

Agency Budget Statements
2017-18

Contents

Overview	3
Part 1: Agencies	9
Auditor-General's Office	11
Northern Territory Electoral Commission	17
Ombudsman's Office	23
Department of the Chief Minister	29
Department of the Legislative Assembly	39
Northern Territory Police, Fire and Emergency Services	47
Department of Trade, Business and Innovation	57
Department of Treasury and Finance	67
Central Holding Authority	75
Northern Territory Treasury Corporation	81
Department of Infrastructure, Planning and Logistics	87
Land Development Corporation	101
Department of the Attorney-General and Justice	107
Department of Health	119
Top End Health Service	131
Central Australia Health Service	141
Department of Housing and Community Development	151
NT Home Ownership	161
Office of the Commissioner for Public Employment	167
Department of Primary Industry and Resources	175
Department of Environment and Natural Resources	187
Department of Tourism and Culture	197
Territory Wildlife Parks	207
Department of Corporate and Information Services	213
NT Fleet	221
Data Centre Services	227
Aboriginal Areas Protection Authority	233
Department of Education	239
Territory Families	251
Part 2: Community Service Obligations	261
Appendix	267
Glossary	269

Overview

Budget Paper No. 3 provides accrual and output-based information for Northern Territory Government agencies and business divisions for 2016-17 and 2017-18, including:

- agency profiles, strategic issues and budget highlights;
- expense and appropriation amounts, including explanations of material variations;
- full-time equivalent staffing information based on the March quarter average 2017;
- output statements for agencies and business line statements for government business divisions (GBDs), including key performance indicators;
- financial statements (Operating Statement, Balance Sheet and Cash Flow Statement) and revenue statements; and
- a summary of community service obligation payments to GBDs and government owned corporations.

The 2017 Budget is prepared in accordance with the Territory's financial management legislation and framework, which is summarised below.

Financial Management Legislation

The Territory's financial management framework, including accountability principles, is established by the:

- *Fiscal Integrity and Transparency Act* (FITA), which prescribes whole of government financial reporting requirements; and
- *Financial Management Act* (FMA), which sets out agency and GBD financial accountability requirements.

These Acts are supplemented by the annual *Appropriation Act*, which provides the legal authority for the Government's funding decisions.

Fiscal Integrity and Transparency Act

The FITA requires the reporting of the budget and forward estimates in accordance with external reporting standards. The reporting standard used in the Territory is the Uniform Presentation Framework, agreed by state, territory and Commonwealth governments. This is based on accounting standard AASB 1049 Whole of Government and General Government Sector Financial Reporting.

Financial Management Act

The FMA provides a financial framework for Territory Government agencies and GBDs. Budget Paper No. 3 covers agencies and GBDs subject to the FMA and included in the Territory's budget sector.

The FMA provides the rules for budget monitoring and management for each agency and GBD, including accountability processes for budget variations arising from unforeseen circumstances or where government functions are redistributed between agencies.

The FMA also specifies agency and GBD internal control requirements, asset safeguarding, financial transaction and bank account rules, and financial reporting obligations.

Government owned corporations, such as the Power and Water Corporation, Jacana Energy and Territory Generation, are not included in Budget Paper No. 3 as they are subject to the financial management provisions of the *Government Owned Corporations Act*.

Financial Management Framework

The Territory's financial management framework utilises an accrual output-based methodology for budgeting, accounting and reporting, with performance reporting a central tenet. Such a framework ensures the Territory's financial management processes are contemporary and consistent with the frameworks of other jurisdictions across Australia.

Agencies – Outputs and Key Performance Indicators

The framework provides a consistent basis for the 2017 Budget, including output structures and key performance indicators for each agency. Agency annual reports record actual performance and provide explanations of significant variations.

Agency corporate and governance costs are separately identified to increase accountability and transparency. Costs within the output are reported according to each agency's core corporate and governance needs. In addition, costs associated with shared corporate services functions are reported in both the agency providing the services and the agency receiving the services.

Where agency restructures or material functional transfers between agencies have occurred during 2016-17, the FMA requires the 2016-17 Budget and 2016-17 Estimate to be backcast to 1 July 2016.

Where agencies have restructured their outputs to align with Government's strategic priorities, the 2016-17 Budget has been backcast for comparability purposes.

Government Businesses – Business Lines and Performance

GBDs are expected to operate on a commercial basis and recover costs through user charges. However, GBDs remain subject to the financial framework and accountabilities contained in the FMA, with the Chief Executive Officer of a GBD accountable to the responsible Minister for financial performance.

Commercial practices implemented for GBDs include:

- a requirement to fully attribute costs and be subject to similar government taxes (including tax equivalents), fees and charges as privately owned businesses;
- adoption of efficient pricing methods that account for costs;
- compensation through community service obligation payments for undertaking non-commercial activities at the direction of Government; and
- performance monitoring.

GBDs are required to disaggregate income and expense information by business line. An operating surplus/deficit before income tax is also provided by business line.

A performance statement is provided for each GBD, summarising expected financial performance in the Budget year, relative to the current year. Key performance indicators for each business line are also included, with actual performance and financial outcomes presented in annual reports.

GBDs are required to comply with competitive neutrality principles to minimise any commercial advantages over private sector businesses resulting from government ownership. The Territory Government has a formal mechanism to allow private sector businesses to make competitive neutrality complaints against GBDs, which is managed by the Department of Treasury and Finance.

Accruals

Under an accrual framework, income (revenue and gains) and expenses are recorded in the period in which they occur, regardless of whether cash has been received or paid. Accrual accounting includes transactions where no cash is exchanged, such as transactions involving the creation of obligations to pay or rights to receive cash in the future. Accrual accounting also records transactions relating to the cost of using assets in the production of outputs, which is known as depreciation expense and is a non-cash cost.

Appropriation Arrangements

The Territory has a cash appropriation framework. Appropriation is provided to fund agencies and is generally the main income and cash source for agencies. Three types of appropriation are recognised: output appropriation, capital appropriation and Commonwealth appropriation. All three appropriation types are designated in the *Appropriation Act* as Purposes, as they reflect a purpose for providing funds and are shown separately on agency financial statements.

2016-17 Pre-Election Fiscal Outlook

The 2016-17 Budget information presented in Budget Paper No. 3 reflects the information published in the August 2016 Pre-Election Fiscal Outlook (PEFO), except where backcasting has occurred following material function transfers or realignment with Government's strategic priorities. Such transfers are identified in the relevant agency key variation explanations.

2016-17 Estimate

The 2016-17 Estimate information presented in Budget Paper No. 3 reflects the approved revised 2016-17 Budget, which incorporates the financial consequences of Government policy decisions and changes that occurred since the August 2016 PEFO. The budget variations are approved in accordance with the requirements of the FMA, with formal variation instruments tabled in the Territory Parliament.

2017-18 Budget

The 2017-18 Budget is based on a forward estimates model, with inflator and deflator factors applied, and additional funding incorporated for initiatives approved through the year and in the budget development process. In relation to the 2017 Budget, the parameters applied are:

- consumer price index (CPI), nil in 2017-18, 1.5 per cent in 2018-19 and 2.5 per cent from 2019-20, other than for property management, which receives a higher parameter;
- wages at 2.5 per cent consistent with Government's Wages Policy;
- a demand parameter of 4 per cent applied to wage and non-wage expenditure for certain health services in recognition of demand growth for hospital and primary health services; and
- an efficiency dividend, 3 per cent in 2017-18, 2 per cent in 2018-19 and 2019-20, and 1 per cent ongoing from 2020-21, which is discounted by 67 per cent for a number of frontline agencies in recognition of fixed staffing costs, Government commitments to frontline staffing levels and statutory obligations.

Budget Paper No. 3 Layout and Presentation

Budget Paper No. 3 presents agencies and GBDs in separate sections in the order set out in the Administrative Arrangements Order as it applied at 12 September 2016.

The following information describes the elements within the agency and GBD sections.

Expenses and Appropriation Summary

Provides expense information for each output group and output (or business line for GBDs) equating to total operating expenses from the Operating Statement.

Explanations for variations within 2016-17 and between the 2016-17 Estimate and the 2017-18 Budget are provided as footnotes to the summary. Output appropriation, capital appropriation and Commonwealth appropriation, as specified in the 2017-18 *Appropriation Act*, is also identified. In addition, 2017-18 full-time equivalent staffing information is included based on the March 2017 quarterly average.

For GBDs, this section describes financial performance, focusing on key variations between the years.

Agency and Business Division Profile

A concise narrative overview of the agency's or GBD's key responsibilities.

Strategic Issues

A summary of the major emerging or strategic management issues for each agency. The issues are organised to align with the Government's strategic priorities of creating jobs, investing in children, empowering the bush and building safer, fairer and stronger communities.

Budget Highlights

An outline of significant policy initiatives, the main features of the agency's budget, important capital projects and strategic issues for 2017-18, and additional funding for new initiatives approved since the previous Budget. Budget highlights are also aligned with the Government's strategic priorities.

Outputs, Business Lines and Performance

An outcome is provided for each output group with a description for each output (business line for GBDs).

Key performance indicators are provided with estimates identified for each measure. The indicators are focused on presenting measures that are meaningful, nationally consistent and most relevant to assessing the achievement of the stated outcome.

To enable meaningful comparisons where measures have changed, agencies and GBDs have recast key performance indicators for the 2016-17 Estimate to be on a basis consistent with information presented for 2017-18. Where measures have been modified and 2016-17 data is not available, or where measures are commencing in 2017-18, no 2016-17 Estimate is provided.

Financial Statements

A set of financial statements (Operating Statement, Balance Sheet and Cash Flow Statement) is presented on an accrual basis for each agency and GBD for both the 2016-17 Estimate and the 2017-18 Budget.

Operating Statement – presents an agency's expenses, revenues, gains and net result. It excludes payments and receipts of a capital nature, as these only affect the Balance Sheet and Cash Flow Statement. As appropriation only covers cash expenses, most agencies will show a deficit due to non-cash expenses, including depreciation and amortisation, being unfunded. Agencies may also show a surplus or deficit in relation to the transfer of expenditure between years due to the treatment of timing differences in line with accounting standards. For example, where revenue is received in one year but not spent until the following financial year, a surplus will be shown in the first year and a deficit in the second.

Balance Sheet – presents an agency's expected assets and liabilities, and records the net assets or equity, of the agency at the end of the year. Deficits (as recorded in the Operating Statement) will reduce the equity position over time, while surplus results will increase equity.

Cash Flow Statement – presents the movement of cash into and out of an agency during the financial year and includes capital receipts and payments. The statement also reconciles to the agency's cash account at the end of the year, which is reported in the Balance Sheet.

Revenue Statement

In addition to the financial statements, a revenue statement is included to provide detailed information on revenue received by each agency, GBD and the Central Holding Authority, including Commonwealth revenue.

All estimates for revenue from the Commonwealth are based on information provided in the Commonwealth's Mid-Year Economic and Fiscal Outlook 2016-17, published on 19 December 2016, updated for any agreements or deeds of variation signed since that date.

A comprehensive discussion of Commonwealth revenue is provided in Budget Paper No. 2.

Community Service Obligations

This section details community service obligation payments made to GBDs and government owned corporations to fund defined Territory Government community or social objectives that would not otherwise be undertaken if left to commercial or market forces, or would be undertaken at higher prices. Community service obligation requirements are reviewed annually.

Ministerial Portfolios

The Hon. Michael Patrick Francis Gunner, MLA

Chief Minister

Minister for Aboriginal Affairs

Minister for Northern Australia

Minister for Police, Fire and Emergency Services

Minister for Trade, Business and Innovation

The Hon. Nicole Susan Manison, MLA

Minister for Children

Treasurer

Minister for Infrastructure, Planning and Logistics

The Hon. Natasha Kate Fyles, MLA

Attorney-General and Minister for Justice

Minister for Health

The Hon. Gerald Francis McCarthy, MLA

Minister for Housing and Community Development

Minister for Essential Services

Minister for Public Employment

The Hon. Kenneth Edward Vowles, MLA

Minister for Primary Industry and Resources

The Hon. Lauren Jane Moss, MLA

Minister for Environment and Natural Resources

Minister for Tourism and Culture

Minister for Corporate and Information Services

The Hon. Eva Dina Lawler, MLA

Minister for Education

The Hon. Dale Suzanne Wakefield, MLA

Minister for Territory Families

Part 1
Agencies

Auditor-General's Office

Output Group/Output	2016-17 PEFO	2016-17 Estimate	2017-18 Budget	Note
	\$000	\$000	\$000	
Audits and Reviews	4 250	4 205	4 178	
Audits and Reviews	4 250	4 205	4 178	
Corporate and Governance	635	680	632	
Corporate and Governance	635	680	632	
Total Expenses	4 885	4 885	4 810	
Appropriation				
Output	3 152	3 152	3 077	

2017-18 Staffing: 5

Agency Profile

The Northern Territory Auditor-General's Office is a statutory office, established by the Legislative Assembly under the *Audit Act*, which provides the following support to the Auditor-General to enable the effective and efficient delivery of the audit program:

- conduct field work as part of examining financial information prepared by the Treasurer, agencies, statutory bodies and other public sector entities controlled by the Territory;
- conduct performance management and information system audits;
- conduct compliance audits and data analysis; and
- conduct reviews of public information issued by public authorities.

Strategic Issues

Building Safer, Fairer and Stronger Communities

- Sustaining effective and efficient audit activity to support decisions relating to the allocation of resources and investment.
- Sustaining whole of government audit activity to improve the Legislative Assembly's oversight of public sector programs and financial management.
- Enhancing public sector financial and performance reporting by audited entities.
- Contributing to increased compliance with relevant legislation through the provision of audit findings and recommendations.
- Promoting and maintaining a paperless office environment.

Budget Highlights

Building Safer, Fairer and Stronger Communities

- Effectively and efficiently managing resources by monitoring costs, mix of resources and staff assigned to audit tasks.
- Continuing to work with authorised audit firms to ensure audits are focused on areas of greatest risk to the Government.
- Continuing to engage with agencies' internal audit functions through attendance at audit committee meetings in order to minimise duplication of audit tasks.

Output Groups and Outcomes

Audits and Reviews

Outcome: Parliament is informed on the performance and accountability of the Territory Government and audited entities are provided with recommendations to increase compliance with relevant legislation.

Audits and Reviews

Conduct efficient, effective and economical audits, reviews and referrals resulting in the timely delivery of reports, audit and review opinions and management letters. Provide a report to the Legislative Assembly, at least once in each year, containing findings and recommendations arising from audit activity.

Corporate and Governance

Outcome: Improved organisational performance and compliance with legislative and mandated requirements through strategic and governance leadership and the provision of corporate service functions.

Corporate and Governance

Provide efficient and effective finance, corporate and governance services to the agency ensuring recommendations arising from internal and external reviews are addressed. Ensure policies and procedures supporting the provision of a range of corporate and governance support services are contemporary and compliant with relevant legislation.

Key Performance Indicators

	2016-17 PEFO	2016-17 Estimate	2017-18 Budget
Audits and Reviews			
Statutory audits ¹	122	109	106
Other audits ^{1,2}	27	27	22
Reviews ³	3	1	3
Audit opinions and review recommendations issued within statutory or agreed timeframes	100%	100%	100%

1 The variations primarily reflect machinery of government changes resulting in a decreased number of agencies subject to audits and reviews.

2 Includes performance management system audits undertaken pursuant to section 15 of the *Audit Act*, data analytic tasks and audits of acquittals required by external funding bodies.

3 Includes reviews of referred information under the *Public Information Act* and is principally dependent on the number of referrals received from Members of the Legislative Assembly.

Operating Statement

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
INCOME		
Taxation revenue		
Grants and subsidies revenue		
Current		
Capital		
Appropriation		
Output	3 152	3 077
Commonwealth		
Sales of goods and services	1 455	1 455
Interest revenue		
Goods and services received free of charge	278	278
Gain (+)/loss (-) on disposal of assets		
Other revenue		
TOTAL INCOME	4 885	4 810
EXPENSES		
Employee expenses	1 000	952
Administrative expenses		
Purchases of goods and services	3 605	3 578
Repairs and maintenance	2	2
Depreciation and amortisation		
Services free of charge	278	278
Other administrative expenses		
Grants and subsidies expenses		
Current		
Capital		
Community service obligations		
Interest expenses		
TOTAL EXPENSES	4 885	4 810
NET SURPLUS (+)/DEFICIT (-)		

Balance Sheet

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
ASSETS		
Cash and deposits	228	228
Receivables	484	484
Prepayments		
Inventories		
Advances and investments		
Property, plant and equipment		
Other assets		
TOTAL ASSETS	712	712
LIABILITIES		
Deposits held		
Creditors and accruals	61	61
Borrowings and advances		
Provisions	151	151
Other liabilities		
TOTAL LIABILITIES	212	212
NET ASSETS	500	500
EQUITY		
Capital		
Opening balance	570	570
Equity injections/withdrawals		
Reserves		
Accumulated funds		
Opening balance	- 70	- 70
Current year surplus (+)/deficit (-)		
Transfers to/from reserves		
Accounting policy changes and corrections		
TOTAL EQUITY	500	500

Cash Flow Statement

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
CASH FLOWS FROM OPERATING ACTIVITIES		
Operating receipts		
Taxes received		
Grants and subsidies received		
Current		
Capital		
Appropriation		
Output	3 152	3 077
Commonwealth		
Other agency receipts from sales of goods and services	1 455	1 455
Interest received		
Total operating receipts	4 607	4 532
Operating payments		
Payments to employees	1 000	952
Payments for goods and services	3 607	3 580
Grants and subsidies paid		
Current		
Capital		
Community service obligations		
Interest paid		
Total operating payments	4 607	4 532
NET CASH FROM OPERATING ACTIVITIES		
CASH FLOWS FROM INVESTING ACTIVITIES		
Investing receipts		
Proceeds from asset sales		
Repayment of advances		
Sales of investments		
Total investing receipts		
Investing payments		
Purchases of assets		
Advances and investing payments		
Total investing payments		
NET CASH FROM INVESTING ACTIVITIES		
CASH FLOWS FROM FINANCING ACTIVITIES		
Financing receipts		
Proceeds of borrowings		
Deposits received		
Appropriation		
Capital		
Commonwealth		
Equity injections		
Total financing receipts		
Financing payments		
Repayment of borrowings		
Finance lease payments		
Equity withdrawals		
Total financing payments		
NET CASH FROM FINANCING ACTIVITIES		
Net increase (+)/decrease (-) in cash held		
Cash at beginning of financial year	228	228
CASH AT END OF FINANCIAL YEAR	228	228

Revenue Statement

	2016-17 Estimate	2017-18 Budget	Variation	Note
	\$000	\$000	\$000	
Output appropriation	3 152	3 077	- 75	
Sales of goods and services	1 455	1 455		
Recovery of audit costs	1 455	1 455		
Goods and services received free of charge	278	278		
OPERATING REVENUE	4 885	4 810	- 75	

Northern Territory Electoral Commission

Output Group/Output	2016-17 PEFO	2016-17 Estimate	2017-18 Budget	Note
	\$000	\$000	\$000	
Electoral Services	3 338	5 338	2 310	1
Electoral Services	3 338	5 338	2 310	
Corporate and Governance	180	180	180	
Corporate and Governance	180	180	180	
Total Expenses	3 518	5 518	2 490	
Appropriation				
Output	2 372	4 372	1 359	

2017-18 Staffing: 13

1 The variations are largely due to additional funding for 2016 Legislative Assembly General Election activities and preparations.

Agency Profile

The Northern Territory Electoral Commission provides an independent electoral service to the people of the Northern Territory, the Legislative Assembly, municipal and regional councils and other organisations.

Strategic Issues

Building Safer, Fairer and Stronger Communities

- Conducting enrolment stimulation activities, in conjunction with the Australian Electoral Commission, to improve the accuracy of the electoral roll.
- Finalising and reviewing election plans and preparations, and enhancing new electoral systems in advance of the 2017 Local Government General Election.
- Assisting with inquiries into political funding and donations.

Budget Highlights

Building Safer, Fairer and Stronger Communities

- Conducting the 2017 Local Government General Election.

Output Groups and Outcomes

Electoral Services

Outcome: An effective electoral service that conducts electoral events and redistributions fairly and lawfully, informs the community on electoral matters and maintains high public confidence and participation in the electoral process.

Electoral Services

Provide a range of electoral services including the conduct of Legislative Assembly, Regional and Municipal Council, and fee-for-service elections, manage the redistribution of Legislative Assembly electoral boundaries, and deliver electoral education sessions for schools and community groups. Improve the accuracy of the electoral roll through enrolment stimulation activities.

Corporate and Governance

Outcome: Improved organisational performance through strategic and governance leadership and the provision of corporate service functions.

Corporate and Governance

Provide a range of corporate and governance services to support the agency's functions, including financial services, human resource management, information and communication technology support, property support and administration, record keeping management, governance and risk management, and public awareness.

Key Performance Indicators

	2016-17 PEFO	2016-17 Estimate	2017-18 Budget
Electoral Services			
Electors on the Territory electoral roll ¹	136 000	137 000	138 000
Student participation numbers in electoral education sessions ²	2 200	4 872	4 500
Client satisfaction ³	5	5	5
Public awareness activities relating to communications and media ⁴	15	18	19

- 1 The Australian Electoral Commission (AEC) manages the roll on a day-to-day basis under a joint roll arrangement. Roll updates occur periodically in accordance with AEC processes. A higher enrolment number does not necessarily reflect roll accuracy.
- 2 The increase is mainly due to additional school visits during the 2016 Legislative Assembly and 2017 Local Government election periods.
- 3 Clients include municipal and shire councils and other organisations. Measures range from a rating of 1 = extremely dissatisfied through to 6 = extremely satisfied.
- 4 The variation largely reflects a revised approach to promoting greater awareness through increased public activities.

