlling the activities of the Department. These include the Chief Minister, the Chief Executive Officer and 11 members of the executive team/the Board Directors of the department as listed on page 52.

### iii) Remuneration of Key Management Personnel

The details below excludes the salaries and other benefits of the Chief Minister as the Minister's remunerations and allowances are payable by the Department of the Legislative Assembly and consequently disclosed within the Treasurer's Annual Financial Statements.

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

	2018 \$000	2017 \$000
Short-term benefits	2 885	1 749
Post-employment benefits	220	142
Termination benefits	-	1 341
<b>Total</b>	<b>3 105</b>	<b>3 232</b>

## iv) Related party transactions:

### Transactions with Northern Territory Government controlled entities

The departments' primary ongoing source of funding is received from the Central Holding Authority in the form of output and capital appropriation.

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
<b>2017-18</b>				
NTG Government departments	5 566	8 730	40	284
Subsidiaries	56	1 949	-	46
<b>Total</b>	<b>5 622</b>	<b>10 679</b>	<b>40</b>	<b>330</b>
<b>2016-17</b>				
NTG Government departments	6 283	9 977	1	230
Subsidiaries	163	1 477	-	1
<b>Total</b>	<b>6 446</b>	<b>11 454</b>	<b>1</b>	<b>231</b>

### Other related party transactions:

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

## 21. 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 they constitute a risk to the Territory's financial position.

The agency had no contingent liabilities as at 30 June 2018 or 30 June 2017.

### b) Contingent Assets

The agency had no contingent assets as at 30 June 2018 or 30 June 2017.

## 22. 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.

## 23. SCHEDULE OF ADMINISTERED TERRITORY ITEMS

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

## 24. BUDGETARY INFORMATION

### Comprehensive Operating Statement

	2017-18 Actual \$000	2017-18 Original Budget \$000	Variance \$000	Note
<b>INCOME</b>				
Taxation revenue	-	-	-	
Grants and subsidies revenue				
Current	584	236	348	
Capital	-	-	-	
Appropriation				
Output	97 686	84 152	13 534	1
Commonwealth	2 610	-	2 610	2
Sales of goods and services	698	549	149	
Interest revenue	439	203	236	
Goods and services received free of charge	4 429	5 688	(1 259)	
Gain on disposal of assets	-	-	-	
Other income	809	45	764	
<b>TOTAL INCOME</b>	<b>107 255</b>	<b>90 873</b>	<b>16 382</b>	
<b>EXPENSES</b>				
Employee expenses	46 496	37 095	9 401	3
Administrative expenses				
Purchases of goods and services	38 494	42 370	(3 876)	4
Repairs and maintenance	637	363	274	
Depreciation and amortisation	751	492	259	
Other administrative expenses	4 868	5 688	(820)	
Grants and subsidies expenses				
Current	10 505	5 154	5 351	5
Capital	-	-	-	
Community service obligations	-	-	-	
Interest expenses	-	-	-	
<b>TOTAL EXPENSES</b>	<b>101 751</b>	<b>91 162</b>	<b>10 589</b>	
<b>NET SURPLUS/(DEFICIT)</b>	<b>5 504</b>	<b>(289)</b>	<b>5 793</b>	
<b>OTHER COMPREHENSIVE INCOME</b>				
Items that will not be reclassified to net surplus/ deficit				
Changes in accounting policies	-	-	-	
Correction of prior period errors	-	-	-	
Changes in asset revaluation surplus	-	-	-	
<b>TOTAL OTHER COMPREHENSIVE INCOME</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>COMPREHENSIVE RESULT</b>	<b>5 504</b>	<b>(289)</b>	<b>5 793</b>	

## Notes:

The following note descriptions relate to variances greater than 10% or \$2 million or where multiple significant variances have occurred.