Operating Statement

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
INCOME		
Taxation revenue		
Grants and subsidies revenue		
Current	15	
Capital		
Appropriation		
Output	4 372	1 359
Commonwealth		
Sales of goods and services	400	400
Interest revenue		
Goods and services received free of charge	610	610
Gain (+)/loss (-) on disposal of assets		
Other revenue		
TOTAL INCOME	5 397	2 369
EXPENSES		
Employee expenses	2 594	1 367
Administrative expenses		
Purchases of goods and services	2 187	386
Repairs and maintenance	6	6
Depreciation and amortisation	121	121
Services free of charge	610	610
Other administrative expenses		
Grants and subsidies expenses		
Current		
Capital		
Community service obligations		
Interest expenses		
TOTAL EXPENSES	5 518	2 490
NET SURPLUS (+)/DEFICIT (-)	- 121	- 121

Balance Sheet

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
ASSETS		
Cash and deposits	321	321
Receivables	42	42
Prepayments		
Inventories		
Advances and investments		
Property, plant and equipment	454	333
Other assets		
TOTAL ASSETS	817	696
LIABILITIES		
Deposits held		
Creditors and accruals	182	182
Borrowings and advances		
Provisions	210	210
Other liabilities		
TOTAL LIABILITIES	392	392
NET ASSETS	425	304
EQUITY		
Capital		
Opening balance	2 057	2 057
Equity injections/withdrawals		
Reserves		
Accumulated funds		
Opening balance	- 1 511	- 1 632
Current year surplus (+)/deficit (-)	- 121	- 121
Transfers to/from reserves		
Accounting policy changes and corrections		
TOTAL EQUITY	425	304

Cash Flow Statement

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
CASH FLOWS FROM OPERATING ACTIVITIES		
Operating receipts		
Taxes received		
Grants and subsidies received		
Current	15	
Capital		
Appropriation		
Output	4 372	1 359
Commonwealth		
Other agency receipts from sales of goods and services	400	400
Interest received		
Total operating receipts	4 787	1 759
Operating payments		
Payments to employees	2 594	1 367
Payments for goods and services	2 193	392
Grants and subsidies paid		
Current		
Capital		
Community service obligations		
Interest paid		
Total operating payments	4 787	1 759
NET CASH FROM OPERATING ACTIVITIES		
CASH FLOWS FROM INVESTING ACTIVITIES		
Investing receipts		
Proceeds from asset sales		
Repayment of advances		
Sales of investments		
Total investing receipts		
Investing payments		
Purchases of assets		
Advances and investing payments		
Total investing payments		
NET CASH FROM INVESTING ACTIVITIES		
CASH FLOWS FROM FINANCING ACTIVITIES		
Financing receipts		
Proceeds of borrowings		
Deposits received		
Appropriation		
Capital		
Commonwealth		
Equity injections		
Total financing receipts		
Financing payments		
Repayment of borrowings		
Finance lease payments		
Equity withdrawals		
Total financing payments		
NET CASH FROM FINANCING ACTIVITIES		
Net increase (+)/decrease (-) in cash held		
Cash at beginning of financial year	321	321
CASH AT END OF FINANCIAL YEAR	321	321

Revenue Statement

	2016-17 Estimate	2017-18 Budget	Variation	Note
	\$000	\$000	\$000	
Current grants and subsidies revenue				
Commonwealth grants	15		- 15	
Australian Electoral Commission Grant	15		- 15	
Output appropriation	4 372	1 359	- 3 013	1
Sales of goods and services	400	400		
Conduct of elections	400	400		
Goods and services received free of charge	610	610		
OPERATING REVENUE	5 397	2 369	- 3 028	

1 The variation is largely due to additional funding for 2016 Legislative Assembly General Election activities and preparations.

Ombudsman's Office

Output Group/Output	2016-17 PEFO	2016-17 Estimate	2017-18 Budget	Note
	\$000	\$000	\$000	
Ombudsman's Office	2 060	2 060	2 048	
Ombudsman Operations	2 060	2 060	2 048	
Corporate and Governance	280	280	276	
Corporate and Governance	280	280	276	
Total Expenses	2 340	2 340	2 324	
Appropriation				
Output	1 948	1 948	1 932	

2017-18 Staffing: 12

Agency Profile

The Ombudsman's role is to receive, investigate and resolve complaints made by members of the public about any administrative action or police conduct to which the *Ombudsman Act* applies, and to foster excellence in public sector services.

The Ombudsman is also required to inspect, audit and report on compliance by Northern Territory Police under telecommunications interception, surveillance devices and controlled operations legislation.

Strategic Issues

Empowering the Bush

- Engaging with stakeholders and community groups particularly in regional areas of the Territory to ensure appropriate service delivery is maintained.

Building Safer, Fairer and Stronger Communities

- Supporting a strong and vibrant democracy by investigating and reporting on complaints of inappropriate administrative actions and police conduct in a timely manner.

Budget Highlights

Building Safer, Fairer and Stronger Communities

- Continuing to implement efficient and effective procedures, information and reporting systems to ensure complaints are investigated and resolved in a timely manner.

Output Groups and Outcomes

Ombudsman's Office

Outcome: Improved public administration through the resolution of complaints about public authorities and police conduct, and making relevant recommendations and assisting public authorities to improve their practices and procedures.

Ombudsman Operations

Resolve complaints against Territory Government agencies, police and local government councils, and recommend improvements to public administration.

Corporate and Governance

Outcome: Improved organisational performance through strategic and governance leadership and the provision of corporate service functions.

Corporate and Governance

Undertake a range of corporate and governance functions in support of Ombudsman operations including financial services, human resource management, information and communication technology, governance and risk services, communications and media.

Key Performance Indicators

	2016-17 PEFO	2016-17 Estimate	2017-18 Budget
Ombudsman's Office			
Total approaches received	2 500	2 300	2 400
Total approaches finalised	2 500	2 300	2 400
Police approaches finalised within 90 days	90%	95%	90%
Other approaches finalised within 28 days	90%	95%	90%
Recommendations accepted	95%	90%	90%
Statutory audit/inspection and reporting requirements met ¹	100%	100%	100%

1 The Ombudsman is required to undertake certain audit or investigation functions and make reports under telecommunications interception and surveillance devices legislation.

Operating Statement

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
INCOME		
Taxation revenue		
Grants and subsidies revenue		
Current		
Capital		
Appropriation		
Output	1 948	1 932
Commonwealth		
Sales of goods and services		
Interest revenue		
Goods and services received free of charge	353	353
Gain (+)/loss (-) on disposal of assets		
Other revenue		
TOTAL INCOME	2 301	2 285
EXPENSES		
Employee expenses	1 719	1 710
Administrative expenses		
Purchases of goods and services	225	218
Repairs and maintenance	4	4
Depreciation and amortisation	39	39
Services free of charge	353	353
Other administrative expenses		
Grants and subsidies expenses		
Current		
Capital		
Community service obligations		
Interest expenses		
TOTAL EXPENSES	2 340	2 324
NET SURPLUS (+)/DEFICIT (-)	- 39	- 39

Balance Sheet

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
ASSETS		
Cash and deposits	969	969
Receivables	2	2
Prepayments	4	4
Inventories		
Advances and investments		
Property, plant and equipment	48	9
Other assets		
TOTAL ASSETS	1 023	984
LIABILITIES		
Deposits held		
Creditors and accruals	25	25
Borrowings and advances		
Provisions	224	224
Other liabilities		
TOTAL LIABILITIES	249	249
NET ASSETS	774	735
EQUITY		
Capital		
Opening balance	346	346
Equity injections/withdrawals		
Reserves		
Accumulated funds		
Opening balance	467	428
Current year surplus (+)/deficit (-)	- 39	- 39
Transfers to/from reserves		
Accounting policy changes and corrections		
TOTAL EQUITY	774	735

Cash Flow Statement

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
CASH FLOWS FROM OPERATING ACTIVITIES		
Operating receipts		
Taxes received		
Grants and subsidies received		
Current		
Capital		
Appropriation		
Output	1 948	1 932
Commonwealth		
Other agency receipts from sales of goods and services		
Interest received		
Total operating receipts	1 948	1 932
Operating payments		
Payments to employees	1 719	1 710
Payments for goods and services	229	222
Grants and subsidies paid		
Current		
Capital		
Community service obligations		
Interest paid		
Total operating payments	1 948	1 932
NET CASH FROM OPERATING ACTIVITIES		
CASH FLOWS FROM INVESTING ACTIVITIES		
Investing receipts		
Proceeds from asset sales		
Repayment of advances		
Sales of investments		
Total investing receipts		
Investing payments		
Purchases of assets		
Advances and investing payments		
Total investing payments		
NET CASH FROM INVESTING ACTIVITIES		
CASH FLOWS FROM FINANCING ACTIVITIES		
Financing receipts		
Proceeds of borrowings		
Deposits received		
Appropriation		
Capital		
Commonwealth		
Equity injections		
Total financing receipts		
Financing payments		
Repayment of borrowings		
Finance lease payments		
Equity withdrawals		
Total financing payments		
NET CASH FROM FINANCING ACTIVITIES		
Net increase (+)/decrease (-) in cash held		
Cash at beginning of financial year	969	969
CASH AT END OF FINANCIAL YEAR	969	969

Revenue Statement

	2016-17 Estimate	2017-18 Budget	Variation	Note
	\$000	\$000	\$000	
Output appropriation	1 948	1 932	- 16	
Goods and services received free of charge	353	353		
OPERATING REVENUE	2 301	2 285	- 16	

Department of the Chief Minister

Output Group/Output	2016-17 PEFO	2016-17 Estimate	2017-18 Budget	Note
	\$000	\$000	\$000	
Advice and Coordination	36 789	35 524	57 798	1
Strategic Policy Coordination and Engagement	18 970	16 336	43 503	
Regional Coordination and Aboriginal Affairs	17 819	19 188	14 295	
Government Business Support	25 531	25 691	25 357	
Support to Ministers and Leader of the Opposition	17 973	17 991	17 703	
Support to the Administrator	2 750	2 747	2 699	
Government Services	4 808	4 953	4 955	
Corporate and Governance	7 733	8 437	8 007	2
Corporate and Governance	7 313	8 017	7 587	
Shared Services Provided	420	420	420	
Total Expenses	70 053	69 652	91 162	
Appropriation				
Output	59 777	57 979	84 152	
Commonwealth	1 668			

2017-18 Staffing: 295

- 1 The increase in the Strategic Policy Coordination and Engagement output in 2017-18 mainly reflects additional funding for the Royal Commission into the Protection and Detention of Children in the Northern Territory. The decrease in the Regional Coordination and Aboriginal Affairs output in 2017-18 is due to the finalisation of funding for Natural Disaster Relief and Recovery Arrangements, community recovery fund and cyclone redevelopment in 2016-17.
- 2 The variation in the Corporate and Governance output in 2016-17 mainly reflects one-off minor new works expenditure.

Agency Profile

The Department of the Chief Minister supports the Chief Minister and Cabinet in the delivery of the Government's priorities by:

- providing independent, rigorous, timely and expert 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;
- developing and influencing government policy and driving its implementation;
- positioning the interests of the Territory at national and international levels;
- engaging key stakeholders on Government's vision for the Territory;
- leading strategic government communications and engagement to maximise effectiveness; and
- inspiring innovation and efficiency through improving public services.

Strategic Issues

Creating Jobs

- Providing economic policy input to deliver the Economic Development Framework to grow the Territory economy.
- Delivering a Roadmap to Renewables plan.

Investing in Children

- Leading the establishment of the Early Childhood Development Strategic Plan.
- Partnering with Territory Families on an implementation framework for youth justice and child protection.

Empowering the Bush

- Driving regional development and providing coordination across agencies and regional stakeholders.
- Driving the Aboriginal Affairs agenda with a focus on treaty, land and sea issues.
- Leading the Local Decision Making agenda to ensure Aboriginal Territorians make decisions on the things that affect them.

Building Safer, Fairer and Stronger Communities

- Establishing an inquiry to investigate the environmental, social and economic risks and impacts of hydraulic fracturing and associated activities in the Territory.
- Leading the Territory cities agenda in partnership with the Commonwealth, local governments and Charles Darwin University.
- Supporting Cabinet and new subcommittees of Cabinet (children and families; jobs; Aboriginal affairs).
- Advancing social policy initiatives and development across agencies in partnership with the non-government sector.
- Leading the delivery of Government's non-government organisation reforms, including a shift to five-year funding agreements and outcome-based reporting.
- Building a safe, secure and resilient Territory that encourages opportunities for participation at all levels of the community.
- Advancing strategic partnership between South Australia and the Territory to improve outcomes for citizens in both jurisdictions, with a focus on cross-border regions.
- Supporting, coordinating and progressing the Council of Australian Governments' Health and Education funding reforms and National Disability Insurance Scheme implementation.
- Developing a climate change policy for consideration by Government.
- Coordinating a review of water licensing to ensure processes are the best they can be.

Budget Highlights

Creating Jobs

- \$1 million to provide economic policy advice to Government, with a focus on implementation of the Economic Development Framework, Aboriginal economic development more specifically and the Capital Cities agenda.
- \$0.2 million for the Roadmap to Renewables, which supports the Government's substantial environmental regulation and renewable reform agenda.

Investing in Children

- \$27 million towards the jointly funded Royal Commission into the Protection and Detention of Children in the Northern Territory with the Commonwealth.
- \$1.2 million to support the development of the Early Childhood Development Strategic Plan and deliver on the whole of government children's policy agenda.

Empowering the Bush

- \$1.5 million to develop and implement a Territory Aboriginal land and sea strategy, including prioritising the resolution of outstanding Aboriginal land claims.
- \$1.3 million to plan and commence the implementation of Government's Local Decision Making agenda.
- \$1 million to develop and support strong governance capability and capacity in Aboriginal organisations wanting to participate in the Local Decision Making agenda.

Building Safer, Fairer and Stronger Communities

- \$3 million to establish an Independent Commission Against Corruption resulting in a significant legislative reform program that will address limitations within the Territory's current integrity regime.
- \$1.5 million to fund a Centre for Excellence in Solar Energy in Alice Springs to promote collaborative research and knowledge sharing in the renewable energy field.
- \$1.3 million for peak body organisations and non-government organisations.
- \$0.5 million for research and development projects to progress the Territory's renewable energy initiatives.
- \$0.5 million to establish an environmental policy unit to support the delivery of Government's renewable energy and climate change policies.
- \$0.5 million to support the Royal Commission into the Protection and Detention of Children in the Northern Territory and inquiries.
- \$0.4 million to support and enhance partnerships and systems reform in the non-government sector.
- \$0.3 million to support government's security and emergency response unit to respond to sustained or multiple crises.

Output Groups and Outcomes

Advice and Coordination

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

Strategic Policy Coordination and Engagement

Coordinate, support and progress the Territory's active participation in national forums such as the Council of Australian Governments and the Council for the Australian Federation. Facilitate, negotiate and monitor the Territory's participation and input into national and international agreements, reviews and inquiries.

Provide strategic advice across a wide range of public policy issues to the Chief Minister and Cabinet. Work with relevant agencies and stakeholders to develop, guide and implement priority strategies and initiatives. Coordinate and lead the development and execution of whole of government policies and initiatives to ensure the sustainable development and protection of the Territory's natural environment.

Regional Coordination and Aboriginal Affairs

Work across agencies to lead and drive the delivery of strategies and actions to improve coordination and development outcomes within the regions. Lead the 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 and implementation of the Government's Local Decision Making agenda in partnership with Aboriginal organisations.

Government Business Support

Outcome: Efficient and effective support of Executive Government.

Support to Ministers and Leader of the Opposition

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

Support to the Administrator

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

Government Services

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

Provide operational advice, support and hospitality services including protocol matters to the Chief Minister, Ministers and Leader of the Opposition.

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

Corporate and Governance

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

Corporate and Governance

Provide a range of corporate and governance services to support the agency's functions, including financial services, human resource management, information and communication technology, governance and risk services, and communications and media.

Shared Services Provided

Provide shared corporate and governance services to the Office of the Commissioner for Public Employment.

Key Performance Indicators

	2016-17 PEFO	2016-17 Estimate	2017-18 Budget
Advice and Coordination			
<i>Strategic Policy Coordination and Engagement</i>			
Client satisfaction	> 85%	> 85%	> 85%
Advice provided within agreed timeframes	> 85%	> 85%	> 85%
COAG ¹ , senior officers and CAF ² meetings	14	14	14
Grant payments within agreed timeframes	> 90%	> 90%	> 90%
<i>Regional Coordination and Aboriginal Affairs</i>			
Client satisfaction	> 85%	> 85%	> 85%
Grant payments within agreed timeframes	> 90%	> 90%	> 90%
Regional Coordination meetings	44	44	44
Government Business Support			
<i>Support to Ministers and Leader of the Opposition</i>			
Client satisfaction	> 85%	> 85%	> 85%
Advice provided within agreed timeframes	> 85%	> 85%	> 85%
<i>Support to the Administrator</i>			
Client satisfaction	> 85%	> 90%	> 90%
Number of internal and external hospitality, and ceremonial and statutory events supported	625	625	625
Government House maintenance programs implemented within agreed timeframes	> 80%	> 80%	> 80%
<i>Government Services</i>			
Client satisfaction	> 90%	> 90%	> 90%
Cabinet, Cabinet Subcommittee and Executive Council meetings supported	50	50	50

1 Council of Australian Governments.

2 Council for the Australian Federation.

Operating Statement

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
INCOME		
Taxation revenue		
Grants and subsidies revenue		
Current	2 444	236
Capital		
Appropriation		
Output	57 979	84 152
Commonwealth		
Sales of goods and services	1 039	549
Interest revenue	299	203
Goods and services received free of charge	5 688	5 688
Gain (+)/loss (-) on disposal of assets		
Other revenue	45	45
TOTAL INCOME	67 494	90 873
EXPENSES		
Employee expenses	35 474	37 095
Administrative expenses		
Purchases of goods and services	16 735	42 370
Repairs and maintenance	684	363
Depreciation and amortisation	549	492
Services free of charge	5 688	5 688
Other administrative expenses		
Grants and subsidies expenses		
Current	9 422	5 154
Capital	1 100	
Community service obligations		
Interest expenses		
TOTAL EXPENSES	69 652	91 162
NET SURPLUS (+)/DEFICIT (-)	- 2 158	- 289

Balance Sheet

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
ASSETS		
Cash and deposits	4 365	4 666
Receivables	726	726
Prepayments	293	293
Inventories		
Advances and investments	3 293	3 195
Property, plant and equipment	25 053	24 561
Other assets		
TOTAL ASSETS	33 730	33 441
LIABILITIES		
Deposits held		
Creditors and accruals	4 684	4 684
Borrowings and advances		
Provisions	6 163	6 163
Other liabilities	130	130
TOTAL LIABILITIES	10 977	10 977
NET ASSETS	22 753	22 464
EQUITY		
Capital		
Opening balance	57 075	53 501
Equity injections/withdrawals	- 3 574	
Reserves	11 481	11 481
Accumulated funds		
Opening balance	- 40 071	- 42 229
Current year surplus (+)/deficit (-)	- 2 158	- 289
Transfers to/from reserves		
Accounting policy changes and corrections		
TOTAL EQUITY	22 753	22 464

Cash Flow Statement

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
CASH FLOWS FROM OPERATING ACTIVITIES		
Operating receipts		
Taxes received		
Grants and subsidies received		
Current	2 444	236
Capital		
Appropriation		
Output	57 979	84 152
Commonwealth		
Other agency receipts from sales of goods and services	1 239	594
Interest received	299	203
Total operating receipts	61 961	85 185
Operating payments		
Payments to employees	35 296	37 095
Payments for goods and services	17 098	42 733
Grants and subsidies paid		
Current	9 422	5 154
Capital	1 100	
Community service obligations		
Interest paid		
Total operating payments	62 916	84 982
NET CASH FROM OPERATING ACTIVITIES	- 955	203
CASH FLOWS FROM INVESTING ACTIVITIES		
Investing receipts		
Proceeds from asset sales		
Repayment of advances	3 715	283
Sales of investments		
Total investing receipts	3 715	283
Investing payments		
Purchases of assets		
Advances and investing payments	1 099	185
Total investing payments	1 099	185
NET CASH FROM INVESTING ACTIVITIES	2 616	98
CASH FLOWS FROM FINANCING ACTIVITIES		
Financing receipts		
Proceeds of borrowings		
Deposits received		
Appropriation		
Capital		
Commonwealth		
Equity injections	8 639	
Total financing receipts	8 639	
Financing payments		
Repayment of borrowings		
Finance lease payments		
Equity withdrawals	13 095	
Total financing payments	13 095	
NET CASH FROM FINANCING ACTIVITIES	- 4 456	
Net increase (+)/decrease (-) in cash held	- 2 795	301
Cash at beginning of financial year	7 160	4 365
CASH AT END OF FINANCIAL YEAR	4 365	4 666

Revenue Statement

	2016-17 Estimate	2017-18 Budget	Variation	Note
	\$000	\$000	\$000	
Current grants and subsidies revenue				
Commonwealth grants	2 395	131	- 2 264	
Natural Disaster Relief Arrangement – Community Relief Fund	2 265		- 2 265	1
Living Safe Together Intervention Program	130	131	1	
Other grants	49	105	56	
Northern Territory Natural Disaster Resilience Program	49	105	56	
Output appropriation	57 979	84 152	26 173	2
Sales of goods and services	1 039	549	- 490	
Corporate support to the Office of the Commissioner for Public Employment	420	420		
Public Sector Excellence Awards	203		- 203	
Other	416	129	- 287	
Interest	299	203	- 96	
Goods and services received free of charge	5 688	5 688		
Other revenue	45	45		
OPERATING REVENUE	67 494	90 873	23 379	

1 The variation is in line with the relevant Commonwealth agreement.

2 The increase largely reflects one-off funding in 2017-18 for the Territory's contribution to the Royal Commission into the Protection and Detention of Children in the Northern Territory.

Department of the Legislative Assembly

Output Group/Output	2016-17 PEFO	2016-17 Estimate	2017-18 Budget	Note
	\$000	\$000	\$000	
Parliamentary Services	29 053	30 974	30 291	1, 2
Assembly Services	3 639	3 652	3 641	
Members and Client Services	15 893	17 256	16 425	
Building Management Services	9 521	10 066	10 225	
Corporate and Governance	1 454	1 454	1 453	
Corporate and Governance	1 454	1 454	1 453	
Total Expenses	30 507	32 428	31 744	
Appropriation				
Output	24 208	25 789	25 893	
Capital	41	41	41	

2017-18 Staffing: 97

- 1 The variation in the Members and Client Services output reflects increased funding pursuant to the Remuneration Tribunal Determination.
- 2 The increase in the Building Management Services output is due to additional repairs and maintenance funding as part of the economic stimulus program.

Agency Profile

The Department of the Legislative Assembly provides operational support, services and professional advice to Northern Territory Legislative Assembly Members and other clients, and promotes community understanding of the work of the Legislative Assembly and its committees.

Strategic Issues

Building Safer, Fairer and Stronger Communities

- Strengthening procedural, research and administrative support to ensure committees are able to operate effectively and fulfil their role in examining and reporting on a range of issues.
- Promoting awareness and understanding in the community of representative parliamentary democracy through the delivery of educational programs and promotional activities.
- Consideration of parliamentary privilege in the context of a proposed *Independent Commission Against Corruption Act* and development of relevant memoranda of understandings with Northern Territory Police and an Independent Commission Against Corruption once established.
- Ongoing review of parliamentary practice and procedures to ensure effective operation of the assembly and a timely and efficient legislative process.
- Ongoing asset management planning for maintenance and upgrading of the Parliament House facility to ensure a consistently high standard of amenity and service.
- Ongoing improvements to the delivery of services to members of parliament to ensure prompt and responsive services that meet their needs.

Budget Highlights

Building Safer, Fairer and Stronger Communities

- \$1 million additional repairs and maintenance funding as part of the economic stimulus program.
- \$0.22 million to meet members' entitlements under the Remuneration Tribunal Determination.
- \$0.19 million for specific research staff available to the Independent Members of the Legislative Assembly to provide research services and assist them in making informed contributions.

Output Groups and Outcomes

Parliamentary Services

Outcome: Deliver parliamentary services to facilitate effective representation by Members of the Legislative Assembly, good governance and parliamentary democracy.

Assembly Services

Provide administrative and procedural support and advice to Members, Parliament and its committees, including:

- producing parliamentary documentation and records, and managing related databases;
- managing Members' participation in the Commonwealth Parliamentary Association and other interparliamentary activities; and
- developing and managing parliamentary information, education and awareness programs.

Members and Client Services

Provide administrative services and support to Members in accordance with the Remuneration Tribunal Determination.

Building Management Services

Provide a secure, safe and well-maintained facility and precinct to facilitate the operation of Parliament and activities for Members and other clients.

Corporate and Governance

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

Corporate and Governance

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

Key Performance Indicators

	2016-17 PEFO	2016-17 Estimate	2017-18 Budget
Assembly Services			
<i>Chamber Support and Advice</i>			
Member satisfaction with chamber support and advice	95%	98%	95%
Records and transcripts produced within agreed timeframes	95%	98%	95%
<i>Committee Support</i>			
Member satisfaction with committee support	95%	96%	96%
Committees supported	8	9	8
Parliamentary committee reports completed	5	3	5
<i>Information/education Programs</i>			
Clients indicating improved knowledge of parliamentary processes	95%	96%	96%
People attending educational and promotional activities	8 000	9 000	9 000
Members and Client Services			
Speaker and all Members of the Legislative Assembly client satisfaction with services	95%	95%	95%
Building Management Services			
Client satisfaction with building amenity and safety	95%	95%	95%
Contractual obligations are complied with by external contractors	90%	90%	90%

Operating Statement

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
INCOME		
Taxation revenue		
Grants and subsidies revenue		
Current		
Capital		
Appropriation		
Output	25 789	25 893
Commonwealth		
Sales of goods and services	75	75
Interest revenue		
Goods and services received free of charge	2 102	2 102
Gain (+)/loss (-) on disposal of assets		
Other revenue	52	52
TOTAL INCOME	28 018	28 122
EXPENSES		
Employee expenses	18 705	17 912
Administrative expenses		
Purchases of goods and services	4 955	4 852
Repairs and maintenance	2 906	3 256
Depreciation and amortisation	3 760	3 622
Services free of charge	2 102	2 102
Other administrative expenses		
Grants and subsidies expenses		
Current		
Capital		
Community service obligations		
Interest expenses		
TOTAL EXPENSES	32 428	31 744
NET SURPLUS (+)/DEFICIT (-)	- 4 410	- 3 622

Balance Sheet

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
ASSETS		
Cash and deposits	4 664	4 664
Receivables	96	96
Prepayments	19	19
Inventories	15	15
Advances and investments		
Property, plant and equipment	286 028	282 447
Other assets		
TOTAL ASSETS	290 822	287 241
LIABILITIES		
Deposits held	1	1
Creditors and accruals	363	363
Borrowings and advances		
Provisions	1 121	1 121
Other liabilities		
TOTAL LIABILITIES	1 485	1 485
NET ASSETS	289 337	285 756
EQUITY		
Capital		
Opening balance	159 388	160 249
Equity injections/withdrawals	861	41
Reserves	169 603	169 603
Accumulated funds		
Opening balance	- 36 105	- 40 515
Current year surplus (+)/deficit (-)	- 4 410	- 3 622
Transfers to/from reserves		
Accounting policy changes and corrections		
TOTAL EQUITY	289 337	285 756

Cash Flow Statement

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
CASH FLOWS FROM OPERATING ACTIVITIES		
Operating receipts		
Taxes received		
Grants and subsidies received		
Current		
Capital		
Appropriation		
Output	25 789	25 893
Commonwealth		
Other agency receipts from sales of goods and services	127	127
Interest received		
Total operating receipts	25 916	26 020
Operating payments		
Payments to employees	18 705	17 912
Payments for goods and services	7 211	8 108
Grants and subsidies paid		
Current		
Capital		
Community service obligations		
Interest paid		
Total operating payments	25 916	26 020
NET CASH FROM OPERATING ACTIVITIES		
CASH FLOWS FROM INVESTING ACTIVITIES		
Investing receipts		
Proceeds from asset sales	2	2
Repayment of advances		
Sales of investments		
Total investing receipts	2	2
Investing payments		
Purchases of assets	43	43
Advances and investing payments		
Total investing payments	43	43
NET CASH FROM INVESTING ACTIVITIES	- 41	- 41
CASH FLOWS FROM FINANCING ACTIVITIES		
Financing receipts		
Proceeds of borrowings		
Deposits received		
Appropriation		
Capital	41	41
Commonwealth		
Equity injections		
Total financing receipts	41	41
Financing payments		
Repayment of borrowings		
Finance lease payments		
Equity withdrawals		
Total financing payments		
NET CASH FROM FINANCING ACTIVITIES	41	41
Net increase (+)/decrease (-) in cash held		
Cash at beginning of financial year	4 664	4 664
CASH AT END OF FINANCIAL YEAR	4 664	4 664

Revenue Statement

	2016-17 Estimate	2017-18 Budget	Variation	Note
	\$000	\$000	\$000	
Output appropriation	25 789	25 893	104	
Sales of goods and services	75	75		
Parliament House venue hire charges	75	75		
Goods and services received free of charge	2 102	2 102		
Other revenue	52	52		
OPERATING REVENUE	28 018	28 122	104	
Capital appropriation	41	41		
CAPITAL RECEIPTS	41	41		

Northern Territory Police, Fire and Emergency Services

Output Group/Output	2016-17 PEFO	2016-17 Estimate	2017-18 Budget	Note
	\$000	\$000	\$000	
Community Safety and Crime Prevention	110 965	112 564	115 489	1
Community Safety and Crime Prevention	110 965	112 564	115 489	
General Policing, Crime Detection, Investigation and Prosecution	202 331	204 983	210 309	1
Response Services	66 138	67 092	68 835	
Investigations	90 266	91 567	93 946	
Services to the Judicial Process	45 927	46 324	47 528	
Road Safety Services	28 452	28 863	29 627	
Road Safety Services	28 452	28 863	29 627	
Fire Prevention and Response Management	38 256	38 777	39 383	
Fire Prevention and Response Management	38 256	38 777	39 383	
Emergency Services	6 823	6 867	6 683	
Emergency Services	6 823	6 867	6 683	
Corporate and Governance	16 373	16 400	16 738	
Corporate and Governance	16 373	16 400	16 738	
Total Expenses	403 200	408 454	418 229	
Appropriation				
Output	329 073	332 041	342 225	
Capital	20 571	16 870	13 595	
Commonwealth	27 283	27 233	25 211	

2017-18 Staffing: 2100

1 The increase in 2017-18 is mainly due to additional funding for repairs and maintenance, as part of the economic stimulus program, and police resourcing and recruitment, partially offset by efficiencies.

Agency Profile

The Northern Territory Police, Fire and Emergency Services is a tri-service comprising the Northern Territory Police Force, the Northern Territory Fire and Rescue Service and the Northern Territory Emergency Service. The Commissioner of Police exercises Chief Executive Officer authority over all three entities.

Strategic Issues

Creating Jobs

- Recruiting frontline staff in law enforcement, fire services and emergency management.
- Engaging specialist staff to ensure frontline resources are able to respond to the community's needs.

Investing in Children

- Providing youth diversion and youth management options for those involved with or at risk of engaging in youth crime.
- Fostering relationships with youth, families, schools and communities based on communication and guidance.
- Creating partnerships with service providers through reform and innovation to support wraparound services for greater engagement with youths.

Empowering the Bush

- Enabling access in smaller communities to specialist resources during times of emergency and community need through an agile and adaptable workforce that can be readily and flexibly deployed.

Building Safer, Fairer and Stronger Communities

- Working with communities in partnership through collaboration and cooperation.
- Enhancing community confidence by providing responsive law enforcement and emergency services.
- Ensuring emergencies are managed rapidly, effectively and safely through responsive operations management.
- Targeting drivers of crime, particularly alcohol and drug abuse, to facilitate a reduction in crime and increase community safety.
- Fostering community safety, equity and strong communities through integrated community partnerships and service delivery.
- Implementing a Territory-wide police case management system to ensure efficient and appropriate business continuity leading to improvements and community safety.
- Ensuring the effective and efficient allocation and use of resources, and progressing innovative solutions to enhance frontline capability.
- Empowering the community to engage in community safety, volunteer and workforce opportunities.
- Enabling first responders through specialist support, adaptive training and technology-enabled work processes.
- Reducing domestic and family violence by focusing on safer communities and stronger families.
- Building community resilience through community safety programs, activities and local policing and emergency services.
- Providing fire and emergency education programs to develop the capacity and preparedness of the Territory community to better deal with emergencies.

Budget Highlights

Building Safer, Fairer and Stronger Communities

- \$25.8 million to construct the new Palmerston Police Station.
- \$23.46 million for the third year of the National Partnership Agreement on Northern Territory Remote Aboriginal Investment.
- \$16.5 million for repairs and maintenance, including an additional \$6 million as part of the economic stimulus program.
- \$5.05 million for the second year of upgrading ultra-high frequency (UHF) radio equipment and infrastructure in regional and remote areas.
- \$5 million for the first year of a four-year recruitment plan for a further 120 police officers and a review of police resources.
- \$2 million to purchase and maintain additional closed-circuit television (CCTV) cameras and related network equipment.
- \$1.53 million for the second year of developing a shooter and firearms easy registration database.
- \$0.5 million for the second year of implementing body-worn video systems for frontline police officers.

- \$0.3 million for the third year of an Emergency Management Training Unit to develop and deliver emergency training across the Territory.

	\$M
2017-18 New Capital Works	
Katherine fire station	8.0
Peter McAulay Centre – wellness and cultural centre for training, health and wellbeing	2.5

Output Groups and Outcomes

Community Safety and Crime Prevention

Outcome: Enhanced community safety, resilience and protection through crime prevention.

Community Safety and Crime Prevention

Provide a range of services to address community safety including:

- capability-focused law enforcement operating through intelligence-led policing;
- targeting repeat offenders and crime 'hot spots';
- targeting the underlying drivers of crime, including drugs and alcohol;
- proactive strategies aimed at reducing opportunities and conditions for crime to occur;
- visible police patrols, crime prevention and education programs;
- fostering community partnerships with police; and
- developing and testing plans to respond to threats and minimise their impact.

General Policing, Crime Detection, Investigation and Prosecution

Outcome: Effective and efficient response, investigation and prosecution services.

Response Services

Provide the capacity to respond to requests for assistance from the community, including:

- increased capability and competence through innovation and flexibility;
- call centre operations;
- response tasking and incident attendance; and
- search and rescue operations.

Investigations

Undertake policing activities to respond effectively to the crime environment, including:

- innovative and technology-led investigation services;
- effectively using intelligence to assist crime investigations;
- crime scene examination; and
- crime investigation and forensics.

Services to the Judicial Process

Provide prosecution services, court case and evidence presentation, bail processing and reporting, support to the Coroner, custody and transport of persons, care and protection of victims and witnesses, and diversion of juveniles from the criminal justice system.

Road Safety Services

Outcome: An environment that encourages road users to behave safely and lawfully.

Road Safety Services

Provide education and enforcement activities to contribute to improved road-user behaviour and safety, and compliance with road laws. This includes responding to motor vehicle accidents, undertaking adequate investigation and reporting to the Coroner and other relevant stakeholders.

Fire Prevention and Response Management

Outcome: The incidence and impact of fire and other emergencies is minimised.

Fire Prevention and Response Management

Provide a range of fire and emergency management activities aimed at:

- prevention and preparedness;
- enhancing response and recovery capability and capacity; and
- building community resilience through community participation and education.

Emergency Services

Outcome: Effective counter-disaster planning and mitigation measures to minimise the impact of disasters and hazards on Territorians.

Emergency Services

Provide a range of emergency management activities aimed at prevention, preparedness, response and recovery.

Corporate and Governance

Outcome: Core corporate needs including governance and risk services, human resource management and financial services are effectively and efficiently supported.

Corporate and Governance

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

Key Performance Indicators

	2016-17 PEFO	2016-17 Estimate	2017-18 Budget
Community Safety and Crime Prevention			
Proportion of people who felt safe home alone at night	≥ 85%	≥ 84%	≥ 84%
Proportion of people who were satisfied in general with police services	≥ 72%	≥ 75%	≥ 75%
Proportion of people who agreed that police perform their job professionally	≥ 82%	≥ 86%	≥ 86%
General Policing, Crime Detection, Investigation and Prosecution			
<i>Response Services</i>			
Proportion of 000 calls answered within 10 seconds	≥ 90%	≥ 90%	≥ 90%
Proportion of 131 444 calls answered within 20 seconds	≥ 80%	≥ 80%	≥ 80%
<i>Investigations</i>			
Proportion of people who were satisfied with police in their most recent contact	≥ 83%	≥ 83%	≥ 83%
<i>Services to the Judicial Process</i>			
Youth diversions as a proportion of youth offenders	≥ 20%	≥ 20%	≥ 20%
Rate of re-offending after youth justice conferences	≤ 20%	≤ 20%	≤ 20%
Road Safety Services			
Drivers breath tested	≥ 159 000	≥ 159 000	≥ 159 000
Proportion of people who had driven in the previous 6 months when possibly over the alcohol limit	≤ 12%	≤ 13%	≤ 13%
Proportion of people who had driven in the previous 6 months more than 10km/h above the speed limit	≤ 64%	≤ 67%	≤ 67%
Road deaths per 100 000 registered vehicles	≤ 26.4	≤ 27.9	≤ 27.9
Fire Prevention and Response Management			
Community resilience education and awareness programs delivered	≥ 500	≥ 500	≥ 500
Average incident response time is within internal benchmarks	≤ 8 mins	≤ 8 mins	≤ 8 mins
Structure fires contained to room or object of origin	≥ 90%	≥ 90%	≥ 90%
Building and fire safety inspections conducted by operational crews	≥ 350	≥ 350	≥ 350
Emergency Services			
Number of public participating in community education, awareness and prevention programs delivered	≥ 2 000	≥ 2 000	≥ 2 000
Northern Territory Emergency Services-recognised courses delivered to emergency service personnel	≥ 50	≥ 50	≥ 50
Emergency plans that have undergone an annual review (local, regional and Territory-wide)	100%	100%	100%

Operating Statement

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
INCOME		
Taxation revenue		
Grants and subsidies revenue		
Current	2 774	1 312
Capital		
Appropriation		
Output	332 041	342 225
Commonwealth	27 233	25 211
Sales of goods and services	5 279	5 582
Interest revenue		
Goods and services received free of charge	13 282	13 282
Gain (+)/loss (-) on disposal of assets	100	100
Other revenue	1 113	1 034
TOTAL INCOME	381 822	388 746
EXPENSES		
Employee expenses	296 180	303 056
Administrative expenses		
Purchases of goods and services	64 771	60 711
Repairs and maintenance	10 089	16 520
Depreciation and amortisation	22 414	23 345
Services free of charge	13 282	13 282
Other administrative expenses		
Grants and subsidies expenses		
Current	1 718	1 315
Capital		
Community service obligations		
Interest expenses		
TOTAL EXPENSES	408 454	418 229
NET SURPLUS (+)/DEFICIT (-)	- 26 632	- 29 483

Income Administered for the Central Holding Authority

INCOME		
Taxation revenue		
Commonwealth revenue		
Current grants		
Capital grants		4 000
Fees from regulatory services	4 350	5 230
Interest revenue		
Royalties and rents		
Other revenue		
TOTAL INCOME	4 350	9 230

Balance Sheet

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
ASSETS		
Cash and deposits	7 728	7 490
Receivables	1 977	1 977
Prepayments	73	73
Inventories	2 172	2 172
Advances and investments		
Property, plant and equipment	399 949	390 299
Other assets		
TOTAL ASSETS	411 899	402 011
LIABILITIES		
Deposits held	3 078	3 078
Creditors and accruals	4 012	4 012
Borrowings and advances	4 307	4 307
Provisions	43 049	43 049
Other liabilities		
TOTAL LIABILITIES	54 446	54 446
NET ASSETS	357 453	347 565
EQUITY		
Capital		
Opening balance	430 242	459 580
Equity injections/withdrawals	29 338	19 595
Reserves	128 125	128 125
Accumulated funds		
Opening balance	- 203 620	- 230 252
Current year surplus (+)/deficit (-)	- 26 632	- 29 483
Transfers to/from reserves		
Accounting policy changes and corrections		
TOTAL EQUITY	357 453	347 565

Cash Flow Statement

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
CASH FLOWS FROM OPERATING ACTIVITIES		
Operating receipts		
Taxes received		
Grants and subsidies received		
Current	2 774	1 312
Capital		
Appropriation		
Output	332 041	342 225
Commonwealth	27 233	25 211
Other agency receipts from sales of goods and services	6 392	6 616
Interest received		
Total operating receipts	368 440	375 364
Operating payments		
Payments to employees	296 180	303 056
Payments for goods and services	74 691	77 231
Grants and subsidies paid		
Current	1 718	1 315
Capital		
Community service obligations		
Interest paid		
Total operating payments	372 589	381 602
NET CASH FROM OPERATING ACTIVITIES	- 4 149	- 6 238
CASH FLOWS FROM INVESTING ACTIVITIES		
Investing receipts		
Proceeds from asset sales	4 692	4 692
Repayment of advances		
Sales of investments		
Total investing receipts	4 692	4 692
Investing payments		
Purchases of assets	21 562	18 287
Advances and investing payments		
Total investing payments	21 562	18 287
NET CASH FROM INVESTING ACTIVITIES	- 16 870	- 13 595
CASH FLOWS FROM FINANCING ACTIVITIES		
Financing receipts		
Proceeds of borrowings		
Deposits received		
Appropriation		
Capital	16 870	13 595
Commonwealth		
Equity injections		6 000
Total financing receipts	16 870	19 595
Financing payments		
Repayment of borrowings		
Finance lease payments		
Equity withdrawals		
Total financing payments		
NET CASH FROM FINANCING ACTIVITIES	16 870	19 595
Net increase (+)/decrease (-) in cash held	- 4 149	- 238
Cash at beginning of financial year	11 877	7 728
CASH AT END OF FINANCIAL YEAR	7 728	7 490

Revenue Statement

	2016-17 Estimate	2017-18 Budget	Variation	Note
	\$000	\$000	\$000	
Current grants and subsidies revenue				
Commonwealth grants	1 469	1 253	- 216	
Groote Eylandt police	809	753	- 56	
Community engagement police officers	500	500		
Australia-New Zealand Counter Terrorism Council	160		- 160	
Other grants	1 305	59	- 1 246	
Support Link	905		- 905	1
Family Safety Network	264		- 264	
2016 Training Contract	99	59	- 40	
Vocational education and training in schools, cadet squad 3	37		- 37	
Output appropriation	332 041	342 225	10 184	2
Commonwealth appropriation				
National partnership agreements	27 233	25 211	- 2 022	3
Northern Territory Remote Aboriginal Investment – Community Safety and Justice	22 933	23 462	529	
Natural Disaster Resilience	2 610		- 2 610	
Provision of fire services for Commonwealth properties	1 690	1 749	59	
Sales of goods and services	5 279	5 582	303	
Safe NT	2 865	3 365	500	
Ayers Rock Resort Corporation	500	500		
Nhulunbuy Corporation receipts	351	367	16	
Crown Land fire reduction burns	213		- 213	
Other	1 350	1 350		
Goods and services received free of charge	13 282	13 282		
Gain on disposal of assets	100	100		
Other revenue	1 113	1 034	- 79	
Recovery of agency costs	384	349	- 35	
Seconded staff arrangements	316	316		
Other	413	369	- 44	
OPERATING REVENUE	381 822	388 746	6 924	
Capital appropriation	16 870	13 595	- 3 275	4
CAPITAL RECEIPTS	16 870	13 595	- 3 275	

1 The decrease reflects the cessation of the agreement in 2016-17.

2 The increase mainly reflects additional funding for repairs and maintenance, as part of the economic stimulus program, and police resourcing and recruitment, partially offset by efficiencies.

3 The variations are in line with the relevant Commonwealth agreements.

4 The decrease mainly reflects the finalisation of upgrades to the Northern Territory Fire Alarm System Transmission (NTFAST) radio telemetry system and one-off savings through deferral of capital acquisitions.

Department of Trade, Business and Innovation

Output Group/Output	2016-17 PEFO	2016-17 Estimate	2017-18 Budget	Note
	\$000	\$000	\$000	
Business and Industry Development and Support	64 477	69 320	109 265	1, 2
Business and Innovation NT	38 731	44 130	70 558	
Strategic Policy	1 342	1 350	1 616	
Procurement NT	3 614	3 645	3 923	
Northern Australia Development and Trade	11 748	12 244	13 821	
Strategic Infrastructure and Projects	8 128	7 951	19 347	
Chief Scientist	914			
Employment and Skilling	109 755	106 643	100 943	3
Employment and Skilling NT	109 755	106 643	100 943	
Corporate and Governance	5 929	5 974	5 960	
Corporate and Governance	5 929	5 974	5 960	
Total Expenses	180 161	181 937	216 168	
Appropriation				
Output	148 385	151 977	190 202	
Capital	964	964		
Commonwealth	20 313	20 313	15 126	

2017-18 Staffing: 244

- 1 The variation in the Business and Innovation NT output in 2016-17 mainly reflects additional funding as part of the economic stimulus program including the Immediate Work Grants program and the new Home Improvement Scheme. Funding for the Chief Scientist output has been reprioritised to the Business and Innovation NT output for new innovation initiatives.
- 2 The increase in the Business and Innovation NT output in 2017-18 is due to additional funding as part of the economic stimulus program including the Immediate Work Grants program and the new Home Improvement Scheme. The increase in the Strategic Infrastructure and Projects output in 2017-18 reflects one-off funding for public infrastructure to support the Darwin luxury hotel development. Funding for the Chief Scientist output has been reprioritised to the Business and Innovation NT output for new innovation initiatives.
- 3 The variation in the Employment and Skilling NT output is mainly due to reduced Commonwealth revenue as a result of the National Partnership Agreement for Skills Reform ceasing at 30 June 2017.

Agency Profile

With a vision for a strong, vibrant economy for all Territorians, the Department of Trade, Business and Innovation is driving opportunities to grow private investment and create jobs through:

- positioning the Territory as a place to do business and invest;
- facilitating private sector investment in key projects and industries;
- accelerating the growth of priority industry sectors, including through trade and investment opportunities;
- supporting business across the Territory to develop, innovate and expand; and
- growing a skilled workforce to meet the needs of Territory business, industry and the community.

Strategic Issues

Creating Jobs

- Implementing the Economic Development Framework in collaboration with industry and other government and non-government partners.
- Facilitating private sector investment to create jobs.
- Delivering the Northern Territory Infrastructure Strategy and supporting the delivery of the 10-year Infrastructure Plan.
- Delivering an ongoing pipeline of facilitated investment projects.
- Leading the strategic engagement and policy agenda for Developing Northern Australia.
- Driving increased trade and investment through focused international engagement.
- Identifying economic opportunities for business growth and supporting the growth of priority Territory industries.
- Driving regional economic, business and workforce development.
- Positioning, promoting and developing the Territory's local capability to support defence and other national security interests.
- Delivering services to support businesses and industry, including through small business champions and business round tables.
- Implementing an innovation agenda to increase business competitiveness.
- Implementing procurement system reforms, including the Buy Local Plan, and establishing an Independent Buy Local Industry Advocate.
- Administering the vocational education and training system to provide responsive workforce training to meet current and future business and industry needs.
- Strengthening international education partnerships and increasing the number of international students choosing the Territory as a study destination.
- Delivering economic stimulus grant programs.
- Planning the delivery of the Arafura Games.