1. Increase is predominantly due to the Administrative Arrangement Orders transfer in from the Department of the Attorney-General and Justice for the Office of the Parliamentary Counsel; transfer in from Department of Infrastructure, Planning and Logistics for Darwin City Deal projects; transfer in from Northern Territory Police Fire and Emergency Services for Natural Disaster Resilience National Partnership Agreement; and the NT Government's response to the Alcohol Policies and Legislation Review and the Scientific Inquiry into Hydraulic Fracturing.
2. Increase due to the recognition of Commonwealth funding for Natural Disaster Resilience National Partnership Agreement.
3. Increase is predominantly due to the Administrative Arrangement Orders transfer in from the Department of the Attorney-General and Justice for the Office of the Parliamentary Counsel; NT Government's response to the Alcohol Policies and Legislation Review and the Scientific Inquiry into Hydraulic Fracturing; and expenditure in Ministerial Offices and the Office of the Leader of the Opposition.
4. Decrease due to a category of cost adjustment from operational to grants for the Alice Springs Centre for Excellence in Solar Energy; offset by timing of payments to the Commonwealth for the Territory's share of the Royal Commission into Child Protection and Youth Detention.
5. Increase due to a category of cost adjustment from operational to grants for the Alice Springs Centre for Excellence in Solar Energy; and additional funding for Darwin City Deal projects, First Response Day Patrols and Territory Connect (Return To Country) Program.

## Balance Sheet

	2017-18 Actual \$000	2017-18 Original Budget \$000	Variance \$000	Note
<b>ASSETS</b>				
<b>Current assets</b>				
Cash and deposits	10 188	4 666	5 522	1
Receivables	299	726	(427)	
Inventories	-	-	-	
Advances and investments	-	-	-	
Prepayments	231	293	(62)	
Other assets	-	-	-	
<b>Total current assets</b>	<b>10 718</b>	<b>5 685</b>	<b>5 033</b>	
<b>Non-current assets</b>				
Receivables	-	-	-	
Advances and investments	200	3 195	(2 995)	2
Property, plant and equipment	24 262	24 561	(299)	
Intangibles	-	-	-	
Biological assets	-	-	-	
Heritage and cultural assets	42	-	42	
Prepayments	-	-	-	
Other assets	-	-	-	
<b>Total non-current assets</b>	<b>24 504</b>	<b>27 756</b>	<b>(3 252)</b>	
<b>TOTAL ASSETS</b>	<b>35 222</b>	<b>33 441</b>	<b>1 781</b>	
<b>LIABILITIES</b>				
<b>Current liabilities</b>				
Deposits held	-	-	-	
Payables	1 133	4 684	(3 551)	3
Borrowings and advances	-	-	-	
Provisions	5 550	6 163	(613)	
Other liabilities	67	130	(63)	
<b>Total current liabilities</b>	<b>6 750</b>	<b>10 977</b>	<b>(4 227)</b>	
<b>Non-current liabilities</b>				
Borrowings and advances	-	-	-	
Provisions	-	-	-	
Other liabilities	-	-	-	
<b>Total non-current liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>TOTAL LIABILITIES</b>	<b>6 750</b>	<b>10 977</b>	<b>(4 227)</b>	
<b>NET ASSETS</b>	<b>28 472</b>	<b>22 464</b>	<b>6 008</b>	
<b>EQUITY</b>				
Capital	65 731	53 501	12 230	
Reserves	11 481	11 481	-	
Accumulated funds	(48 740)	(42 518)	(6 222)	
<b>TOTAL EQUITY</b>	<b>28 472</b>	<b>22 464</b>	<b>6 008</b>	

## Notes:

The following note descriptions relate to variances greater than 10% or \$2 million or where multiple significant variances have occurred.

1. The increase is predominantly due to the transfer in of cash balances as a result of the Administrative Arrangements Orders of 6 November 2017 and increased output appropriation for one-off items in 2017-18.
2. Decrease is due to recognition of doubtful advances.
3. Decrease is due to lower than budgeted accruals and accounts payable for the agency.

## Cash Flow Statement

	2017-18 Actual \$000	2017-18 Original Budget \$000	Variance \$000	Note
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
<b>Operating receipts</b>				
Taxes received	-	-	-	
Grants and subsidies received				
Current	584	236	348	
Capital	-	-	-	
Appropriation				
Output	97 686	84 152	13 534	1
Commonwealth	2 610	-	2 610	2
Receipts from sales of goods and services	3 636	594	3 042	3
Interest received	-	203	(203)	
<b>Total operating receipts</b>	<b>104 516</b>	<b>85 185</b>	<b>19 331</b>	
<b>Operating payments</b>				
Payments to employees	45 468	37 095	8 373	4
Payments for goods and services	40 733	42 733	(2 000)	3,5
Grants and subsidies paid				
Current	10 505	5 154	5 351	6
Capital	-	-	-	
Community service obligations	-	-	-	
Interest paid	-	-	-	
<b>Total operating payments</b>	<b>96 706</b>	<b>84 982</b>	<b>11 724</b>	
<b>Net cash from/(used in) operating activities</b>	<b>7 810</b>	<b>203</b>	<b>7 607</b>	
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
<b>Investing receipts</b>				
Proceeds from asset sales	-	-	-	
Repayment of advances	-	283	(283)	
Sales of investments	-	-	-	
<b>Total investing receipts</b>	<b>-</b>	<b>283</b>	<b>(283)</b>	
<b>Investing payments</b>				
Purchases of assets	-	-	-	
Advances and investing payments	-	185	(185)	
<b>Total investing payments</b>	<b>-</b>	<b>185</b>	<b>(185)</b>	
<b>Net cash from/(used in) investing activities</b>	<b>-</b>	<b>98</b>	<b>(98)</b>	