Empowering the Bush

- Supporting the development of Aboriginal businesses and employment opportunities for Aboriginal Territorians.
- Strengthening Aboriginal procurement policies.
- Introducing new Aboriginal workforce programs.
- Supporting new approaches to investment on Aboriginal land.
- Partnering with Land Councils to facilitate economic development.

Budget Highlights

Creating Jobs

- \$54.2 million in grants across 2016-17 and 2017-18 to support work opportunities for small trade businesses, including:
 - \$30 million for the Immediate Work Grants program to enable incorporated not-for-profit and community organisations to carry out repairs, maintenance and improvements;
 - \$16.3 million for the new Home Improvement Scheme for Territory home owner-occupiers to undertake home improvements; and
 - \$7.9 million for the Home Owner Grants program for Territory first home owner-occupiers.
- \$10 million for public infrastructure to support the Darwin luxury hotel development.

- \$7.9 million for the Small Business Champions Unit and to support business round tables.
- \$5 million for the Security Systems Assistance Grants program for Territory businesses to install or upgrade security at business premises.
- \$5 million to undertake the due diligence process for the proposed ship lift facility.
- \$3.4 million to support the Commonwealth's proposed \$20 billion defence investment in the Territory, including boosting the Defence NT team and expanding the Strategic Defence Advisory Board and functions, as well as establishing an NT Defence Advocate in Canberra to engage with key defence and national security decision-makers.
- \$2.2 million for the Strategic Infrastructure and Projects division to support coordination and delivery of major government-initiated projects, the delivery of the strategic infrastructure policy and facilitation of private sector major projects.
- \$1.8 million to implement initiatives to drive and support business innovation.
- \$1 million to commence market-led investment attraction processes for a potential water theme park in Darwin and retirement resorts in the Darwin, Darwin rural and Alice Springs areas.
- \$1 million to boost funding for international education programs and the Study NT team.
- \$0.2 million to establish an independent Buy Local Industry Advocate to oversight and provide advice on the application of local content in government procurement.

Empowering the Bush

- \$3.6 million for Aboriginal employment programs.
- \$1 million to support remote Aboriginal economic development initiatives.

Output Groups and Outcomes

Business and Industry Development and Support

Outcome: A diversified and growing Territory economy.

Business and Innovation NT

Foster increased competitiveness and productivity within Territory businesses, including Aboriginal and regional enterprises, and priority industry sectors by building capability through targeted grant programs, business services and advice, and supporting business incubation and innovation.

Strategic Policy

Coordinate whole of agency policy responses to local, national and international issues and opportunities affecting business growth, including labour market and economic analysis.

Procurement NT

Provide strategic procurement governance advice and services across the public sector to achieve optimal value for the Territory.

Northern Australia Development and Trade

Drive the development and implementation of the Northern Australia agenda. Promote and secure international trade and investment opportunities in the Territory by building strong relationships in the Asian region to the mutual benefit of local businesses and investment partners. Facilitate economic opportunities in regional areas and grow key industry sectors including defence and international education.

Strategic Infrastructure and Projects

Identify, promote and facilitate the delivery of strategic infrastructure, projects and investment to achieve sustained economic development, diversity and productivity.

Employment and Skilling

Outcome: A capable workforce that meets the current and future needs of Territory businesses and industry.

Employment and Skilling NT

Administer the vocational education and training system. Ensure the skill requirements of the Territory economy are met through responsive programs aligned to the needs of Territory businesses, industries and workers. Assist Territory businesses through workforce growth and skilled migration initiatives.

Corporate and Governance

Outcome: Improved organisation performance through strategic and governance leadership and the provision of corporate services functions.

Corporate and Governance

Provide strategic and governance leadership to guide the direction and focus of the agency and undertake a range of supporting corporate functions.

Key Performance Indicators

	2016-17 PEFO	2016-17 Estimate	2017-18 Budget
Business and Industry Development and Support			
<i>Business and Innovation NT</i>			
Contacts with Territory business centres for licence and business services	140 000	150 000	150 000
October Business Month participation	7 000	7 101	7 000
October Business Month participant satisfaction	95%	89%	90%
Upskills workshop participation ¹	500	600	550
Upskills workshop participant satisfaction	95%	95%	95%
Businesses assisted through the Business Growth program ²	200	300	300
Value of grants and sponsorships to support business and industry development ³	\$6.6M	\$7.0M	\$6.7M
Number of business round tables held ⁴		6	12
Satisfaction of business with the Business Growth program ⁴		94%	90%
Number of businesses supported through the innovation program ^{4,5}		50	100
<i>Strategic Policy</i>			
Labour market and economic fact sheets issued ⁶	40	60	90
<i>Procurement NT</i>			
Percentage of Territory enterprises winning government tenders ⁴		75%	75%
Level of business and industry satisfaction with the procurement system	80%	80%	80%
Quality of service and advice provided to client agencies	80%	80%	80%
Procurement training participation ⁷			500
Proportion of participants satisfied with quality of procurement training ⁷			70%
<i>Northern Australia Development and Trade</i>			
Advice provided within agreed timeframes	85%	85%	85%
Subcontract commitments benefiting local business from the Ichthys liquified natural gas project ⁸	400	400	100
Stakeholder satisfaction with facilitation of trade and investment opportunities for Territory companies	85%	85%	85%
Number of visits to international priority markets	12	13	12
Stakeholder satisfaction with Trade Support Scheme	85%	85%	85%
Defence Support Group – advice provided within agreed timeframes ⁴		85%	85%
Defence Support Group – projects managed within agreed timeframes ⁴		85%	85%
Increase in international students studying in the Territory ⁷			5%
<i>Strategic Infrastructure and Projects</i>			
Number of projects with major project status ⁴		18	14
Advice provided within agreed timeframes	85%	85%	85%
Projects managed within agreed timeframes	85%	85%	85%
Employment and Skilling			
Apprenticeship and traineeship commencements	2 200	2 259	2 200
Apprenticeship and traineeship completions	1 000	1 048	1 050

(continued)

	2016-17 PEFO	2016-17 Estimate	2017-18 Budget
Training participation rate	10%	12%	10%
Successful training completions	80%	81%	80%
Proportion of graduates in employment or further study	90%	93%	90%
Proportion of graduates satisfied with overall quality of their training	85%	90%	85%
Aboriginal Employment Program ⁹			
– supported businesses and organisations ⁷			75
– additional people supported in jobs ⁷			800
Business and skilled migration visas for nominations and sponsorships assessed ¹⁰	1 800	2 300	2 500
Northern Territory Designated Area Migration Agreement endorsements	25	30	30

- 1 The increase reflects elevated interest from the business community in the current business climate and improved content relevance.
- 2 The increase is due to higher demand and additional small business champions.
- 3 The variation in 2016-17 reflects one-off additional funding.
- 4 New measure.
- 5 The increase in 2017-18 is due to additional funding for business innovation initiatives.
- 6 The variation in 2016-17 is due to additional infographic fact sheets and the introduction of the quarterly Business Confidence report. The increase in 2017-18 reflects the timing of three-yearly community job profiles.
- 7 New measure, commencing from 1 July 2017.
- 8 The moderation in 2017-18 reflects the transition of the Ichthys liquified natural gas project from the construction to the operational phase.
- 9 The Aboriginal Employment Program replaces the Indigenous Workforce Participation Initiatives Program from 1 July 2017, giving effect to Government's Jobs Plan election commitment.
- 10 The variation in 2016-17 is due to an increased number of nominations received. The increase in 2017-18 mainly reflects projected growth.

Operating Statement

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
INCOME		
Taxation revenue		
Grants and subsidies revenue		
Current	482	733
Capital		
Appropriation		
Output	151 977	190 202
Commonwealth	20 313	15 126
Sales of goods and services	661	411
Interest revenue	2	2
Goods and services received free of charge	4 484	4 939
Gain (+)/loss (-) on disposal of assets		
Other revenue	60	
TOTAL INCOME	177 979	211 413
EXPENSES		
Employee expenses	32 433	31 339
Administrative expenses		
Purchases of goods and services	18 133	17 653
Repairs and maintenance	680	680
Depreciation and amortisation	1 313	1 334
Services free of charge	4 484	4 939
Other administrative expenses		
Grants and subsidies expenses		
Current	121 566	146 831
Capital	3 328	13 392
Community service obligations		
Interest expenses		
TOTAL EXPENSES	181 937	216 168
NET SURPLUS (+)/DEFICIT (-)	- 3 958	- 4 755

Balance Sheet

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
ASSETS		
Cash and deposits	8 473	5 052
Receivables	1 502	1 502
Prepayments	753	753
Inventories		
Advances and investments	45	45
Property, plant and equipment	21 349	20 015
Other assets		
TOTAL ASSETS	32 122	27 367
LIABILITIES		
Deposits held	3 764	3 764
Creditors and accruals	1 303	1 303
Borrowings and advances		
Provisions	5 388	5 388
Other liabilities		
TOTAL LIABILITIES	10 455	10 455
NET ASSETS	21 667	16 912
EQUITY		
Capital		
Opening balance	53 994	34 394
Equity injections/withdrawals	- 19 600	
Reserves		
Accumulated funds		
Opening balance	- 8 769	- 12 727
Current year surplus (+)/deficit (-)	- 3 958	- 4 755
Transfers to/from reserves		
Accounting policy changes and corrections		
TOTAL EQUITY	21 667	16 912

Cash Flow Statement

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
CASH FLOWS FROM OPERATING ACTIVITIES		
Operating receipts		
Taxes received		
Grants and subsidies received		
Current	482	733
Capital		
Appropriation		
Output	151 977	190 202
Commonwealth	20 313	15 126
Other agency receipts from sales of goods and services	721	411
Interest received	2	2
Total operating receipts	173 495	206 474
Operating payments		
Payments to employees	32 433	31 339
Payments for goods and services	18 813	18 333
Grants and subsidies paid		
Current	121 566	146 831
Capital	3 328	13 392
Community service obligations		
Interest paid		
Total operating payments	176 140	209 895
NET CASH FROM OPERATING ACTIVITIES	- 2 645	- 3 421
CASH FLOWS FROM INVESTING ACTIVITIES		
Investing receipts		
Proceeds from asset sales		
Repayment of advances		
Sales of investments		
Total investing receipts		
Investing payments		
Purchases of assets	964	
Advances and investing payments		
Total investing payments	964	
NET CASH FROM INVESTING ACTIVITIES	- 964	
CASH FLOWS FROM FINANCING ACTIVITIES		
Financing receipts		
Proceeds of borrowings		
Deposits received		
Appropriation		
Capital	964	
Commonwealth		
Equity injections	2 324	
Total financing receipts	3 288	
Financing payments		
Repayment of borrowings		
Finance lease payments	583	
Equity withdrawals	9 842	
Total financing payments	10 425	
NET CASH FROM FINANCING ACTIVITIES	- 7 137	
Net increase (+)/decrease (-) in cash held	- 10 746	- 3 421
Cash at beginning of financial year	19 219	8 473
CASH AT END OF FINANCIAL YEAR	8 473	5 052

Revenue Statement

	2016-17 Estimate	2017-18 Budget	Variation	Note
	\$000	\$000	\$000	
Current grants and subsidies revenue				
Other grants	482	733	251	
National Disability Insurance Scheme	267	733	466	
Northern Territory Working Women's Centre	140		- 140	
Other	75		- 75	
Output appropriation	151 977	190 202	38 225	1
Commonwealth appropriation				
Specific purpose payments	14 974	15 126	152	
National Skills and Workforce Development	14 974	15 126	152	
National partnership agreements	5 339		- 5 339	
Skills Reform	5 339		- 5 339	2
Sales of goods and services	661	411	- 250	
Railway line strategic option paper	250		- 250	
Northern Territory training awards	82	82		
October Business Month	75	75		
Trade Support Scheme	60	60		
Other	194	194		
Interest	2	2		
Goods and services received free of charge	4 484	4 939	455	
Other revenue	60		- 60	
Public Sector Excellence Awards	60		- 60	
OPERATING REVENUE	177 979	211 413	33 434	
Capital appropriation	964		- 964	3
CAPITAL RECEIPTS	964		- 964	

1 The increase is largely due to one-off additional funding for the Darwin luxury hotel development, combined with additional funding for Security Systems Assistance Grants and Immediate Work Grants as part of the economic stimulus program.

2 The decrease reflects the cessation of the agreement in 2016-17.

3 The decrease is due to a one-off transfer from operational to capital funding in 2016-17 for the implementation of the Licencing and Compliance System for NT Worksafe and occupational licences.

Department of Treasury and Finance

Output Group/Output	2016-17 PEFO	2016-17 Estimate	2017-18 Budget	Note
	\$000	\$000	\$000	
Financial Management	5 663	5 457	5 273	
Financial Management	5 663	5 457	5 273	
Economic	121 883	122 525	123 394	1
Economic Services	10 240	10 882	8 836	
Payments on Behalf of Government	111 643	111 643	114 558	
Territory Revenue	17 672	17 424	16 865	
Territory Revenue	7 172	6 924	6 365	
Tax-Related Subsidies	10 500	10 500	10 500	
Superannuation	2 990	2 905	2 693	
Superannuation	2 990	2 905	2 693	
Economic Regulation	1 518	1 496	1 449	
Utilities Commission	1 518	1 496	1 449	
Corporate and Governance	5 233	5 042	5 334	
Corporate and Governance	4 864	4 673	4 965	
Shared Services Provided	369	369	369	
Total Expenses	154 959	154 849	155 008	
Appropriation				
Output	148 645	149 535	150 694	

2017-18 Staffing: 149

1 The increase in the Payments on Behalf of Government output in 2017-18 reflects additional community service obligation payments for regulated retail electricity, water and sewerage tariffs.

Agency Profile

The Department of Treasury and Finance supports the long-term economic development of the Territory through the effective allocation and management of public sector resources within the fiscal strategies and targets identified by Government. This is achieved through the provision of specialist fiscal, economic and commercial policy advice to the Government, focusing on sustainable government finances, strategic positioning and effective risk management.

Strategic Issues

Creating Jobs

- Promoting the efficient utilisation of the Territory's resources to ensure economic benefits are maximised for all Territorians.
- Examining options for the alternative delivery of economic infrastructure and projects that leverage private sector expertise to drive innovative service delivery and improved outcomes.
- Assisting agencies in the development of policies that balance economic, social and environmental outcomes.
- Managing the review of proposed legislation to assist Government in the development of best practice regulation.
- Efficiently administering the Northern Territory Public Sector superannuation arrangements.

- Delivering workforce strategies, development opportunities and career pathways that promote financial and economic growth through a sustainable and efficient workforce with the skills to meet current and future needs.
- Continuing the review and reform of government owned corporation governance and regulatory frameworks.
- Progressing initiatives including the regulation of electricity networks, development of a wholesale electricity market and changes to institutional arrangements governing the electricity sector.

Empowering the Bush

- Assisting government agencies to transition decision making and service delivery to local communities to allow increased self-determination and provide a greater share of economic benefits directly to communities.

Building Safer, Fairer and Stronger Communities

- Promoting home ownership through grant and stamp duty assistance schemes to keep Territorians in the Territory.

Budget Highlights

Building Safer, Fairer and Stronger Communities

- \$13.2 million to continue delivering the first home buyers stamp duty reform, providing concessions of up to \$24 000 to first home buyers on the first \$500 000 of the purchase of an established property valued up to \$650 000.
- \$10.5 million to continue delivering the First Home Owner and Household Goods grants for new homes.

Output Groups and Outcomes

Financial Management

Outcome: Effective financial management analysis, reporting and strategic policy advice to the Government regarding whole of government resource issues and the Government's major priorities.

Financial Management

Provide financial management analysis, reporting and strategic policy advice to inform the Government's decision-making on:

- whole of government resource issues, including financial management frameworks, fiscal policy and strategy, budget development and infrastructure investment; and
- major priorities with resource implications, including advice and management of the Central Holding Authority.

Economic

Outcome: Accurate and timely analysis and policy advice relevant to economic, commercial, demographic and intergovernmental financial issues affecting the Territory and payments made on behalf of government as a result of formal agreements or legislative requirements.

Economic Services

Provide analysis and policy advice regarding commercial, economic, demographic and intergovernmental financial issues affecting the Territory.

Payments on Behalf of Government

Manage and provide advice on payments made on behalf of government as a result of formal agreements or legislative requirements.

Territory Revenue

Outcome: Fair, efficient and timely Territory own-source revenue management services and advice that is responsive and transparent.

Territory Revenue

Provide advice and manage issues affecting the Territory's own-source revenue.

Tax-Related Subsidies

Manage and provide advice on tax-related subsidies.

Superannuation

Outcome: Accurate and timely provision of superannuation services and advice that meet the expectations of scheme members and the Government.

Superannuation

Deliver superannuation services and advice to scheme members and the Government.

Economic Regulation

Outcome: An economic regulatory framework that promotes and safeguards competition and fair and efficient market conduct, or in the absence of a competitive market, that promotes the simulation of competitive market conduct and the prevention of the misuse of monopoly power.

Utilities Commission

Regulate businesses that provide monopoly services in regulated industries by licensing industry participants, developing and enforcing standards of service and codes of conduct, regulating and ensuring compliance with prices, investigate complaints relating to licensed entities, and provide information and advice to industry participants, consumers and other stakeholders.

Corporate and Governance

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

Corporate and Governance

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

Shared Services Provided

Provide corporate and governance services to support the Northern Territory Treasury Corporation.

Key Performance Indicators

	2016-17 PEFO	2016-17 Estimate	2017-18 Budget
Financial Management			
Treasurer satisfaction with fiscal and strategic policy advice and timeliness ¹	≥ 5	≥ 5	≥ 5
Economic			
Treasurer satisfaction with economic, commercial and federal financial relations analysis and advice ¹	≥ 5	≥ 5	≥ 5
Territory Revenue			
Territory revenue collected ^{2,3}	\$801.51M	\$834.51M	\$860.54M
Subsidy and grant payments	\$10.5M	\$10.5M	\$10.5M
Stakeholder satisfaction ¹ :			
– taxpayers	≥ 5	≥ 5	≥ 5
– Treasurer	≥ 5	≥ 5	≥ 5
Superannuation			
Seminars and information sessions held	8	7	7
Member satisfaction ¹	≥ 5	≥ 5	≥ 5
Economic Regulation			
Determinations and approvals issued within statutory timeframes ⁴	100%	100%	100%
Stakeholder satisfaction ¹	≥ 5	≥ 5	≥ 5

1 Measure ranges from a rating of 1 = extremely dissatisfied through to 6 = extremely satisfied.

2 Includes taxes, gambling revenue and mining royalties.

3 The increase in 2017-18 largely reflects increased mining royalty forecasts based on higher commodity prices, offset by a reduction in payroll tax collections due to the transition of the Ichthys liquefied natural gas project workforce from construction to production.

4 Determinations and approvals within timeframes specified in relevant legislation. Includes determinations and approvals on monopoly pricing, minimum service standards and other activities as provided for under the *Utilities Commission Act* and other relevant legislation.

Operating Statement

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
INCOME		
Taxation revenue		
Grants and subsidies revenue		
Current	28	28
Capital		
Appropriation		
Output	149 535	150 694
Commonwealth		
Sales of goods and services	439	439
Interest revenue		
Goods and services received free of charge	2 925	2 925
Gain (+)/loss (-) on disposal of assets		
Other revenue	50	50
TOTAL INCOME	152 977	154 136
EXPENSES		
Employee expenses	20 009	19 467
Administrative expenses		
Purchases of goods and services	9 314	7 083
Repairs and maintenance	19	19
Depreciation and amortisation	3	3
Services free of charge	2 925	2 925
Other administrative expenses	7 095	7 095
Grants and subsidies expenses		
Current	12 920	12 937
Capital		
Community service obligations	102 555	105 470
Interest expenses	9	9
TOTAL EXPENSES	154 849	155 008
NET SURPLUS (+)/DEFICIT (-)	- 1 872	- 872

Income Administered for the Central Holding Authority

INCOME		
Taxation revenue	664 969	635 498
Commonwealth revenue		
GST revenue	3 183 000	2 909 000
Specific purpose payments	376 491	374 174
National partnership agreements	538 277	565 803
Current grants	32 283	2 614
Capital grants		
Fees from regulatory services	438	438
Interest revenue		
Royalties and rents	169 538	225 037
Other revenue	300	300
TOTAL INCOME	4 965 296	4 712 864

Balance Sheet

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
ASSETS		
Cash and deposits	12 728	11 859
Receivables	5 669	5 669
Prepayments		
Inventories		
Advances and investments	423	423
Property, plant and equipment	41	38
Other assets		
TOTAL ASSETS	18 861	17 989
LIABILITIES		
Deposits held		
Creditors and accruals	1 107	1 107
Borrowings and advances		
Provisions	2 542	2 542
Other liabilities		
TOTAL LIABILITIES	3 649	3 649
NET ASSETS	15 212	14 340
EQUITY		
Capital		
Opening balance	- 21 470	- 21 470
Equity injections/withdrawals		
Reserves		
Accumulated funds		
Opening balance	38 554	36 682
Current year surplus (+)/deficit (-)	- 1 872	- 872
Transfers to/from reserves		
Accounting policy changes and corrections		
TOTAL EQUITY	15 212	14 340

Assets and Liabilities Administered for the Central Holding Authority

ASSETS		
Taxes receivable	44 361	52 120
Grants and subsidies receivable		
Royalties and rent receivable		
Other receivables	14 126	14 126
TOTAL ASSETS	58 487	66 246
LIABILITIES		
Central Holding Authority income payable	48 836	56 595
Unearned Central Holding Authority income	9 651	9 651
TOTAL LIABILITIES	58 487	66 246
NET ASSETS		

Cash Flow Statement

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
CASH FLOWS FROM OPERATING ACTIVITIES		
Operating receipts		
Taxes received		
Grants and subsidies received		
Current	28	28
Capital		
Appropriation		
Output	149 535	150 694
Commonwealth		
Other agency receipts from sales of goods and services	489	489
Interest received		
Total operating receipts	150 052	151 211
Operating payments		
Payments to employees	20 009	19 467
Payments for goods and services	16 428	14 197
Grants and subsidies paid		
Current	12 920	12 937
Capital		
Community service obligations	102 555	105 470
Interest paid	9	9
Total operating payments	151 921	152 080
NET CASH FROM OPERATING ACTIVITIES	- 1 869	- 869
CASH FLOWS FROM INVESTING ACTIVITIES		
Investing receipts		
Proceeds from asset sales		
Repayment of advances		
Sales of investments		
Total investing receipts		
Investing payments		
Purchases of assets		
Advances and investing payments		
Total investing payments		
NET CASH FROM INVESTING ACTIVITIES		
CASH FLOWS FROM FINANCING ACTIVITIES		
Financing receipts		
Proceeds of borrowings		
Deposits received		
Appropriation		
Capital		
Commonwealth		
Equity injections		
Total financing receipts		
Financing payments		
Repayment of borrowings		
Finance lease payments		
Equity withdrawals		
Total financing payments		
NET CASH FROM FINANCING ACTIVITIES		
Net increase (+)/decrease (-) in cash held	- 1 869	- 869
Cash at beginning of financial year	14 597	12 728
CASH AT END OF FINANCIAL YEAR	12 728	11 859

Revenue Statement

	2016-17 Estimate	2017-18 Budget	Variation	Note
	\$000	\$000	\$000	
Current grants and subsidies revenue				
Commonwealth grants	28	28		
National Indigenous Cadetship Support	28	28		
Output appropriation	149 535	150 694	1 159	1
Sales of goods and services	439	439		
Fees and charges	439	439		
Goods and services received free of charge	2 925	2 925		
Other revenue	50	50		
OPERATING REVENUE	152 977	154 136	1 159	

1 The increase reflects additional funding in 2017-18 for community service obligation payments for regulated retail electricity, water and sewerage tariffs.

Central Holding Authority

Overview

The Central Holding Authority (CHA) records, on behalf of the Territory:

- assets, which are not assigned to agencies, such as the Territory's investment portfolio;
- liabilities, where it is not practical or effective to assign them to individual agencies. The CHA holds two major liabilities, Territory borrowings and unfunded employee liabilities. Territory borrowings comprise the stock of general government debt used to fund major infrastructure in the Territory since Self-Government. Unfunded employee liabilities are those accrued but are not yet due to be paid, such as superannuation and long service leave;
- revenue classified as Territory revenue. The main categories are taxation, royalties, fines revenue, untied grants (predominantly GST revenue) and national partnership (NP) payments and specific purpose payments (SPPs) from the Commonwealth; and
- expenses, limited to those managed on behalf of the Territory. The main expense is appropriation to agencies. Other expenses are interest on Territory borrowings, interest on the cash balances of government businesses and superannuation, and long service leave costs.

Appropriations from the Central Holding Authority

The *Appropriation Act* provides CHA with the authority to pay appropriations for specific purposes. The main appropriation purposes are output, capital and Commonwealth.

Output appropriation is the operating payment to each agency for the outputs they provide. Capital appropriation is the payment for capital investment. Capital works for most general government agencies are centrally managed by the Department of Infrastructure, Planning and Logistics, which receives capital appropriation for the capital works managed on behalf of other agencies. General government agencies also receive capital appropriation for capital items and payments of advances.

Commonwealth appropriation relates to SPP and NP funding received by the Territory. The Commonwealth Treasury makes payments received by the Territory's Department of Treasury and Finance on behalf of CHA that are then on-passed to the relevant agencies as Commonwealth appropriation.

Other appropriation purposes include those paid for employee entitlements (such as superannuation and long service leave), interest, taxes, other administrative payments and Treasurer's Advance.

Most revenue received by the Territory is recorded in the CHA Operating Statement including GST revenue, SPPs, NPs and Territory taxes. Funds are provided to agencies as output appropriation, capital appropriation or Commonwealth appropriation, which can be for operational or capital purposes. Output appropriation is recorded in the Operating and the Cash Flow statements, whereas capital appropriation is recorded only in the Cash Flow Statement.

Performance

The reduction in the operating surplus from \$599 million in 2016-17 to \$142 million in 2017-18 is the result of a significant decrease in revenue of \$284 million combined with an increase in operating expenses of \$173 million.

The \$284 million reduction in revenue from 2016-17 to 2017-18 is mostly due to:

- a significant reduction in GST revenue, due largely to a reduction in the Territory's GST relativity;
- a moderation in payroll tax collections in 2017-18 as a result of the Ichthys liquefied natural gas (LNG) project transitioning from the peak of construction to a smaller production workforce; and
- lower interest income in 2017-18; partially offset by
- increased mining royalty forecasts for 2017-18 based on royalty payer estimates.

The increase of around \$173 million in expenditure between years mainly relates to an increase in Territory-funded appropriations to agencies, combined with an increase in interest expenses reflecting the increased borrowing program required to offset the effect of the reduction in GST revenue.

Operating Statement

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
INCOME		
Taxation revenue	712 279	689 422
Commonwealth revenue		
GST revenue	3 183 000	2 909 000
Specific purpose payments	376 491	374 174
National partnerships agreements	538 277	565 803
Current grants	32 283	2 614
Capital grants	16 076	15 268
Fees from regulatory services	31 030	28 411
Interest revenue	101 927	63 838
Royalties, rents and dividends	226 761	286 179
Superannuation contributions	32 842	32 686
Other revenue	17 748	17 534
TOTAL INCOME	5 268 714	4 984 929
EXPENSES		
Long service leave expense	49 250	44 155
Superannuation expense	- 7 229	- 6 296
Other salary expenses	6 083	5 633
Administrative expenses	835	835
Interest expense	133 913	148 145
Appropriation expenses	4 486 830	4 650 534
TOTAL EXPENSES	4 669 682	4 843 006
NET SURPLUS (+)/DEFICIT (-)	599 032	141 923

Balance Sheet

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
ASSETS		
Cash and deposits	316 977	70 317
Receivables	90 028	105 630
Prepayments	883	883
Advances and investments	1 216 569	1 130 677
Equity investments	10 751 914	11 700 070
Other assets		
TOTAL ASSETS	12 376 371	13 007 577
LIABILITIES		
Deposits held	1 075 607	822 126
Creditors and accruals	5 822	7 505
Borrowings and advances	2 337 148	3 283 949
Superannuation liability	4 058 130	3 852 410
Provision for long service leave	320 390	320 390
Provision for workers' compensation	132 655	132 655
Other liabilities	15 256	15 256
TOTAL LIABILITIES	7 945 008	8 434 291
NET ASSETS	4 431 363	4 573 286
EQUITY		
Capital		
Reserves		
Accumulated funds		
Opening balance	3 832 331	4 431 363
Current year surplus (+)/deficit (-)	599 032	141 923
Transfers to/from reserves		
Accounting policy changes and corrections		
TOTAL EQUITY	4 431 363	4 573 286

Cash Flow Statement

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
CASH FLOWS FROM OPERATING ACTIVITIES		
Operating receipts		
Taxes received	747 714	681 201
Commonwealth revenue received		
GST receipts	3 183 000	2 909 000
Specific purpose payments	376 491	374 174
National partnership agreements	538 277	565 803
Current grants	32 283	2 614
Capital grants	16 076	15 268
Receipts from regulatory services	31 030	28 411
Interest received	51 666	36 784
Royalties, rents and dividends received	213 881	278 336
Superannuation contributions	32 842	32 686
Other receipts	18 195	17 981
Total operating receipts	5 241 455	4 942 258
Operating payments		
Long service leave payments	40 155	44 155
Superannuation benefits paid	198 491	199 424
Other salary payments	5 633	5 633
Payments for goods and services	820	820
Interest paid	134 010	146 462
Appropriation payments	4 486 830	4 650 534
Total operating payments	4 865 939	5 047 028
NET CASH FROM OPERATING ACTIVITIES	375 516	- 104 770
CASH FLOWS FROM INVESTING ACTIVITIES		
Investing receipts		
Repayment of advances		
Equity withdrawals from agencies	372 807	20 000
Total investing receipts	372 807	20 000
Investing payments		
Advance payments	- 400 369	- 112 946
Appropriation payments	800 015	961 156
Equity injections to agencies	412 357	7 000
Total investing payments	812 003	855 210
NET CASH FROM INVESTING ACTIVITIES	- 439 196	- 835 210
CASH FLOWS FROM FINANCING ACTIVITIES		
Financing receipts		
Proceeds of borrowings		950 000
Deposits received	- 24 346	- 253 481
Total financing receipts	- 24 346	696 519
Financing payments		
Repayment of borrowings	102 847	3 199
Total financing payments	102 847	3 199
NET CASH FROM FINANCING ACTIVITIES	- 127 193	693 320
Net increase (+)/decrease (-) in cash held	- 190 873	- 246 660
Cash at beginning of financial year	507 850	316 977
CASH AT END OF FINANCIAL YEAR	316 977	70 317

Revenue Statement

	2016-17 Estimate	2017-18 Budget	Variation	Note
	\$000	\$000	\$000	
Taxation revenue	712 279	689 422	- 22 857	
Payroll tax	405 394	365 058	- 40 336	1
Stamp duty	167 634	165 577	- 2 057	
Lotteries, gaming and wagering tax	61 260	66 423	5 163	
Light vehicle registration	27 130	33 138	6 008	
Heavy vehicle registration	20 180	20 786	606	
Income tax equivalents				
Data Centre Services	1 022	1 116	94	
NT Fleet	2 836	2 768	- 68	
Land Development Corporation	1 927	1 402	- 525	
Territory Generation	3 662	6 202	2 540	
Jacana Energy	716	4 583	3 867	
Power and Water Corporation	15 746	16 059	313	
Northern Territory Treasury Corporation	4 310	5 848	1 538	
Other	462	462		
Commonwealth revenue	4 146 127	3 866 859	- 279 268	
GST revenue	3 183 000	2 909 000	- 274 000	2
Specific purpose payments	376 491	374 174	- 2 317	
National partnership agreements	538 277	565 803	27 526	3
Other grants	48 359	17 882	- 30 477	3
Fees from regulatory services	31 030	28 411	- 2 619	
Interest	101 927	63 838	- 38 089	
Interest	17 035	9 730	- 7 305	
Conditions of Service Reserve	74 555	43 698	- 30 857	4
Medium-term investments	4 209	4 278	69	
Infrastructure Development Fund	6 128	6 132	4	
Royalties, rents and dividends	226 761	286 179	59 418	
Mining and petroleum royalties	169 538	225 037	55 499	5
Land rents	8 848	8 848		
Mining and petroleum rents	4 000	4 000		
Dividends				
Data Centre Services	1 193	1 302	109	
NT Fleet	3 309	3 230	- 79	
Land Development Corporation	2 248	1 636	- 612	
Territory Generation	8 357	4 434	- 3 923	
Jacana Energy	840	5 312	4 472	
Power and Water Corporation	18 370	18 735	365	
Northern Territory Treasury Corporation	10 058	13 645	3 587	
Superannuation contributions	32 842	32 686	- 156	
Other revenue	17 748	17 534	- 214	
OPERATING REVENUE	5 268 714	4 984 929	- 283 785	

1 The decrease is a result of a lower payroll tax base following the transitioning of the Ichthys LNG project from a construction phase to an operational phase.

2 The decrease mainly reflects a lower relative share of GST revenue as a result of the Commonwealth Grants Commission's Report on GST Revenue Sharing Relativities 2017 Update.

3 The variations are in line with the relevant funding agreements.

4 The decrease is due to reduced cash balances and less favourable market conditions.

5 The increase reflects higher forecasts for mining royalties based on royalty payer estimates.

Northern Territory Treasury Corporation

Business Line	2016-17 PEFO	2016-17 Estimate	2017-18 Budget	Note
	\$000	\$000	\$000	
Income	219 371	214 390	231 876	1, 2
Government Loans and Investments	219 371	214 390	231 876	
Expenses	207 692	200 022	212 383	3, 4
Government Loans and Investments	207 692	200 022	212 383	
SURPLUS (+)/DEFICIT (-) BEFORE INCOME TAX	11 679	14 368	19 493	

2017-18 Staffing: 8

- 1 The variation in 2016-17 is mainly due to lower interest revenue following refinancing of maturing loans at lower interest rates and repayments by the Central Holding Authority (CHA).
- 2 The increase in 2017-18 mainly reflects higher interest revenue resulting from an increase in loans.
- 3 The variation in 2016-17 reflects a reduced borrowing program and refinancing of maturing debt at lower interest rates.
- 4 The increase in 2017-18 is mainly due to higher interest expenses resulting from an increase in the borrowing program.

Business Division Profile

The Northern Territory Treasury Corporation is the central financing authority for the Territory Government. The corporation undertakes borrowing and investment activities on behalf of the Territory Government and provides cost-efficient loans to its public sector clients.

Strategic Issues

Creating Jobs

- Managing the Territory Government's pool of investments efficiently within defined risk management frameworks.
- Securing attractive term funding arrangements in the most cost-effective manner in order to refinance maturing debt and provide flexible and efficient financing options to clients.
- Reviewing the Treasury Management System and upgrading if necessary.
- Renewing of the registry services contract.

Budget Highlights

Creating Jobs

- A borrowing program (including refinancing) of around \$1.47 billion.

Performance

The financial market outlook for interest rates and investor demand for semi-government securities are the two key variables that affect the corporation's financial performance. While both the Commonwealth and semi-government bond sectors have been well supported throughout 2016-17, any deterioration in domestic or global credit markets will place further pressure on the corporation's borrowing margins.

The corporation's cost of borrowing for 2016-17 is expected to be 3 per cent, which is consistent with the original budget forecast. However, as global and domestic bond yields are expected to trend higher, driven by changes to global fiscal policy and the gradual tightening of monetary policy in the United States, the corporation's cost of borrowing is estimated to increase to 4 per cent in 2017-18.

The corporation issued a new 21 October 2024 bond series in October 2016 for \$300 million, which was subsequently increased by \$200 million in February 2017, bringing the series total to \$500 million. The corporation maintains six major bond series with a total outstanding value of about \$3.45 billion, following the October 2024 bond issuance to meet investor demand for liquidity and promote greater market awareness.

The borrowing program for 2017-18 will be approximately \$1.47 billion, comprising refinancing of maturing debt and financing of additional borrowings. The corporation will continue to focus on domestic sources, including institutional and retail investors, for its borrowing program.

Business Line

Government Loans and Investments

Fund loans to government using appropriate borrowing strategies and risk management principles. Invest government's surplus cash balances, on behalf of CHA, with the aim of optimising returns within approved guidelines and cash flow requirements.

Key Performance Indicators

	2016-17 PEFO	2016-17 Estimate	2017-18 Budget
Government Loans and Investments			
Weighted average cost of borrowings during the year ¹	4.00%	3.00%	4.00%
Borrowing rate margin compared to industry peers ²	≤ 0.25%	≤ 0.40%	≤ 0.40%
Investment portfolio return above benchmark ³	≥ indices	≥ indices	≥ indices
Volatility of investment portfolio return against benchmark ³	± 0.25%	± 0.25%	± 0.25%
Stakeholder satisfaction ⁴	≥ 5	≥ 5	≥ 5

1 Borrowing cost forecasts are based on prevailing financial market expectations for interest rates.

2 Relative to its peers, the corporation's borrowing program is small and perceived to be less liquid by wholesale investors, and therefore pays a slightly higher yield. The variation in 2016-17 and increase in 2017-18 reflects higher market volatility.

3 The benchmark is measured against weighted relevant Bloomberg AUSBond indices.

4 Measures range from a rating of 1 = extremely dissatisfied through to 6 = extremely satisfied.

Operating Statement

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
INCOME		
Grants and subsidies revenue		
Current		
Capital		
Community service obligations		
Sales of goods and services	822	822
Interest revenue	213 568	231 054
Rent and dividends		
Gain (+)/loss (-) on disposal of assets		
Other revenue		
TOTAL INCOME	214 390	231 876
EXPENSES		
Employee expenses	953	953
Administrative expenses		
Purchases of goods and services	1 654	1 594
Repairs and maintenance		
Depreciation and amortisation		
Other administrative expenses		
Grants and subsidies expenses		
Current		
Capital		
Interest expense	197 415	209 836
TOTAL EXPENSES	200 022	212 383
SURPLUS (+)/DEFICIT (-) BEFORE INCOME TAX	14 368	19 493
Income tax expense	4 310	5 848
NET SURPLUS (+)/DEFICIT (-)	10 058	13 645

Balance Sheet

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
ASSETS		
Cash and deposits	61 078	19 441
Receivables	5 918	6 695
Prepayments	72	72
Inventories		
Advances and investments	4 001 517	4 991 332
Property, plant and equipment		
Other assets		
TOTAL ASSETS	4 068 585	5 017 540
LIABILITIES		
Deposits held	521	521
Creditors and accruals	47 487	48 746
Borrowings and advances	3 984 440	4 927 011
Provisions	14 506	19 631
Other liabilities		
TOTAL LIABILITIES	4 046 954	4 995 909
NET ASSETS	21 631	21 631
EQUITY		
Capital		
Opening balance	18 714	18 714
Equity injections/withdrawals		
Reserves		
Accumulated funds		
Opening balance	2 917	2 917
Current year surplus (+)/deficit (-)	10 058	13 645
Dividends paid/payable	- 10 058	- 13 645
Transfers to/from reserves		
Accounting policy changes and corrections		
TOTAL EQUITY	21 631	21 631

Cash Flow Statement

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
CASH FLOWS FROM OPERATING ACTIVITIES		
Operating receipts		
Grants and subsidies received		
Current		
Capital		
Community service obligations		
Receipts from sales of goods and services	822	822
Interest received	213 277	230 077
Total operating receipts	214 099	230 899
Operating payments		
Payments to employees	953	953
Payments for goods and services	1 654	1 594
Grants and subsidies paid		
Current		
Capital		
Interest paid	195 735	207 377
Income tax paid	7 240	4 310
Total operating payments	205 582	214 234
NET CASH FROM OPERATING ACTIVITIES	8 517	16 665
CASH FLOWS FROM INVESTING ACTIVITIES		
Investing receipts		
Proceeds from asset sales		
Repayment of advances	128 430	266 990
Sales of investments		
Total investing receipts	128 430	266 990
Investing payments		
Purchases of assets		
Advances and investing payments	90 000	1 256 805
Total investing payments	90 000	1 256 805
NET CASH FROM INVESTING ACTIVITIES	38 430	- 989 815
CASH FLOWS FROM FINANCING ACTIVITIES		
Financing receipts		
Proceeds of borrowings	783 050	1 470 987
Deposits received		
Equity injections		
Total financing receipts	783 050	1 470 987
Financing payments		
Repayment of borrowings	791 154	529 416
Finance lease payments		
Dividends paid	16 892	10 058
Equity withdrawals		
Total financing payments	808 046	539 474
NET CASH FROM FINANCING ACTIVITIES	- 24 996	931 513
Net increase (+)/decrease (-) in cash held	21 951	- 41 637
Cash at beginning of financial year	39 127	61 078
CASH AT END OF FINANCIAL YEAR	61 078	19 441

Revenue Statement

	2016-17 Estimate	2017-18 Budget	Variation	Note
	\$000	\$000	\$000	
Sales of goods and services	822	822		
Investment management fees	820	820		
Other	2	2		
Interest	213 568	231 054	17 486	1
Interest from general government	148 774	163 005	14 231	
Interest from public non financial corporations	64 594	67 849	3 255	
Gain on Territory Bonds	200	200		
OPERATING REVENUE	214 390	231 876	17 486	

1 The variations reflect an increase in new loans and changes in interest rate assumptions.

Department of Infrastructure, Planning and Logistics

Output Group/Output	2016-17 PEFO	2016-17 Estimate	2017-18 Budget	Note
	\$000	\$000	\$000	
Infrastructure Investment Program, Support and Delivery	33 286	45 572	30 465	1, 2
Infrastructure Investment Delivery	26 231	22 543	22 239	
Program Support	3 859	4 401	5 029	
Asset Management	3 196	18 628	3 197	
Lands and Planning	52 705	56 079	50 228	1, 3, 4
Land Development	9 992	9 995	3 656	
Development Assessment Services	3 927	3 906	3 507	
Crown Land Estate	21 403	24 349	24 866	
Aboriginal Land	1 297	1 317	1 484	
Lands Planning	2 684	2 727	3 276	
Building Advisory Services	3 940	3 921	3 947	
Land Information	9 462	9 864	9 492	
Logistics Infrastructure and Services	261 333	266 355	268 544	1, 5
Passenger Transport	59 335	59 353	58 340	
Registration and Licensing	13 931	12 346	11 939	
Road Safety and Compliance	9 355	11 015	10 932	
Transport Planning and Delivery	162 460	167 178	171 038	
Transport Assets	16 252	16 463	16 295	
Strategy, Policy and Legislation	3 302	3 308	2 976	1
Strategy, Policy and Legislation	3 302	3 308	2 976	
Statutory Bodies	540	522	391	
Northern Territory Planning Commission	540	522	391	
Corporate and Governance	20 177	19 705	16 531	6
Corporate and Governance	20 177	19 705	16 531	
Total Expenses	371 343	391 541	369 135	
Appropriation				
Output	239 504	240 034	248 051	
Capital	356 032	355 934	432 645	
Commonwealth	259 300	214 214	257 089	

2017-18 Staffing: 759

- 1 The 2016-17 PEFO figures have been recast to reflect subsequent function transfers between a number of outputs to better align with Government's strategic priorities and enable a consistent comparison between years.
- 2 The variation in the Infrastructure Investment Delivery output in 2016-17 is due to the transfer of design costs to the Capital Works Program. The variation in the Asset Management output in 2016-17, and subsequent decrease in 2017-18, mainly reflects the one-off impact of large non-capitalised works, such as cyclone works and land infrastructure, in 2016-17.
- 3 The decrease in the Land Development output in 2017-18 is mostly due to one-off grant funding in 2016-17.
- 4 The variations in the Crown Land Estate output are mainly due to the impact of one-off non-capitalised works in 2016-17 and additional repairs and maintenance funding as part of the economic stimulus program in 2017-18.
- 5 The variation in the Transport Planning and Delivery output in 2016-17 is due to an increase in depreciation following completed works and revaluations, and one-off non-capitalised works. The increase in 2017-18 mostly reflects additional repairs and maintenance funding as part of the economic stimulus program.
- 6 The decrease in the Corporate and Governance output in 2017-18 mainly reflects machinery of government efficiencies.

Agency Profile

The Department of Infrastructure, Planning and Logistics works with Territory businesses, industry and the community to plan, regulate, facilitate and construct integrated, sustainable, development and works across the Territory.

The agency is responsible for:

- strategic planning to focus the direction for land use, transport networks and infrastructure to meet the community's needs and support future growth of the Territory;
- delivering the Territory's infrastructure program and providing services as the Territory's central construction agency, including strategic infrastructure planning;
- managing land belonging to government and developing, maintaining and holding land related spatial information and data used to support long-term planning;
- road safety policies, strategies, regulatory and customer services that promote and ensure safe, efficient and sustainable transport systems;
- evaluating the benefits of emerging transport technologies including autonomous vehicles; and
- supporting a number of statutory committees and boards related to the agency's functions and responsibilities.