## Cash Flow Statement

	2017-18 Actual \$000	2017-18 Original Budget \$000	Variance \$000	Note
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
<b>Financing receipts</b>				
Proceeds of borrowings	-	-	-	
Deposits received	-	-	-	
Equity injections				
Capital appropriation	-	-	-	
Commonwealth appropriation	-	-	-	
Other equity injections	-	-	-	
<b>Total financing receipts</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Financing payments</b>				
Repayment of borrowings	-	-	-	
Finance lease payments	-	-	-	
Equity withdrawals	222	-	222	
<b>Total financing payments</b>	<b>222</b>	<b>-</b>	<b>222</b>	
<b>Net cash from/(used in) financing activities</b>	<b>(222)</b>	<b>-</b>	<b>(222)</b>	
Net increase/(decrease) in cash held	7 588	301	7 287	
Cash at beginning of financial year	2 600	4 365	(1 765)	
<b>CASH AT END OF FINANCIAL YEAR</b>	<b>10 188</b>	<b>4 666</b>	<b>5 522</b>	

### Notes:

The following note descriptions relate to variances greater than 10% or \$2 million or where multiple significant variances have occurred.

1. Increase is predominantly due to the Administrative Arrangement Orders transfer in from the Department of the Attorney-General and Justice for the Office of the Parliamentary Counsel; transfer in from Department of Infrastructure, Planning and Logistics for Darwin City Deal projects; transfer in from Northern Territory Police Fire and Emergency Services for Natural Disaster Resilience National Partnership Agreement; and the NT Government's response to the Alcohol Policies and Legislation Review and the Scientific Inquiry into Hydraulic Fracturing.
2. Increase due to the recognition of Commonwealth funding for Natural Disaster Resilience National Partnership Agreement.
3. GST refunds and payments from/to the Australian Taxation that are not budgeted.
4. Increase is predominantly due to the Administrative Arrangement Orders transfer in from the Department of the Attorney-General and Justice for the Office of the Parliamentary Counsel; NT Government's response to the Alcohol Policies and Legislation Review and the Scientific Inquiry into Hydraulic Fracturing; and expenditure in Ministerial Offices and the Office of the Leader of the Opposition.
5. Decrease due to a category of cost adjustment from operational to grants for the Alice Springs Centre for Excellence in Solar Energy; offset by timing of payments to the Commonwealth for the Territory's share of the Royal Commission into Child Protection and Youth Detention.
6. Increase due to a category of cost adjustment from operational to grants for the Alice Springs Centre for Excellence in Solar Energy; and additional funding for Darwin City Deal projects, First Response Day Patrols and Territory Connect (Return To Country) Program.