Strategic Issues

Creating Jobs

- Delivering the Territory Government's capital works, minor new works and repairs and maintenance programs in addition to delivering the 10-year Infrastructure Plan to ensure a continuous pipeline of work for industry and create sustainable jobs.
- Building strong relationships with the Territory's infrastructure industry through long-term development and maintenance of Territory infrastructure and implementing alternative delivery models focused on local content.
- Strategically managing the Territory's transport infrastructure assets including developing a Territory-wide Supply Chain Master Plan and advocating for further Commonwealth investment in strategic Territory roads.
- Unlocking the economic potential of remote northern Australia through prioritising and funding remote transport infrastructure and maximising Aboriginal business involvement in the design and delivery of government's infrastructure program.
- Designing and developing headworks and trunk infrastructure services to deliver greenfield and infill land across all Territory centres to meet residential, commercial and industrial demand.
- Progressing common minimum standards for subdivision infrastructure to enable early titling and financially viable development.
- Continuing to identify improvements in the Building Regulatory Framework to support economic, social and environmental policy objectives.
- Supporting the Planning Commission to finalise land use plans for major urban centres to accommodate growth across the Territory.

Investing in Children

- Delivering road safety education.
- Delivering school bus transport services and special needs student transport.
- Reviewing the *Swimming Pool Safety Act* to ensure safe swimming environments for young children, and meet industry needs and community expectations.

Empowering the Bush

- Continuing innovative transport services such as the DriveSafe NT Remote Indigenous driver education and licensing, and remote bus programs.
- Progressing resolution of Aboriginal land claims and native title across the Territory.
- Leading work on Community Living Areas.

Building Safer, Fairer and Stronger Communities

- Implementing reforms to the commercial passenger vehicle industry to deliver a modern, safe and innovative industry that meets the demands of consumers and fosters business growth including the introduction of ridesharing.
- Improving the delivery and safety of public bus services.
- Revitalising road safety policy and delivering road safety and marine pleasure craft safety education and awareness programs.
- Enhancing marine safety by undertaking marine regulatory activities on behalf of the national marine regulator, the Australian Maritime Safety Authority, and ports and safety regulations through the office of the Regional Harbourmaster.
- Mitigating the impact of flooding on communities in Greater Darwin, Katherine and Alice Springs.
- Modernising the Motor Vehicle Registry's driver licensing and vehicle registration services, and on-road auditing and enforcement of heavy and commercial passenger vehicles.
- Managing the Crown Land Estate including the provision of land through community land grants and direct sales to support the needs of Territorians.
- Reviewing the planning framework and engaging with the community on planning reform to deliver the best planning system for the Territory.
- Progressing online service initiatives to improve processing and accessibility of records and information.
- Consolidating delivery of, and access to, government spatial information systems, data and services.
- Reviewing land services legislation to ensure streamlined service delivery and contemporary legislative frameworks.

Budget Highlights

Creating Jobs

- \$1.63 billion infrastructure program, delivering value for the Territory.
- \$107.88 million for the repairs and maintenance program, including an additional \$21.73 million as part of the economic stimulus program.
- \$1.5 million to continue to manage fire and weeds on Crown land across the Territory.
- \$1.42 million to manage the Frances Bay marine facility.
- \$1.37 million to manage Stokes Hill Wharf, including operational, revitalisation and recreation activities.
- \$0.53 million to facilitate the Building Amendment (Occupancy Certification) Bill 2016 to amend the *Building Act* to provide alternative pathways for building certification.
- \$0.46 million to continue to support the air service between Darwin, Katherine, Tennant Creek and Alice Springs.

Investing in Children

- \$20.63 million to continue providing Territory-wide school transport services, including bus and ferry services.

Empowering the Bush

- \$4.2 million in grants for the Regional Economic Infrastructure Fund.
- \$1.5 million to continue the DriveSafe NT Remote Indigenous driver education and licensing program.
- \$0.76 million to continue the regional bus program and trial intra-town passenger services in priority regional and remote areas.

Building Safer, Fairer and Stronger Communities

- \$28.14 million to continue providing Territory-wide public transport services, including bus and ferry services.
- \$1.6 million for bus network safety and security.
- \$0.72 million to continue the provision of category 5 aircraft rescue and fire-fighting services at Royal Australian Air Force Base Tindal.
- \$0.37 million to incorporate the Palmerston Regional Hospital into the Territory's urban bus network.
- Provision of free bus travel for seniors.

	\$M
2017-18 New Capital Works	
Barkly stock route	12.5
Bathurst Island airstrip	6.0
Black Spot Program	1.0
Buntine Highway	40.1
City Deals – Alice Springs	20.0
City Deals – Darwin	100.0
Contribution to the ship lift facility	95.0
Cycle paths	1.0
Darwin infill strategy – headworks	3.0
Darwin regional road train assembly area and heavy vehicle checking and registry station	9.7
Darwin Waterfront stage 2 redevelopment	1.5
Design and concept development services	4.0
Entry statements – Tennant Creek	2.0
Lajamanu Road – Kalkarindji to Lajamanu	2.5
Lasseter Highway – pavement and seal widening	3.5
Headworks infrastructure and subdivision designs	2.0
Milingimbi airstrip seal widening	2.0
Outback Way	6.3
Plenty Highway upgrading	25.0
Roads to Recovery program	4.6
Rural arterials – pavement strengthening and widening	5.0
Sandover Highway upgrade – Arlparra to Utopia Health Clinic	5.0
Secondary and local roads strengthening and widening	2.0
Tablelands Highway	25.0
Tjukururu Road upgrade	10.0
Truck parking bays at South Alligator Roadhouse – Arnhem Highway	1.5
Urban arterial roads – pavement strengthening	2.5

Output Groups and Outcomes

Infrastructure Investment Program, Support and Delivery

Outcome: Government-built infrastructure is fit for purpose and end-to-end asset management, and the Territory's repairs and maintenance and capital works programs are delivered efficiently.

Infrastructure Investment Delivery

Deliver client-focused construction and maintenance services.

Program Support

Provide strategic and technical advice, procurement and reporting on infrastructure programs.

Asset Management

Manage government-owned assets held by the agency on behalf of the Territory.

Lands and Planning

Outcome: Long-term integrated planning is undertaken and land is released and managed to support community needs and economic development in the Territory.

Land Development

Plan for and deliver land and related infrastructure to support development across the Territory.

Development Assessment Services

Provide development and control processes under the *Planning Act*.

Crown Land Estate

Manage the Crown estate including provision of land to support economic development and provide advice and related administrative activities on land.

Aboriginal Land

Progress, resolve and provide advice on Aboriginal land claims, native title claims, Community Living Area applications and other Aboriginal land matters relating to the Crown Estate.

Lands Planning

Provide strategic and long-term integrated planning that supports community needs, sustainable economic development and future growth of the Territory.

Building Advisory Services

Manage the regulatory framework to ensure structures within proclaimed building areas achieve structural, fire, safety, health and amenity standards. Ensure that residential swimming pool safety barriers are to specific standards. Provide support for statutory boards.

Land Information

Provide a land-related regulatory function and a consistent framework for spatial information, policy, standards and distribution networks to service government, business and the community.

Logistics Infrastructure and Services

Outcome: Safe and effective transport systems and services that meet community and Territory Government needs.

Passenger Transport

Manage the safe and efficient delivery of public and school bus transport services in the Territory and provide commercial passenger vehicle licensing, operator accreditation and regulatory services to the commercial passenger vehicle industry.

Registration and Licensing

Provide driver licensing and vehicle registration services.

Road Safety and Compliance

Deliver community and school-based road safety education. Provide marine and vehicle standards regulatory services. Conduct vehicle inspections and on-road auditing of heavy and commercial passenger vehicles. Undertake commercial vessel surveys and assessments for seafarer qualifications, and promote boating safety.

Transport Planning and Delivery

Develop and implement strategies and programs to deliver and manage the Territory's transport infrastructure.

Transport Assets

Develop and manage the Territory's transport asset program.

Strategy, Policy and Legislation

Outcome: Government strategy and infrastructure, planning and logistics reforms that drive economic and social development.

Strategy, Policy and Legislation

Undertake strategic planning and policy development, develop and implement national and local reforms, and oversee industry policy.

Statutory Bodies

Outcome: The agency's statutory bodies are efficiently and effectively supported.

Northern Territory Planning Commission

Provide support to the agency's statutory bodies.

Corporate and Governance

Outcome: Improved organisational performance through strategic and governance leadership and the provision of corporate services function.

Corporate and Governance

Provide a range of corporate and governance services to support the agency's functions, including financial services, human resource management, information and communication technology, governance and risk services, and communications and media.

Key Performance Indicators

	2016-17 PEFO	2016-17 Estimate	2017-18 Budget
Infrastructure Investment Program, Support and Delivery			
<i>Infrastructure Investment Delivery</i>			
Deliver projects on time	85%	85%	85%
Award construction contracts to local enterprises ¹		95%	95%
<i>Program Support</i>			
Building assets inspected ²	30%	15%	50%
Lands and Planning			
<i>Development Assessment Services</i>			
Applications processed under the <i>Planning Act</i> ³	1 100	800	800
Average processing time for development applications (no. of days)	57	55	56
<i>Crown Land Estate</i>			
Crown land parcels across the Territory managed for public safety and to meet statutory requirements	3 624	3 624	3 624
Crown leases managed to ensure compliance with conditions	698	702	700
Release infill/greenfield sites for residential development	9	8	5
Release infill/greenfield sites for community purpose, commercial and industrial development	5	8	8
<i>Aboriginal Land</i>			
Native title, land claim and Aboriginal land issues progressed or resolved	23	25	23
<i>Lands Planning</i>			
Number of New Planning Scheme amendments received	15	20	17
Major land use and urban planning projects undertaken to cater for future growth	14	10	12
<i>Building Advisory Services</i>			
Client satisfaction	90%	90%	90%
Building practitioners audited	50	50	50
Investigated complaints finalised ⁴	100	80	100
Swimming pool safety barrier inspections undertaken	850	900	900
Swimming pool safety barrier inspections undertaken within three weeks	90%	90%	90%
Total building permits lodged ⁵	9 000	9 000	9 000
Percentage of permits lodged online	80%	95%	95%
<i>Land Information</i>			
Client satisfaction	90%	90%	90%
Availability of access to the Northern Territory Land Information Systems (NTLIS) environment meets defined standard	99%	99%	99%
Survey plans approved in 6 working days	90%	90%	90%
Aerial photography and mapping projects acquired in accordance with established refresh cycle	95%	95%	95%

(continued)

	2016-17 PEFO	2016-17 Estimate	2017-18 Budget
Logistics Infrastructure and Services			
<i>Passenger Transport</i>			
Deliver public bus services in Darwin, rural Darwin and Alice Springs in accordance with contractual requirements ⁶	4.8M km	4.8M km	4.8M km
Provide school bus services across the Territory in accordance with contractual requirements ⁶	2.4M km	2.4M km	2.4M km
Number of students with special needs receiving customised transport solutions	325	325	325
Registered commercial passenger vehicles in the Territory	1 293	1 302	1 302
<i>Registration and Licensing</i>			
Licensed drivers ⁷	156 400	156 400	157 000
Registered motor vehicles ⁸	193 000	193 000	194 000
Customer satisfaction Motor Vehicle Registry (MVR)	95%	95%	95%
Percentage of MVR renewal transactions processed through alternative servicing channels including Australia Post	51%	49%	55%
<i>Road Safety and Compliance</i>			
Deliver community and school-based road safety education	300	300	300
Marine survey and seafarer certificates issued ⁹	1 000	1 650	1 000
Marine certificates issued in accordance with agreed service delivery standards	90%	90%	90%
Number of vehicles checked as part of on-road auditing activity	21 000	21 000	21 000
<i>Transport Planning and Delivery</i>			
New contracts awarded (lane kilometres):			
- new sealed roads	216	167	274
- sealed roads upgraded	45	53	103
- unsealed roads upgraded	126	88	157
- network resealed - national network	161	174	210
- network resealed - Territory roads	245	299	310
User satisfaction index ¹⁰	3.86	3.86	3.86
<i>Transport Assets</i>			
Management of government facilities ¹¹	928	1 027	1 027
Strategy, Policy and Legislation			
Policy advice measured by stakeholder satisfaction	90%	90%	90%

1 New measure.

2 The variation is due to a system upgrade to be implemented in 2017-18.

3 Excludes planning scheme amendments.

4 The variation reflects timeframes associated with upskilling new audit and investigations staff.

5 Includes building permits, occupancy permits and plumbing-only certifications.

6 Number of service kilometres delivered.

7 All licence categories including commercial passenger vehicle, provisional and learner.

8 All vehicle types including motorcycles, trailers, trucks and commercial passenger vehicles.

9 One-off increase is due to demand from other jurisdictions.

10 Measure prepared by AustRoads. Represents users' perceptions of the performance of each attribute measured on a performance scale of 1 = very dissatisfied to 5 = very satisfied.

11 Includes bus stops, shelters and interchanges, boat ramps, jetties, pontoons and transport access, remote aerodromes, road safety centres, motor vehicle registries, motorcycle education, training and licensing facilities, and weighbridges.

Operating Statement

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
INCOME		
Taxation revenue		
Grants and subsidies revenue		
Current		
Capital	1 000	
Appropriation		
Output	240 034	248 051
Commonwealth	17 292	17 292
Sales of goods and services	17 585	17 951
Interest revenue	81	76
Goods and services received free of charge	12 581	12 578
Gain (+)/loss (-) on disposal of assets		
Other revenue	2 231	532
TOTAL INCOME	290 804	296 480
EXPENSES		
Employee expenses	88 712	85 778
Administrative expenses		
Purchases of goods and services	82 132	80 577
Repairs and maintenance	114 625	110 561
Depreciation and amortisation	64 436	68 336
Services free of charge	12 581	12 578
Other administrative expenses		
Grants and subsidies expenses		
Current	8 523	7 017
Capital	17 527	4 288
Community service obligations	3 005	
Interest expenses		
TOTAL EXPENSES	391 541	369 135
NET SURPLUS (+)/DEFICIT (-)	- 100 737	- 72 655

Income Administered for the Central Holding Authority

INCOME		
Taxation revenue	47 310	53 924
Commonwealth revenue		
Current grants		
Capital grants	15 253	10 968
Fees from regulatory services	9 294	9 294
Interest revenue		
Royalties and rents	3 785	3 785
Other revenue	3 090	2 876
TOTAL INCOME	78 732	80 847

Balance Sheet

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
ASSETS		
Cash and deposits	309 019	204 373
Receivables	13 249	13 249
Prepayments	252	252
Inventories		
Advances and investments	1 444	432
Property, plant and equipment	6 197 165	6 882 610
Other assets	16 249	16 249
TOTAL ASSETS	6 537 378	7 117 165
LIABILITIES		
Deposits held	22 279	22 279
Creditors and accruals	14 587	14 587
Borrowings and advances	367	367
Provisions	12 509	12 509
Other liabilities		
TOTAL LIABILITIES	49 742	49 742
NET ASSETS	6 487 636	7 067 423
EQUITY		
Capital		
Opening balance	1 243 699	3 645 466
Equity injections/withdrawals	2 401 767	652 442
Reserves	3 852 698	3 852 698
Accumulated funds		
Opening balance	- 637 211	- 1 010 528
Current year surplus (+)/deficit (-)	- 100 737	- 72 655
Transfers to/from reserves	- 272 580	
Accounting policy changes and corrections		
TOTAL EQUITY	6 487 636	7 067 423

Assets and Liabilities Administered for the Central Holding Authority

ASSETS		
Taxes receivable		
Grants and subsidies receivable		
Royalties and rent receivable	310	310
Other receivables	12	12
TOTAL ASSETS	322	322
LIABILITIES		
Central Holding Authority income payable	322	322
Unearned Central Holding Authority income		
TOTAL LIABILITIES	322	322
NET ASSETS		

Cash Flow Statement

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
CASH FLOWS FROM OPERATING ACTIVITIES		
Operating receipts		
Taxes received		
Grants and subsidies received		
Current		
Capital	1 000	
Appropriation		
Output	240 034	248 051
Commonwealth	17 292	17 292
Other agency receipts from sales of goods and services	226 984	18 483
Interest received	81	76
Total operating receipts	485 391	283 902
Operating payments		
Payments to employees	82 273	85 778
Payments for goods and services	382 355	191 138
Grants and subsidies paid		
Current	8 414	7 017
Capital	17 342	4 288
Community service obligations	3 005	
Interest paid		
Total operating payments	493 389	288 221
NET CASH FROM OPERATING ACTIVITIES	- 7 998	- 4 319
CASH FLOWS FROM INVESTING ACTIVITIES		
Investing receipts		
Proceeds from asset sales	20 759	9 128
Repayment of advances		1 107
Sales of investments		
Total investing receipts	20 759	10 235
Investing payments		
Purchases of assets	583 367	762 909
Advances and investing payments	1 007	95
Total investing payments	584 374	763 004
NET CASH FROM INVESTING ACTIVITIES	- 563 615	- 752 769
CASH FLOWS FROM FINANCING ACTIVITIES		
Financing receipts		
Proceeds of borrowings		
Deposits received	10 482	
Appropriation		
Capital	355 934	432 645
Commonwealth	196 922	239 797
Equity injections	147 971	
Total financing receipts	711 309	672 442
Financing payments		
Repayment of borrowings		
Finance lease payments		
Equity withdrawals	49 264	20 000
Total financing payments	49 264	20 000
NET CASH FROM FINANCING ACTIVITIES	662 045	652 442
Net increase (+)/decrease (-) in cash held	90 432	- 104 646
Cash at beginning of financial year	218 587	309 019
CASH AT END OF FINANCIAL YEAR	309 019	204 373

Revenue Statement

	2016-17 Estimate	2017-18 Budget	Variation	Note
	\$000	\$000	\$000	
Capital grants and subsidies revenue				
Other grants	1 000		- 1 000	1
Ramingining hall upgrade	1 000		- 1 000	
Output appropriation	240 034	248 051	8 017	2
Commonwealth appropriation				
National partnership agreements	17 292	17 292		
National projects repairs and maintenance	16 937	16 937		
Road Network – interstate road transport	355	355		
Sales of goods and services	17 585	17 951	366	
Motor Vehicle Registry administration charges	7 540	8 435	895	
Bus fares and passes	3 113	3 113		
Sale of products, maps and valuations	1 847	1 847		
Development assessment application fees	1 607	1 607		
Frances Bay marine facility	1 069	1 069		
Program delivery fees	734	234	- 500	
Regional Harbour Master cost recovery	570	570		
Rents	502	502		
Service level agreements	326	297	- 29	
Advertising on public bus networks	250	250		
Other	27	27		
Interest	81	76	- 5	
Goods and services received free of charge	12 581	12 578	- 3	
Other revenue	2 231	532	- 1 699	
Recovery of prior year grants	1 700		- 1 700	3
Wharf Precinct electricity cost reimbursement	459	459		
Application fee for road reserves	54	54		
Master Builders Fidelity Fund administration fees	18	19	1	
OPERATING REVENUE	290 804	296 480	5 676	
Capital appropriation	355 934	432 645	76 711	4
Commonwealth capital appropriation				
Specific purpose payments	33 095	17 500	- 15 595	5
National Education Reform	33 095	17 500	- 15 595	
National partnership agreements	141 751	205 329	63 578	5
Health and Hospital Fund – Palmerston Regional Hospital	46 000	8 000	- 38 000	
Asset Recycling Fund projects – growth package	42 332	27 758	- 14 574	
Remote policing – construction of police complexes	12 178	12 166	- 12	
Health and Hospital Fund – remote health clinics	11 767		- 11 767	

(continued)

	2016-17 Estimate	2017-18 Budget	Variation	Note
	\$000	\$000	\$000	
Health and Hospital Fund – regional hospitals	7 760		- 7 760	
Investment program	7 158	19 372	12 214	
Black Spot projects	4 276	3 303	- 973	
Heavy Vehicle Safety and Productivity Program	4 100	9 000	4 900	
Alice Springs Hospital multi-disciplinary teaching and training facility	3 185		- 3 185	
Bridge Renewal Program	2 400	2 710	310	
Royal Darwin Hospital refurbish paediatric wards and patient accommodation	595		- 595	
Northern Australian Road Program – Tranche 1		122 100	122 100	
Renal infrastructure in the Territory		920	920	
Other	22 076	16 968	- 5 108	5
Nation Building Program – Roads to Recovery	11 253	8 468	- 2 785	
Groote Eylandt police infrastructure upgrade	6 000	4 000	- 2 000	
Aerodrome priority works	2 500	2 500		
Alice Springs netball facilities upgrade	1 500		- 1 500	
Government schools minor new works	823		- 823	
Angurugu School		2 000	2 000	
CAPITAL RECEIPTS	552 856	672 442	119 586	

- 1 The decrease in 2017-18 is due to a one-off capital grant in 2016-17 for the upgrade of the Ramingining hall.
- 2 The variation partially reflects additional funding for repairs and maintenance as part of the economic stimulus program.
- 3 The decrease is due to a one-off recovery of grants on acquittal from prior years in 2016-17.
- 4 The variation is in line with increases to the capital and minor new works programs as part of the economic stimulus program.
- 5 The variations are in line with the relevant Commonwealth agreements.

Land Development Corporation

Business Line	2016-17 PEFO	2016-17 Estimate	2017-18 Budget	Note
	\$000	\$000	\$000	
Income	18 941	40 116	22 936	1
Residential Development	5 682	12 035	6 881	
Industrial Development	13 259	28 081	16 055	
Expenses	15 538	33 693	18 263	1
Residential Development	4 661	10 108	5 479	
Industrial Development	10 877	23 585	12 784	
SURPLUS (+)/DEFICIT (-) BEFORE INCOME TAX	3 403	6 423	4 673	
Residential Development	1 021	1 927	1 402	
Industrial Development	2 382	4 496	3 271	

2017-18 Staffing: 15

1 The variation in 2016-17 is mainly due to additional residential land sales and a Commonwealth grant for the Multi-User Barge Ramp.

Business Division Profile

The Land Development Corporation underpins economic development through the provision of strategic industrial land and marine infrastructure.

The corporation also facilitates the delivery of innovative residential and mixed-use developments, with an emphasis on affordability and regional economic development, largely through partnership arrangements with the private sector.

Strategic Issues

Creating Jobs

- Investing in long-term growth through ongoing developments at Middle Arm Industrial Precinct, the Transport Industry Precinct and the East Arm Logistic Precinct incorporating the Darwin Business Park and the marine service area.
- Improving Darwin's capability to service major projects, logistics and defence activities through the operation and enhancement of the Common User Facility including the Multi-User Barge Ramp at East Arm.
- Growing local industry through partnership opportunities and strategic alliances within government, the private sector and other stakeholders.
- Continuing to progress the development of affordable residential land at the new Alice Springs suburb of Kilgariff.
- Continuing to progress the development of residential land through further land releases in the Palmerston suburb of Zuccoli.

Empowering the Bush

- Investing to attract and facilitate land and economic development on the Tiwi Islands.

Budget Highlights

Creating Jobs

- Continuing with the development of the Transport Industry Precinct that will provide a centrally located facility (Truck Central) between Wishart Road and Tiger Brennan Drive to support the transport industry's servicing requirements. This project is being progressed in partnership with a private developer that will undertake the major capital works expenditure.

- Developing a marine service area to cater for the potential increase in maintenance and service demand associated with an increase in offshore oil and gas, defence and other marine activities in northern Australia.
- Developing an additional 14-lot industrial subdivision in Darwin Business Park North.
- Increasing the supply of affordable housing by continuing to develop residential land at the new Alice Springs suburb of Kilgariff and the Zuccoli land development.
- Continuing to progress the design stage of the Middle Arm Industrial Precinct to support downstream gas and the gas-related industry.

Empowering the Bush

- Continuing to invest to attract and facilitate land and economic development on the Tiwi Islands.

	\$M
2017-18 New Capital Works	
Darwin Business Park North – 14-lot industrial subdivision	12.0
Defence Support Hub	4.0
Marine service area – stage 1	5.0
Transport Industry Precinct – Truck Central design and infrastructure works	10.0

Performance

Improved market conditions and an associated increase in industrial land sales are expected to support an improvement in the corporation's performance.

Business Line

Residential Development

Affordable and appropriate housing solutions are supported through the development and delivery of a range of residential projects.

Industrial Development

Ensure the availability, development and management of strategic industrial land at Middle Arm Industrial Precinct, Transport Industry Precinct and East Arm Logistics Precinct incorporating Darwin Business Park and the marine service area.

Key Performance Indicators

	2016-17 PEFO	2016-17 Estimate	2017-18 Budget
Residential Development			
Residential projects managed	3	3	3
Industrial Development			
Industrial land sales ¹	3	3	5
Industrial tenancies managed	9	9	10
Rents collected on time	95%	95%	95%

¹ The increase in industrial land sales in 2017-18 reflects improved market conditions.

Operating Statement

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
INCOME		
Grants and subsidies revenue		
Current		
Capital	16 132	
Community service obligations	3 005	
Sales of goods and services	16 400	19 900
Interest revenue	387	650
Rent and dividends	2 386	2 386
Gain (+)/loss (-) on disposal of assets		
Other revenue	1 806	
TOTAL INCOME	40 116	22 936
EXPENSES		
Employee expenses	3 600	3 600
Administrative expenses		
Purchases of goods and services	15 204	12 177
Repairs and maintenance	13 523	1 170
Depreciation and amortisation	351	351
Other administrative expenses		
Grants and subsidies expenses		
Current		
Capital		
Interest expense	1 015	965
TOTAL EXPENSES	33 693	18 263
SURPLUS (+)/DEFICIT (-) BEFORE INCOME TAX	6 423	4 673
Income tax expense	1 927	1 402
NET SURPLUS (+)/DEFICIT (-)	4 496	3 271

Balance Sheet

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
ASSETS		
Cash and deposits	38 129	9 863
Receivables	178	178
Prepayments		
Inventories	136 445	165 560
Advances and investments		
Property, plant and equipment	6 411	6 060
Other assets		
TOTAL ASSETS	181 163	181 661
LIABILITIES		
Deposits held	495	495
Creditors and accruals	330	330
Borrowings and advances	20 000	20 000
Provisions	4 468	3 331
Other liabilities	13 820	13 820
TOTAL LIABILITIES	39 113	37 976
NET ASSETS	142 050	143 685
EQUITY		
Capital		
Opening balance	54 089	54 089
Equity injections/withdrawals		
Reserves	1 864	1 864
Accumulated funds		
Opening balance	83 849	86 097
Current year surplus (+)/deficit (-)	4 496	3 271
Dividends paid/payable	- 2 248	- 1 636
Transfers to/from reserves		
Accounting policy changes and corrections		
TOTAL EQUITY	142 050	143 685

Cash Flow Statement

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
CASH FLOWS FROM OPERATING ACTIVITIES		
Operating receipts		
Grants and subsidies received		
Current		
Capital	16 132	
Community service obligations	3 005	
Receipts from sales of goods and services	22 082	22 286
Interest received	387	650
Total operating receipts	41 606	22 936
Operating payments		
Payments to employees	3 600	3 600
Payments for goods and services	19 202	42 462
Grants and subsidies paid		
Current		
Capital		
Interest paid	1 026	965
Income tax paid	843	1 927
Total operating payments	24 671	48 954
NET CASH FROM OPERATING ACTIVITIES	16 935	- 26 018
CASH FLOWS FROM INVESTING ACTIVITIES		
Investing receipts		
Proceeds from asset sales		
Repayment of advances		
Sales of investments		
Total investing receipts		
Investing payments		
Purchases of assets		
Advances and investing payments		
Total investing payments		
NET CASH FROM INVESTING ACTIVITIES		
CASH FLOWS FROM FINANCING ACTIVITIES		
Financing receipts		
Proceeds of borrowings		
Deposits received	- 350	
Equity injections		
Total financing receipts	- 350	
Financing payments		
Repayment of borrowings		
Finance lease payments		
Dividends paid	984	2 248
Equity withdrawals		
Total financing payments	984	2 248
NET CASH FROM FINANCING ACTIVITIES	- 1 334	- 2 248
Net increase (+)/decrease (-) in cash held	15 601	- 28 266
Cash at beginning of financial year	22 528	38 129
CASH AT END OF FINANCIAL YEAR	38 129	9 863

Revenue Statement

	2016-17 Estimate	2017-18 Budget	Variation	Note
	\$000	\$000	\$000	
Current grants and subsidies revenue				
Commonwealth grants	16 132		- 16 132	1
Multi-User Barge Ramp	16 132		- 16 132	
Community service obligations	3 005		- 3 005	2
Sales of goods and services	16 400	19 900	3 500	3
Sale of land	16 400	19 900	3 500	
Interest	387	650	263	
Rent and dividends	2 386	2 386		
Rent	2 386	2 386		
Other revenue	1 806		- 1 806	4
OPERATING REVENUE	40 116	22 936	- 17 180	

1 The variation reflects one-off Commonwealth funding for the Multi-User Barge Ramp in 2016-17.

2 The decrease is due to one-off funding in 2016-17 to progress the Marine Industry Park, Katherine Business Park and Tiwi Island development projects.

3 The variation reflects increased industrial land sales in 2017-18 supported by improved market conditions.

4 The decrease is due to a one-off sale of land fill in 2016-17.

Department of the Attorney-General and Justice

Output Group/Output	2016-17 PEFO	2016-17 Estimate	2017-18 Budget	Note
	\$000	\$000	\$000	
Legal Services	39 314	37 733	37 677	
Solicitor for the Northern Territory	12 130	11 479	11 477	
Legal Policy	20 142	19 218	18 659	
Crime Victims Services Unit	5 974	5 952	6 298	
Criminal Justice Research and Statistics	1 068	1 084	1 243	
Correctional Services	216 600	210 633	208 955	1, 2
Custodial Services	193 280	186 511	182 794	
Community Corrections	22 606	23 361	25 398	
Parole Board	714	761	763	
Court and Tribunal Support Services	46 842	46 406	47 614	
Higher Courts	12 296	12 026	11 742	
Lower Courts and Tribunals	26 388	26 219	28 082	
Fines Recovery Unit	2 992	2 995	3 007	
Integrated Justice Information System	5 166	5 166	4 783	
Director of Public Prosecutions	13 250	12 744	12 697	
Director of Public Prosecutions	13 250	12 744	12 697	
Independent Offices	14 465	13 774	13 615	3
Consumer Affairs	2 181	2 425	2 675	
Anti-Discrimination Commission	2 226	1 590	1 540	
Information and Public Interest Disclosures Commission	1 195	1 130	1 129	
Registrar-General	2 620	2 624	2 246	
Public Trustee	1 014	1 015	1 012	
Health and Community Services Complaints Commission	1 215	1 197	1 194	
Children's Commissioner	1 516	1 434	1 429	
Office of Parliamentary Counsel	2 498	2 359	2 390	
Regulatory Services	44 896	51 305	52 059	4
Licensing NT	36 728	42 548	43 285	
NT Worksafe	8 168	8 757	8 774	
Corporate and Governance	13 412	11 823	12 696	
Corporate and Governance	13 412	11 823	12 696	
Total Expenses	388 779	384 418	385 313	
Appropriation				
Output	298 944	301 659	306 714	
Capital	6 319	8 119	4 485	
Commonwealth	8 995	8 995	8 404	

2017-18 Staffing: 1508

- 1 The variation in the Custodial Services output in 2016-17 is primarily due to a reduction in depreciation following an asset review.
- 2 The decrease in the Custodial Services output in 2017-18 reflects one-off funding for the Royal Commission into the Protection and Detention of Children in the Northern Territory in 2016-17 and efficiency measures, partially offset by additional funding for correctional programs, Darwin Correctional Facility lease payments, and repairs and maintenance as part of the economic stimulus program.
- 3 The variation in the Anti-Discrimination Commission output in 2016-17 and decrease in 2017-18 reflects a redirection of Community Visitor Program funding associated with Alcohol Mandatory Treatment towards the Banned Drinker Register (BDR) initiative.
- 4 The variation in the Licensing NT output in 2016-17 and increase in 2017-18 is due to additional funding for the BDR.

Agency Profile

The Department of the Attorney-General and Justice supports the delivery of an integrated, fair and accessible justice system toward a safer community.

The agency delivers:

- strategic law and legal policy services to government;
- custodial and community-based correctional services;
- prosecution services;
- court and tribunal support services;
- a balanced policy and regulatory framework that supports industry, business and the community;
- advice, education and information to business, workers and the public relating to legislative compliance and regulations;
- support to independent integrity bodies;
- registration services; and
- official statistics for the Northern Territory justice system.

Strategic Issues

Building Safer, Fairer and Stronger Communities

- Providing expert legal and strategic advice and services to government.
- Delivering better integrated services and interventions in custodial and community-based correctional services.
- Developing an Aboriginal and Torres Strait Islander (ATSI) Justice Agreement in collaboration with the Office of Aboriginal Affairs.
- Improving opportunities for ATSI people to access services within the justice system.
- Establishing a model to provide options for the role of traditional ATSI leadership into the local court systems in decision-making processes.
- Supporting the Government's legislative reform agenda including:
 - the creation of an Independent Commission Against Corruption (ICAC);
 - reforming the justice system to support reductions in incarceration and reoffending;
 - modernising and streamlining licensing for liquor, racing, occupations and other licences; and
 - ensuring the workers compensation scheme is fair and equitable.
- Supporting the Department of Health and Northern Territory Police, Fire and Emergency Services in the reinstatement of the BDR.
- Ensuring equitable access to financial assistance and support for victims of crime.
- Supporting employers and workers to have safe workplaces.
- Enhancing access and services for courts and related services across the Territory.
- Driving reform of the Integrated Justice Information System (IJIS).
- Coordinating quality criminal justice research, statistical information and analysis to support the Government's legislative agenda and crime reduction program.
- Providing advocacy, awareness training and advice to stakeholders on issues that affect the rights of the vulnerable and disadvantaged across the range of justice services.
- Providing systems to support protection of people's rights.

- Providing support to ensure criminal matters are dealt with efficiently throughout the criminal justice process.
- Providing an independent, professional and effective criminal prosecution service.
- Providing access to Bills being debated before the Legislative Assembly, as well as primary and delegated legislation after it is made.
- Developing and maintaining a capable workforce.

Budget Highlights

Building Safer, Fairer and Stronger Communities

- \$13.16 million, including Commonwealth funding of \$6.87 million, for the Northern Territory Legal Aid Commission and community legal centres under the National Partnership Agreement on Legal Assistance Services to improve access to justice and resolve legal problems for the most disadvantaged people in the Territory.
- \$6.9 million to restore and maintain the BDR system functionality.
- \$6.5 million for repairs and maintenance, including an additional \$2 million as part of the economic stimulus program.
- \$3.2 million to implement a new five-year funding agreement with Thoroughbred Racing Northern Territory.
- \$3 million to continue to support the Northern Territory Civil and Administrative Tribunal.
- \$2.1 million for the COMMIT program to reduce incarceration and recidivism rates.
- \$1.85 million for the Work Not Play program.
- \$1 million for court support services.
- Commonwealth funding of \$1.32 million over four years to support women and children experiencing domestic and family violence through case management, integration of the support services network, risk assessment, safety planning and home security upgrades.

	\$M
2017-18 New Capital Works	
Upgrade the domestic violence court – Alice Springs	3.0

Output Groups and Outcomes

Legal Services

Outcome: Quality legal advice, representation and policy development to Government.

Solicitor for the Northern Territory

Provide the Government with quality legal advice and representation.

Legal Policy

Develop, review and implement legislative change, and advise the Attorney-General and the Government on law and justice measures.

Crime Victims Services Unit

Assist the rehabilitation of victims of violent crime through the provision of financial assistance, management of the Victims' Register and other services including crisis counselling and support services and assistance to victims and potential victims of residential property crime.

Criminal Justice Research and Statistics

Provide statistics and research to support the development, monitoring and review of criminal justice policies and practices.

Correctional Services

Outcome: Improved community safety through correctional intervention programs and services for people who have offended or are at risk of offending.

Custodial Services

Provide a safe, secure and humane custodial service that targets reoffending by addressing criminogenic needs through focussed programs, education and training.

Community Corrections

Monitoring and supervision of community-based offenders to ensure compliance with orders by the courts and Parole Board.

Parole Board

Provide secretariat support to the Parole Board of the Northern Territory and undertake all associated administrative duties.

Court and Tribunal Support Services

Outcome: Judicial support and fines recovery services that effectively enable the delivery of justice to the Territory community by courts and tribunals.

Higher Courts

Provide processing and appropriate case-flow management for the higher courts, including the Supreme Court and courts of appeal.

Lower Courts and Tribunals

Provide processing and appropriate case-flow management for the lower courts, tribunals or other statutory offices.

Fines Recovery Unit

Process and collect court fines and infringement penalties.

Integrated Justice Information System

Support and assist reporting on justice business processes associated with police apprehension, prosecution, courts, correctional services and fines recovery.

Director of Public Prosecutions

Outcome: Independent public prosecution services.

Director of Public Prosecutions

Provide an independent public prosecution service to the Territory, and witness and victim support services during the criminal justice process.

Independent Offices

Outcome: An equitable society in which a person's legal rights and property interests are protected and written laws are available to the public.

Consumer Affairs

Provide a regulatory framework where the community is informed on consumer rights and responsibilities, and responsible business conduct is promoted.

Anti-Discrimination Commission

Provide anti-discrimination education, training and public awareness to sectors and the general community. Promote equality of opportunity for all Territorians. Receive, assess, conciliate, and evaluate complaints in accordance with the *Anti-Discrimination Act*.

Provide inquiry, complaint and advocacy services for people receiving treatment under the *Mental Health and Related Services Act* and the *Disability Services Act* through the Community Visitor Program. Monitor and inspect approved facilities to inquire into and resolve more systemic issues.

Information and Public Interest Disclosures Commission

Provide advice and promote knowledge about freedom of information (FOI) and privacy rights within government and the community. Investigate and resolve complaints about FOI and privacy matters and related applications.

Investigate public interest disclosures and ensure any improper conduct is appropriately dealt with. Protect persons who make public interest disclosures from acts of reprisal.

Registrar-General

Register dealings with land and other property, powers of attorney, births, deaths, marriages and changes of name and sex.

Public Trustee

Provide will-making and registry, trustee and estate administration services. Manage restrained and forfeited property under the *Criminal Property Forfeiture Act*.

Health and Community Services Complaints Commission

Resolve complaints between users and providers of health and community services in the Territory, recommend improvements in the standard and quality of service delivery, and encourage an awareness of the rights and responsibilities of users and providers of health services, disability services and community services for aged people.

Children's Commissioner

Deal with complaints related to the *Children's Commissioner Act*. Monitor the administration of the *Care and Protection of Children Act*. Promote an understanding of the rights, interests and wellbeing of vulnerable children.

Office of Parliamentary Counsel

Provide legislative drafting services and advice on Bills for Acts, committee stage amendments, subordinate legislation and miscellaneous statutory instruments for government and Members of the Legislative Assembly. Participate in the Australian Parliamentary Counsel's Committee in relation to national uniform legislation, manage the publication of legislation and contribute to the publication of Government Gazettes, to meet government and community needs.

Regulatory Services

Outcome: A balanced policy and regulatory framework that supports industry, business and community needs.

Licensing NT

Administer the Territory's licensing regimes for a range of gaming, liquor, racing, consumer and trading activities. Minimise potential harms to the community through targeted compliance activity of high risk areas in a range of liquor, gambling, racing, consumer and trading environments and administration of funding support for gambling-related research, amelioration programs and community non-profit group projects.

NT Worksafe

Provide advice, education and information to business, workers and the public relating to legislative compliance and regulations.

Corporate and Governance

Outcome: Effective, efficient and compliant corporate and governance activities.

Corporate and Governance

Provide a range of corporate and governance functions to support the agency's operations, including secretariat, financial, human resource management, information and communication technology, governance and risk services.

Key Performance Indicators

	2016-17 PEFO	2016-17 Estimate	2017-18 Budget
Legal Services			
Chargeable lawyer hours ¹		79 490	79 490
<i>Victims of Crime Assistance Act</i> applications received	500	500	500
Criminal justice research requests, briefing and reports delivered ¹		250	250
Correctional Services			
Eligible prisoners engaged in education and employment programs ¹		85%	85%
Eligible prisoners participating in offender treatment programs	75%	75%	75%
Community work orders successfully completed	68%	68%	68%
Number of community work hours	28 000	28 000	28 000
Number of parole matters considered	950	950	950
Court and Tribunal Support Services			
Higher courts – finalisation of cases within 12 months ¹		90%	90%
Lower courts – finalisation of cases within 6 months ¹		95%	90%
Northern Territory Civil and Administrative Tribunal – clearance rate ¹		90%	90%
Fines Recovery Unit – clearance rate ¹		81%	80%
IJS – modernisation projects planned	3	3	3
Director of Public Prosecutions			
Number of new matters	9 400	9 400	9 400
Independent Offices			
Consumer Affairs total number of actions to assist Territorians ²	21 250	20 000	21 500
Anti-Discrimination Commission complaints conciliated	40%	40%	40%
Community Visitor Program issues resolved or referred ¹		56%	56%
FOI and privacy complaints handled	26	26	26
Public interest disclosures handled	60	60	60
Land title, and birth, deaths and marriages registrations ³	28 000	28 000	24 000
Finalised deceased estates within 12 months ¹		65%	65%
Health and Community Services Complaints Commission – complaints and enquiries closed ¹		96%	96%
Office of the Children's Commissioner complaints and enquiries handled ⁴	240	290	260
Office of the Parliamentary Counsel – pages of legislation drafted and pages reprinted	7 000	7 000	7 000
Community education and awareness sessions delivered	120	120	120
Regulatory Services			
Licensing NT Community Benefit Fund monies used to benefit community ¹		95%	90%
Licensing NT active licences administered ¹		80%	80%
Licensing NT compliant liquor licensed premises ¹		90%	90%
Licensing NT compliant incorporated association ¹		60%	70%
NT Worksafe number of site inspections	6 000	6 000	6 000
Number of workers compensation incident claims per 1 000 workers ¹		9:1000	9:1000

1 New measure.

2 The variation in 2016-17 is due to a focus on a one-off Territory-wide Aboriginal consumer awareness project.

3 The decrease is due to lower demand for land title registrations, searches and related businesses.

4 The variation in 2016-17 is due to increased youth crime, complaint numbers and community awareness of youth offending.

Operating Statement

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
INCOME		
Taxation revenue	11 461	11 593
Grants and subsidies revenue		
Current	767	786
Capital		
Appropriation		
Output	301 659	306 714
Commonwealth	8 995	8 404
Sales of goods and services	17 975	17 975
Interest revenue		
Goods and services received free of charge	14 349	14 340
Gain (+)/loss (-) on disposal of assets		
Other revenue	6 414	6 337
TOTAL INCOME	361 620	366 149
EXPENSES		
Employee expenses	176 862	174 108
Administrative expenses		
Purchases of goods and services	75 403	78 481
Repairs and maintenance	4 614	6 505
Depreciation and amortisation	17 911	18 139
Services free of charge	14 349	14 340
Other administrative expenses		
Grants and subsidies expenses		
Current	44 281	43 117
Capital	46	47
Community service obligations		
Interest expenses	50 952	50 576
TOTAL EXPENSES	384 418	385 313
NET SURPLUS (+)/DEFICIT (-)	- 22 798	- 19 164

Income Administered for the Central Holding Authority

INCOME		
Taxation revenue		
Commonwealth revenue		
Current grants		
Capital grants		
Fees from regulatory services	5 231	1 731
Interest revenue		
Royalties and rents		
Other revenue	14 246	14 246
TOTAL INCOME	19 477	15 977

Balance Sheet

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
ASSETS		
Cash and deposits	11 481	11 309
Receivables	1 804	1 804
Prepayments	732	732
Inventories	1 194	1 194
Advances and investments		
Property, plant and equipment	804 779	787 196
Other assets		
TOTAL ASSETS	819 990	802 235
LIABILITIES		
Deposits held	3 010	3 010
Creditors and accruals	20 834	21 686
Borrowings and advances	512 546	508 618
Provisions	27 613	27 613
Other liabilities		
TOTAL LIABILITIES	564 003	560 927
NET ASSETS	255 987	241 308
EQUITY		
Capital		
Opening balance	175 176	266 329
Equity injections/withdrawals	91 153	4 485
Reserves	199 423	199 423
Accumulated funds		
Opening balance	- 164 192	- 209 765
Current year surplus (+)/deficit (-)	- 22 798	- 19 164
Transfers to/from reserves	- 22 775	
Accounting policy changes and corrections		
TOTAL EQUITY	255 987	241 308

Cash Flow Statement

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
CASH FLOWS FROM OPERATING ACTIVITIES		
Operating receipts		
Taxes received	11 461	11 593
Grants and subsidies received		
Current	767	786
Capital		
Appropriation		
Output	301 659	306 714
Commonwealth	8 995	8 404
Other agency receipts from sales of goods and services	34 113	24 312
Interest received		
Total operating receipts	356 995	351 809
Operating payments		
Payments to employees	169 350	174 108
Payments for goods and services	88 480	84 037
Grants and subsidies paid		
Current	44 281	43 117
Capital	46	47
Community service obligations		
Interest paid	51 040	50 673
Total operating payments	353 197	351 982
NET CASH FROM OPERATING ACTIVITIES	3 798	- 173
CASH FLOWS FROM INVESTING ACTIVITIES		
Investing receipts		
Proceeds from asset sales		
Repayment of advances		
Sales of investments		
Total investing receipts		
Investing payments		
Purchases of assets	5 168	556
Advances and investing payments		
Total investing payments	5 168	556
NET CASH FROM INVESTING ACTIVITIES	- 5 168	- 556
CASH FLOWS FROM FINANCING ACTIVITIES		
Financing receipts		
Proceeds of borrowings		
Deposits received	1 908	
Appropriation		
Capital	8 119	4 485
Commonwealth		
Equity injections	5 528	
Total financing receipts	15 555	4 485
Financing payments		
Repayment of borrowings		
Finance lease payments	3 563	3 928
Equity withdrawals	8 981	
Total financing payments	12 544	3 928
NET CASH FROM FINANCING ACTIVITIES	3 011	557
Net increase (+)/decrease (-) in cash held	1 641	- 172
Cash at beginning of financial year	9 840	11 481
CASH AT END OF FINANCIAL YEAR	11 481	11 309

Revenue Statement

	2016-17 Estimate	2017-18 Budget	Variation	Note
	\$000	\$000	\$000	
Taxation revenue	11 461	11 593	132	
Community Benefit Fund levy	11 461	11 593	132	
Current grants and subsidies revenue				
Commonwealth grants	434	448	14	
National Initiative Program	434	448	14	
Other grants	333	338	5	
Tenants Advice Service	333	338	5	
Output appropriation	301 659	306 714	5 055	1
Commonwealth appropriation				
National partnership agreements	8 995	8 404	- 591	
Legal Assistance Services	7 204	6 871	- 333	
Northern Territory Remote Aboriginal Investment – liquor licence compliance	1 496	1 533	37	
Homelessness	295		- 295	
Sales of goods and services	17 975	17 975		
Land Titles Office – fees and levies	4 378	4 378		
NT Worksafe	2 650	2 650		
Enforcement – fees	2 501	2 501		
Prison industries revenue	4 145	4 145		
Public Trustee – commissions, fees and levies	1 296	1 296		
Births, Deaths and Marriages – fees and levies	1 035	1 035		
Civil Court – fees	596	596		
Northern Territory Civil and Administration Tribunal	495	495		
Criminal Court – fees	402	402		
Supreme Court – fees	255	255		
Other	222	222		
Goods and services received free of charge	14 349	14 340	- 9	
Other revenue	6 414	6 337	- 77	
Crime Victims Assistance levy	2 910	2 910		
Prison phone system, outside work wages, prisoner room/board	1 192	1 192		
Licensing NT	363	363		
Commissioner of Tenancies	350	360	10	
Solicitor for the Northern Territory – outposted lawyers	266	275	9	
Policy Coordination – outposted services	142		- 142	
Other	1 191	1 237	46	
OPERATING REVENUE	361 620	366 149	4 529	
Capital appropriation	8 119	4 485	- 3 634	2
CAPITAL RECEIPTS	8 119	4 485	- 3 634	

1 The increase mainly reflects additional funding for thoroughbred racing, a number of correctional services initiatives, the reintroduction of the BDR, court support, victims of crime and repairs and maintenance as part of the economic stimulus program.