# APPENDICES



# APPENDIX 1

## Community Support Grants paid in 2017-18

Organisation	Purpose	Amount paid* (GST exclusive)
Top End Drum Runners Inc.	Drums for Dolly Barrel Racing Meet	\$250
Larissa Ainsley	Cole Cameron and Anthon Hagstrom Horsemanship Clinic	\$400
Darwin Community Legal Service Inc	Rights on Show 2017 sponsorship	\$500
United Nations Youth Association NT	United Nations Youth Territory Conference 2018	\$500
Relationships Australia NT Inc	SNAICC Conference attendance	\$650
Central Australian Aboriginal Legal Aid Service Ltd	SNAICC Conference attendance	\$971
Australian Stock Horse Society NT Branch	2018 Katherine Australian Stock Horse Society Campdraft	\$1 000
Charles Darwin University - School of Environment	School of Environment Annual Prize Giving Ceremony prize money	\$1 000
Malabam Health Board Aboriginal Corporation	SNAICC Conference attendance	\$1 000
Tennant Creek RSL Sub Branch	ANZAC Day events	\$1 000
Tennant Turf Club (through Throughbred Racing NT)	Tennant Creek Cup Race Day prize money	\$1 000
United Nations Youth Association NT	United Nations Australian Youth Representative's Reception	\$1 000
Science Schools Foundation (Charles Darwin University - School of Environment)	ConocoPhillips Science Experience NT sponsorship	\$1 200
Philadelphia Hughes	National Student Leadership Forum 2017 attendance	\$1 311
Centre for Appropriate Technology Limited	National Gallery of Victoria Triennial exhibition opening attendance for four staff members	\$1 723
Aileron Bush Club Incorporated	Aileron Bush Weekend (13th)	\$2 000
Darwin Mother's Day Committee	Mother's Day Classic	\$2 000
Jesuit Social Services Limited	SNAICC Conference attendance	\$2 000
Mataranka Better Half Club Inc	Mataranka Never Never Festival Campdraft 2018	\$2 000
NPY Women's Council	SNAICC Conference attendance	\$2 000
Waratah Netball Club	21st Anniversary Celebration	\$2 000
Khayla De Ausen	National Student Leadership Forum 2017 attendance	\$2 358

Organisation	Purpose	Amount paid* (GST exclusive)
Australian Regional and Remote Community Services	NAIDOC Barbeque 2017	\$2 500
AM Media Consultants Pty Ltd	Palmerston Shopping Centre Variety Special Children's Christmas Party sponsorship	\$2 500
Autism Northern Territory Inc	Autism NT Luncheon sponsorship	\$3 000
Rotary Club of Stuart Alice Springs Inc	Annual Territorian Dinner 2018	\$3 000
Total Recreation NT Inc	Dancing with the Celebrities Gala Ball 2017 sponsorship	\$3 455
Casuarina Soccer Club Inc	40th Anniversary Dinner sponsorship	\$4 000
Banks Bulldogs Football Club	40th Anniversary celebrations sponsorship	\$5 000
Henbury School	Henbury Corporate Luncheon sponsorship	\$5 000
NT Writers' Centre Inc	Territory Read NT Book of the Year Awards 2018 prize money	\$5 000
SLIDE Youth Dance Theatre Pty Ltd	Love Song. In Three Parts.	\$5 000
Darwin Greyhound Association of the NT Inc	2018 Chief Minister's Cup sponsorship	\$6 000
Indian Cultural Society Darwin Inc.	Holi Festival 2018	\$6 500
Coomalie Community Government Council	ANZAC Day events	\$7 000
University of Newcastle (The)	Room to Breathe Exhibitions	\$7 000
Balai Indonesia Inc	Pesona Indonesia 2017	\$8 906
Top End Rodeo Circuit Inc.	Darwin Rodeo	\$9 000
AMSANT (Top End NAIDOC Week Committee)	NAIDOC Week 2018 sponsorship	\$10 000
Larrakia Nation Aboriginal Corporation	NAIDOC Week 2018 events	\$10 000
Laynhapuy Homelands Aboriginal Corporation	Treaty Ceremony and Galtha Rom	\$10 000
Nuffield Australia	Nuffield Australia National Conference 2017 sponsorship	\$10 000
Starlight Children's Foundation Australia	Darwin Star Ball 2018 sponsorship	\$10 000
Darwin RSL Sub Branch	ANZAC Day events	\$15 000
Nightcliff Arts Music and Culture Inc	Nightcliff Seabreeze Festival	\$15 000
Nepalese Association of Northern Territory Inc	Nepal Festival 2018	\$18 000
Darwin RSL Sub Branch	Darwin RSL Centenary events sponsorship	\$20 000
Somerville Community Services Inc	Support for families struggling to provide for Christmas	\$25 000
Unions NT	May Day 2018 events	\$29 923
Australia Day Council of the NT Inc	Australia Day small grants program	\$30 000
City of Darwin	Bombing of Darwin events	\$35 000
Tracker Geoservices Pty Ltd	Beagle Anchors Expedition	\$40 000
Multicultural Council of the NT Inc	FECCA (Federation of Ethnic Communities Councils of Australia) Conference	\$50 000
NT Chamber of Commerce and Industry Inc	Regional Australia-Asia Chambers Forum	\$100 000
		<b>\$538 647</b>

\*the approved funding amount may differ from the amount paid subsequent to the negotiation of the funding agreement or the acquittal process. In addition, there may be grants approved that were not paid as the grant was no longer required or the financial paperwork was not returned.

# APPENDIX 2

## Remote Aboriginal Development Fund Grants paid in 2017-18

Organisation	Purpose	Region	Amount paid GST Exclusive
Tarntipi Homelands Aboriginal Corporation	Stronger together - engage a consultant to conduct leadership training to women and young people, governance training to directors/members and to develop policies and procedures.	Top End	\$18 320
Traditional Credit Union	Business Development Training - develop processes and procedure that promote take-up of digital banking products.	Top End	\$20 000
Bima Wear Association	Review and refresh governance and compliance orientation and processes, Business Plan and training for staff.	Top End	\$20 000
Mutchirr Corporation Ltd	Nganmariyanga sport and recreation program - fund the engagement of a consultant to work in depth with the board on the specific governance requirement of the 3 year PMC contract.	Top End	\$16 800
Njanjma Aboriginal Corporation	Njanjma rangers business expansion - visitor engagement and management services. Implement a visitor permit system, implement procedures and protocols.	Top End	\$49 925
Bawinanga Aboriginal Corporation	Development of community based capacity to deliver In-country Orientation and Induction training.	Top End	\$43 992
Miwatj Employment and Participation Ltd	Cultural tours - the grant will be used to help develop community based enterprises to develop their tourism and business ventures through strengthening decision-making, compliance, strategy and risk management capacity.	East Arnhem	\$20 000
Bulungkunum Corporation Ltd	Supporting a strong future for Bulungkunum, employ a contractor with experience mentoring indigenous boards in the region. Establishing strategic goals and policies and governance training.	East Arnhem	\$19 300
Mathakal Homelands and Resource Centre Aboriginal Corporation	Governance Manual for Directors of MHRAC entities and Cultural introduction Manual for Marthakal staff.	East Arnhem	\$49 450
Baniyala Garrangali Aboriginal Corporation	Growing remote business and local decision making (co-funded with DTBI) through contributing to the employment of a resident 'business manager' for 3 years to strengthen local businesses and support the transition to local management of land administration and municipal services.	East Arnhem	\$50 000

Organisation	Purpose	Region	Amount paid GST Exclusive
Anindilyakwa Services Aboriginal Corporation	Capacity building sessions which focus on women in leadership, women's empowerment, ethics/ integrity and corporate governance.	East Arnhem	\$20 000
Miriam Rose Foundation Incorporated	Development of a Dadirri Connection Tours standard operation procedures manual.	Big Rivers	\$17 489
Gurindji Aboriginal Corporation	Engage the professional services of ClarityNT to support in key areas, governance and financial literacy, training, book keeping etc.	Big Rivers	\$50 000
Sunrise Health Services Aboriginal Corporation	Development of Board financial report material and financial training.	Big Rivers	\$19 190
Alawa Aboriginal Corporation	Directors of Alawa to participate in financial literacy and governance training to enhance capacity to make sound board decisions.	Big Rivers	\$15 500
Gunamu Aboriginal Corporation	Governance and financial training for Gunamu Board of Directors.	Big Rivers	\$11 000
Bagala Aboriginal Corporation	Governance and financial training for Bagala Board of Directors.	Big Rivers	\$34 000
Jikminggan Community Aboriginal Corporation	Engage a consultant to provide practical training and guidance to the board directors to improve governance practices and capacity.	Big Rivers	\$20 000
Central Land Council	Granites Mines Affected Area Aboriginal corporation - GMAAAC. Director governance training and development program.	Central Aus.	\$40 000
MacDonnell Regional Council	See it, hear it, understand it- enable governance related documents printed on A1 posters in the 3 most common language - Arrernte, Pintubi and Pitjantjatjara.	Central Aus.	\$3 000
Ikuntji Artists Aboriginal Corporation	Building capacity and Strengthening governance at Ikuntji Artists.	Central Aus.	\$30 575
World Vision Australia	Building capacity of Lajamanu faith leaders to address family violence.	Central Aus.	\$19 910
Warlpiri Youth Development	To update their governance DVD and provide governance training to all Warlpiri Communities.	Central Aus.	\$35 000
APONT	2017-2018 Proposal for the APO NT Aboriginal Governance & Management Program.	All	\$150 000

Organisation	Purpose	Region	Amount paid GST Exclusive
Northern Australia Indigenous reference Group	Co-fund the Northern Australia Indigenous Reference Group - to develop the Aboriginal business sector, to grow the capability of Aboriginal land owners to engage in development and to support Aboriginal innovation in Northern Australia.	All	\$50 000
Gundjeihmi Aboriginal Corporation	Establishment of the Jabiru Futures Office, to support the transition of the town of Jabiru, including the change from the current to the future tenure arrangements for Jabiru.	All	\$50 000
<b>Total</b>			<b>\$873 451</b>

\*the approved funding amount may differ from the amount paid subsequent to the negotiation of the funding agreement or the acquittal process. In addition, there may be grants approved that were not paid as the grant was no longer required or the financial paperwork was not returned.

# APPENDIX 3

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## Members of the Northern Territory ministry and the Leader of the Opposition as at 30 June 2018

### **Hon. Michael Gunner**

Chief Minister  
Minister for Northern Australia  
Minister for Trade and Major Projects  
Minister for Treaty  
Minister for Children

### **Hon. Nicole Manison**

Treasurer  
Minister for Police, Fire and Emergency Services  
Minister for Business and Innovation

### **Hon. Natasha Fyles**

Attorney-General and Minister for Justice  
Minister for Health

### **Hon. Gerry McCarthy**

Minister for Housing and Community Development  
Minister for Public Employment

### **Hon. Ken Vowles**

Minister for Primary Industry and Resources  
Minister for Aboriginal Affairs  
Minister for the Arafura Games

### **Hon. Lauren Moss**

Minister for Tourism and Culture  
Minister for Corporate and Information Services

### **Hon. Eva Lawler**

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

### **Hon. Dale Wakefield**

Minister for Territory Families  
Minister for Renewables and Essential Services

### **Hon. Selena Uiibo**

Minister for Education  
Minister for Workforce Training

## Leader of the Opposition

**Mr Gary Higgins**

# APPENDIX 4

## Employee and operational expenditure for the Northern Territory ministry and Leader of the Opposition as at 30 June 2018

The table below outlines employee and operational expenditure in 2017–18 for the current NT ministry, ministerial support and the Office of the Leader of the Opposition.

Minister	\$000
<b>Hon. Michael Gunner (Chief Minister)</b>	<b>7 014</b>
Employee	6 003
Operational	1 011
<b>Hon. Natasha Fyles</b>	<b>1 579</b>
Employee	1 386
Operational	193
<b>Hon. Nicole Manison</b>	<b>1 538</b>
Employee	1 335
Operational	203
<b>Hon. Gerry McCarthy</b>	<b>1 407</b>
Employee	1 226
Operational	181
<b>Hon. Ken Vowles</b>	<b>1 081</b>
Employee	839
Operational	242
<b>Hon. Lauren Moss</b>	<b>1 429</b>
Employee	1 223
Operational	206
<b>Hon. Eva Lawler</b>	<b>902</b>
Employee	748
Operational	154
<b>Hon. Dale Wakefield</b>	<b>1 605</b>
Employee	1 354
Operational	251
<b>Hon. Selena Uibo</b>	<b>71</b>
Employee	71
Operational	-
<b>Leader of the Opposition (CLP)</b>	<b>1 730</b>
Employee	1 482
Operational	248
<b>Total</b>	<b>18 356</b>
Employee	15 667
Operational	2 689

# Contacts

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## Darwin

NT House  
22 Mitchell Street  
Darwin NT 0800

GPO BOX 4396  
Darwin NT 0801

**t:** (08) 8999 5030

**e:** ChiefExecutive.DCM@nt.gov.au

## Katherine

5 First Street  
Katherine NT 0850

PO Box 1171  
Katherine NT 0851

**t:** (08) 8973 8661

## Tennant Creek

Barkly House  
99 Patterson Street  
Tennant Creek NT 0860

PO Box 696  
Tennant Creek NT 0860

**t:** (08) 8962 4566

## Jabiru

Jabiru Training Centre  
Van Delft Street  
Jabiru NT 0886

GPO BOX 4396  
Darwin NT 0801

**t:** (08) 8999 2092

## Palmerston

Goyder Centre  
25 Chung Wah Terrace  
Palmerston NT 0830

GPO BOX 4396  
Darwin NT 0801

**t:** (08) 8999 3488

## Nhulunbuy

8 Franklyn Street  
Nhulunbuy NT 0880

PO Box 346  
Nhulunbuy NT 0881

**t:** (08) 8987 0554

## Alice Springs

Alice Plaza, Todd Mall  
Alice Springs NT 0870

PO Box 2605  
Alice Springs NT 0871

**t:** (08) 8951 5781

## Wadeye

GPO BOX 4396  
Darwin NT 0801