2 The variation is largely due to a transfer of funding from capital to operational associated with the reintroduction of the BDR and finalisation of the Alice Springs Correctional Centre Security System upgrades in 2016-17.

Department of Health

Output Group/Output	2016-17 PEFO	2016-17 Estimate	2017-18 Budget	Note
	\$000	\$000	\$000	
Territory-Wide Services	31 181	12 650	10 723	1
Territory-Wide Services	31 181	12 650	10 723	
Disease Prevention and Health Protection	21 288	19 063	15 722	2
Environmental Health	4 206	3 592	3 319	
Disease Control	17 082	15 471	12 403	
Community Treatment and Extended Care	142 020	140 709	138 849	
Alcohol and Other Drugs	39 863	38 340	37 318	
Disability Services	93 758	93 539	92 059	
Mental Health	8 399	8 830	9 472	
National Critical Care and Trauma Response	10 495	10 957	16 019	3
National Critical Care and Trauma Response	10 495	10 957	16 019	
Office of the Public Guardian	4 608	4 608	4 364	
Office of the Public Guardian	4 608	4 608	4 364	
Health Services	1 102 357	1 160 649	1 167 839	4
Top End and Central Australia Health Services	1 102 357	1 160 649	1 167 839	
Corporate and Governance	93 596	102 645	96 310	5, 6
Corporate and Governance	47 715	56 995	49 446	
Shared Services Provided	45 881	45 650	46 864	
Total Expenses	1 405 545	1 451 281	1 449 826	
Appropriation				
Output	1 023 745	1 019 086	1 043 685	
Capital	31 679	1 679	29 929	
Commonwealth	62 690	65 366	63 957	

2017-18 Staffing: 909

- 1 The decrease in 2016-17 mainly relates to the transfer of the Commonwealth-funded Indigenous Australian Health Program to the health services. The decrease in 2017-18 mainly reflects the transfer of funding for oral, hearing and cancer screening service delivery functions to the health services.
- 2 The decrease in the Disease Control output in 2017-18 mainly relates to a reduction in Commonwealth funding for trachoma control services for Aboriginal Australians and the Rheumatic Fever Strategy.
- 3 The increase in 2017-18 is due to additional Commonwealth funding.
- 4 The variation in 2016-17 mainly relates to additional Commonwealth National Health Reform funding and the transfer of the Commonwealth-funded Indigenous Australian Health Program to the health services.
- 5 The variation in 2016-17 mainly reflects one-off funding for the Menzies School of Health Research.
- 6 The 2016-17 PEFO figures have been updated to reflect the shared services arrangement with Territory Families.

Agency Profile

The role of the Department of Health is to promote, protect and improve the health and wellbeing of all Territorians. The agency strives to achieve this by:

- ensuring the delivery of quality hospital and primary health services to all Territorians through effective purchasing and performance arrangements with the Top End and Central Australia Health services;
- ensuring the delivery of comprehensive Territory-wide services through effective public provision and purchasing in the areas of disease surveillance, prevention and management, health protection, community treatment and disability services;

- working with health organisations, the non-government sector and other Territory and national partners in planning, resourcing, developing, delivering and evaluating health services to ensure equity of access, integrated care and an effective and appropriate mix of services across the Territory;
- maintaining and enhancing capacity to respond to local and national trauma response events;
- providing system-wide leadership in health policy and planning, service frameworks, clinical governance, stakeholder engagement and Aboriginal policy that ensures quality, consistency and equity;
- delivering system-wide governance including financial, performance and corporate services;
- promoting and protecting the interests of adults with impaired decision-making capacity;
- providing a range of information to the community and stakeholders about guardianship and related issues;
- promoting the rights of Territorians with impaired decision-making capacity through strong and effective individual and systems advocacy; and
- ensuring high quality, timely and person-centred investigations to provide accurate and impartial information for consideration by the Northern Territory Civil and Administrative Tribunal.

Strategic Issues

Creating Jobs

- Identifying and assisting existing or new Aboriginal staff to obtain higher educational achievements or upgraded skills.
- Continuing to expand the Aboriginal workforce within the agency and across Territory health services, building local capacity through recruitment, development and retention.
- Ensuring new infrastructure projects provide local employment opportunities and skills for regional businesses and communities.

Investing in Children

- Supporting Territory Families to implement the Northern Territory Child Protection and Youth Justice framework.
- Implementing the Early Childhood Development agenda including expanding the Australian Nurse Family Partnership Program.
- Enhancing the capabilities and usefulness of the Health Yellow Book, an early childhood health record.
- Improving the coordination of services with other agencies in the development and delivery of early childhood plans.

Building Safer, Fairer and Stronger Communities

- Finalising the construction and commissioning of the Palmerston Regional Hospital.
- Developing a coordinated whole of government response to Foetal Alcohol Syndrome Disorder.
- Actively participating as advocates in the transition to full implementation of the National Disability Insurance Scheme in the Territory.
- Implementing the recommendations of the Remote Area Nurse Safety Review.
- Progressing the Territory-wide Core Clinical Systems Renewal Program to provide information systems for patient-centred care.

- Implementing National Health Reform changes to improve the safety, quality and performance of health services.
- Developing a child and adolescent health plan.
- Improving car parking facilities at Royal Darwin Hospital.
- Driving a systematic, evidence-based approach to maintaining and improving the quality and safety of patient care implemented within effective clinical and governance structures.
- Integrating planning and service provision to improve patient care pathways and consistency in health standards and delivery.
- Closing the gap in health and wellbeing between Aboriginal and non-Aboriginal Territorians.
- Improving health outcomes for people and populations who are vulnerable using a holistic, person-centred approach across the life span.
- Developing strategic and sustainable system-wide responses to continuing growth in service demand and cost, that meet local needs.
- Developing and implementing the Alcohol Harm Reduction Framework, including the re-introduction of the Banned Drinker Register as the platform to promote improved health and wellbeing in relation to alcohol use for individuals, families and communities.
- Further developing strong organisational systems within the Office of the Public Guardian to foster a culture of continuous improvement and innovation.
- Improving the connectivity and relevance of the Office of the Public Guardian with stakeholders and the broader community through targeted information and education activities.
- Improving financial management practices to ensure fiscal responsibility and mitigating risks when administering finances on behalf of represented adults.

Budget Highlights

Creating Jobs

- \$1.8 million for repairs and maintenance, including an additional \$1 million as part of the economic stimulus program.

Investing in Children

- \$1 million to expand the Nurse Family Partnership Program.

Building Safer, Fairer and Stronger Communities

- \$36 million over two years to support the commissioning of the Palmerston Regional Hospital, including purchasing furniture, fixtures and equipment and information and communications technology, to ensure the provision of safe, quality clinical services at commencement.
- \$10.3 million to provide assessment, withdrawal and specialised alcohol treatment services to assist people with alcohol misuse and dependence, as part of the reintroduction of the Banned Drinker Register.
- \$3 million over four years to trial housing accommodation support in Darwin and Palmerston for mental health clients.
- \$0.8 million to support tackling youth substance misuse in remote communities through the delivery of diversion programs.

\$M

2017-18 New Capital Works

Construct a replacement Nightcliff renal facility	9.7
Renal-ready rooms in remote communities	1.4

Output Groups and Outcomes

Territory-Wide Services

Outcome: Strengthened capability of Territorians to maintain and improve health.

Territory-Wide Services

Provide support for an integrated Territory-wide primary health care service including reporting, policy, planning, grant management and legislative support.

Disease Prevention and Health Protection

Outcome: Strengthened capacity of individuals, families and communities to improve and protect their health through promotion and prevention strategies, and appropriate interventions that minimise harm from disease and the environment.

Environmental Health

Provide education, statutory surveillance and monitoring, and complaint resolution relating to physical, chemical, biological and radiological agents in the environment.

Manage environmental health standards, environmental health impact assessment, sanitation and waste management, water quality, food safety, radiation protection and poisons control.

Disease Control

Deliver disease prevention and early intervention services, rheumatic heart disease services and register, promote immunisation coverage and education, disease surveillance and management, screening services, trachoma elimination, contact tracing for mycobacterial diseases, HIV/AIDS and sexually transmitted infections, environmental management of mosquito-borne diseases, and management of disease outbreaks.

Community Treatment and Extended Care

Outcome: Strengthened capacity of individuals, families and communities to improve and protect their health and wellbeing.

Alcohol and Other Drugs

Provide support for an integrated Territory-wide service to reduce harm attributable to the use and misuse of alcohol, tobacco and other drugs, including reporting, policy, planning, service funding and program management and legislative support.

Disability Services

Deliver community and professional support services to people with a disability, including community care and support, in-home support, community access, full-time accommodation and respite care.

Mental Health

Provide support for an integrated Territory-wide mental health service including reporting, policy, planning, service funding and program management and legislative support.

National Critical Care and Trauma Response

Outcome: High-quality and efficient emergency medical response services to the north Australian and South East Asian regions, building disaster capability and resistance across the regions.

National Critical Care and Trauma Response

Operation and development of the National Critical Care and Trauma Response Centre that provides evidence-based emergency care, research, education and maintenance, enabling health responses to incidents of national significance, including deployable capability.

Office of the Public Guardian

Outcome: The interests of adults with impaired decision-making capacity across the Territory are promoted and protected.

Office of the Public Guardian

Provide contemporary, best practice guardianship services consistent with the Guardianship Principles. Promote the rights of Territorians with impaired capacity through strong and effective individual and systems advocacy. Provide a range of information to the community and stakeholders about guardianship and related issues. Develop effective and efficient systems to meet legislative and organisational objectives.

Health Services

Outcome: Ensure the best possible health of Territorians and visitors in the Top End and Central Australia is achieved and maintained through high quality, safe and efficient services.

Top End and Central Australia Health Services

Provide acute to primary health care services in hospitals, health centres and in the home.

Corporate and Governance

Outcome: Effective and efficient performance of the health system through governance and regulation, system-wide policy, plans and standards, and resource and information management at the Territory-wide level.

Corporate and Governance

Provide leadership and strategic management that ensures the health system meets its service and quality objectives and identifies and mitigates risk. Deliver Territory-wide strategy, policies and plans to ensure an equitable and integrated system. Support fair, evidence-based and sustainable purchase-of-service agreements with healthcare providers and systems to deliver appropriate services to Territorians.

Shared Services Provided

Provide quality client-focused shared services to the Health Services and System Manager through strategic leadership and service delivery of centralised corporate support functions including finance, human resource, information and communications technology, infrastructure, corporate support services, procurement and data management and reporting.

Provide corporate and governance services to Territory Families.

Key Performance Indicators

	2016-17 PEFO	2016-17 Estimate	2017-18 Budget
Territory-Wide Services			
Percentage of non-government organisation grant recipients' satisfaction with grant management	80%	81%	82%
Disease Prevention and Health Protection			
<i>Environmental Health</i>			
Authorities issued ¹	4 050	4 050	4 050
Environmental health complaints investigations initiated within one working day of notification	98%	98%	98%
<i>Disease Control</i>			
Notification of HIV	20	28	28
Occasions of service at Clinic 34 in Darwin and Alice Springs	10 500	10 815	10 815
Proportion of notified cases of exotic mosquito-borne diseases for which the place of infection was ascertained within two days	100%	100%	100%
Children fully immunised:			
– at age 12 months	93%	93%	95%
– at age 2 years	88%	89%	90%
People completing treatment for tuberculosis	100%	100%	100%
Units of sterile injecting equipment distributed through the Needle and Syringe Program ²	480 000	530 000	530 000
People living with HIV who receive antiretroviral therapy	90%	90%	90%
Community Treatment and Extended Care			
<i>Alcohol and Other Drugs</i>			
Number of assessments undertaken in non-government treatment services ³		3 013	3 329
Number of treatment episodes commenced in non-government organisation services ³		2 535	2 832
Number of episodes of treatment completed in non-government organisation services ³		908	1 111
<i>Disability Services</i>			
Clients accessing full-time accommodation services ⁴	198	198	90
Clients accessing community support services ⁴	2 800	2 600	2 400
Clients accessing professional support services ⁴	6 000	7 771	5 600
Occasions clients access professional support services ⁴	55 000	59 826	50 900
<i>Mental Health</i>			
Discharges from residential support services planned ³		60	60
Average daily bed usage in community supported accommodation facilities ³		85%	85%
Suicide prevention training attendance ³		1 700	1 700
Clients accessing community support services ³		2 500	2 500
National Critical Care and Trauma Response			
Training participants	695	760	750
Response to local, national and international deployment requests	100%	100%	100%

(continued)

	2016-17 PEFO	2016-17 Estimate	2017-18 Budget
Office of the Public Guardian⁵			
Number of individuals under adult guardianship ³		789	868
Number of Aboriginal people under guardianship ³		448	493
Number of people under community guardianship ³		277	305
Number of people under sole guardianship ³		286	315
Number of people under joint guardianship ³		219	240
Number of financial management orders only ³		7	8
Number of financial management orders – Public Guardian ³		397	437
Number of new orders – Public Guardian ³		90	99
Number of new orders – community ³		86	95
Number of new applications received – guardianship investigations ³		228	251
Health Services			
<i>Top End and Central Australia Health Services</i>			
Total weighted activity units ⁶	133 886	149 950	155 199

1 Authorities, including registrations and licences, issued under the *Public and Environmental Health Act, Food Act, Medicines, Poisons and Therapeutic Goods Act, Private Hospitals Act and Radiation Protection Act*, including regulations subordinate to each.

2 The increase is mainly due to the inclusion of injecting drug users into the program as part of public health efforts to curb the rates of HIV, Hepatitis C and Hepatitis B in the Territory.

3 New measure.

4 The variations are due to the transition to the National Disability Insurance Scheme (NDIS).

5 The Office of the Public Guardian commenced on 28 July 2016. The projected increases in 2017-18 are due to the full implementation of a streamlined, contemporary Adult Guardianship framework in the Territory.

6 The 2016-17 PEFO figure has been recalculated using version 16 of the activity based funding (ABF) model. The increase reflects growth in ABF activity.

Operating Statement

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
INCOME		
Taxation revenue		
Grants and subsidies revenue		
Current	298 380	274 815
Capital		
Appropriation		
Output	1 019 086	1 043 685
Commonwealth	64 912	63 747
Sales of goods and services	46 326	47 309
Interest revenue	16	16
Goods and services received free of charge	14 582	14 582
Gain (+)/loss (-) on disposal of assets		
Other revenue	246	226
TOTAL INCOME	1 443 548	1 444 380
EXPENSES		
Employee expenses	108 514	98 565
Administrative expenses		
Purchases of goods and services	561 275	562 328
Repairs and maintenance	804	1 779
Depreciation and amortisation	4 236	4 446
Services free of charge	14 582	14 582
Other administrative expenses	120	555
Grants and subsidies expenses		
Current	761 414	767 234
Capital	336	337
Community service obligations		
Interest expenses		
TOTAL EXPENSES	1 451 281	1 449 826
NET SURPLUS (+)/DEFICIT (-)	- 7 733	- 5 446

Income Administered for the Central Holding Authority

INCOME		
Taxation revenue		
Commonwealth revenue		
Current grants		
Capital grants		
Fees from regulatory services	126	126
Interest revenue		
Royalties and rents		
Other revenue		
TOTAL INCOME	126	126

Balance Sheet

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
ASSETS		
Cash and deposits	17 180	16 180
Receivables	3 791	3 791
Prepayments	1 364	1 364
Inventories	434	434
Advances and investments	300	300
Property, plant and equipment	37 508	63 201
Other assets		
TOTAL ASSETS	60 577	85 270
LIABILITIES		
Deposits held		
Creditors and accruals	5 396	5 396
Borrowings and advances		
Provisions	15 092	15 092
Other liabilities		
TOTAL LIABILITIES	20 488	20 488
NET ASSETS	40 089	64 782
EQUITY		
Capital		
Opening balance	252 974	276 997
Equity injections/withdrawals	24 023	30 139
Reserves	2 550	2 550
Accumulated funds		
Opening balance	- 231 725	- 239 458
Current year surplus (+)/deficit (-)	- 7 733	- 5 446
Transfers to/from reserves		
Accounting policy changes and corrections		
TOTAL EQUITY	40 089	64 782

Cash Flow Statement

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
CASH FLOWS FROM OPERATING ACTIVITIES		
Operating receipts		
Taxes received		
Grants and subsidies received		
Current	298 380	274 815
Capital		
Appropriation		
Output	1 019 086	1 043 685
Commonwealth	64 912	63 747
Other agency receipts from sales of goods and services	46 572	47 535
Interest received	16	16
Total operating receipts	1 428 966	1 429 798
Operating payments		
Payments to employees	108 573	98 565
Payments for goods and services	562 199	564 662
Grants and subsidies paid		
Current	761 414	767 234
Capital	336	337
Community service obligations		
Interest paid		
Total operating payments	1 432 522	1 430 798
NET CASH FROM OPERATING ACTIVITIES	- 3 556	- 1 000
CASH FLOWS FROM INVESTING ACTIVITIES		
Investing receipts		
Proceeds from asset sales	23	23
Repayment of advances		
Sales of investments		
Total investing receipts	23	23
Investing payments		
Purchases of assets	2 106	30 162
Advances and investing payments		
Total investing payments	2 106	30 162
NET CASH FROM INVESTING ACTIVITIES	- 2 083	- 30 139
CASH FLOWS FROM FINANCING ACTIVITIES		
Financing receipts		
Proceeds of borrowings		
Deposits received		
Appropriation		
Capital	1 679	29 929
Commonwealth	454	210
Equity injections	4 373	
Total financing receipts	6 506	30 139
Financing payments		
Repayment of borrowings		
Finance lease payments		
Equity withdrawals		
Total financing payments		
NET CASH FROM FINANCING ACTIVITIES	6 506	30 139
Net increase (+)/decrease (-) in cash held	867	- 1 000
Cash at beginning of financial year	16 313	17 180
CASH AT END OF FINANCIAL YEAR	17 180	16 180

Revenue Statement

	2016-17 Estimate	2017-18 Budget	Variation	Note
	\$000	\$000	\$000	
Current grants and subsidies revenue				
Commonwealth grants	295 760	273 181	- 22 579	
National Health Reform	240 175	224 754	- 15 421	1
Indigenous Australian Health Program	39 238	39 243	5	
Public health funding	3 685	3 881	196	
Rural Health Outreach Fund	3 058		- 3 058	2
National Disability Insurance Scheme – Building Community Capacity and Engagement	2 650	500	- 2 150	3
Aged Care Assessment Program	1 630	1 698	68	
Home Support Program	1 444	1 422	- 22	
Healthy Ears – Better Hearing, Better Listening Program	1 339		- 1 339	4
Organ and Tissue Donation	1 208	1 210	2	
Nhulunbuy Alcohol and other Drugs Rehabilitation Services	183		- 183	
Other	1 150	473	- 677	
Other grants	2 620	1 634	- 986	
Clinical Teaching Services Agreement	1 592	1 634	42	
Pathology Report to My Health Record System Project	675		- 675	
Indigenous health training posts	248		- 248	
Illicit Drugs Reporting System	55		- 55	
Specialist Training Program	50		- 50	
Output appropriation	1 019 086	1 043 685	24 599	5
Commonwealth appropriation				
Specific purpose payments	15 084	15 548	464	
National Disability Services	15 084	15 548	464	
National partnership agreements	49 828	48 199	- 1 629	
Northern Territory Remote Aboriginal Health Investment	19 805	19 526	- 279	
National Critical Care and Trauma Response Centre	15 286	15 813	527	
Specialist Disability Services	5 875	6 081	206	
Essential vaccines	2 552	2 596	44	
Improving trachoma control services for Aboriginal Australians	1 591		- 1 591	4
Adult public dental services	1 432		- 1 432	4
Pay equity for the social and community services sector	1 244	1 575	331	
Rheumatic Fever Strategy	905		- 905	
Disability Care Australia Fund	752	2 290	1 538	6
Other	386	318	- 68	
Sales of goods and services	46 326	47 309	983	
Service level agreements – Top End, Central Australia Health Services and Territory Families	45 650	46 864	1 214	
Other fees and charges	676	445	- 231	
Interest	16	16		

(continued)

	2016-17 Estimate	2017-18 Budget	Variation	Note
	\$000	\$000	\$000	
Goods and services received free of charge	14 582	14 582		
Other revenue	246	226	- 20	
OPERATING REVENUE	1 443 548	1 444 380	832	
Capital appropriation	1 679	29 929	28 250	7
Commonwealth capital appropriation	454	210	- 244	
National Critical Care and Trauma Response Centre	454	210	- 244	
CAPITAL RECEIPTS	2 133	30 139	28 006	

1 Based on activity estimates under the National Health Reform Agreement.

2 The decrease reflects the cessation of the current agreement in 2016-17. A new agreement had not yet been negotiated at the time of publication.

3 The variation is in line with the Commonwealth agreement and relates to the NDIS transition.

4 The decrease reflects the cessation of the agreement in 2016-17.

5 The increase mainly reflects additional funding for the reintroduction of the Banned Drinker Register and repairs and maintenance funding as part of the economic stimulus program.

6 The variation is in line with the Commonwealth agreement.

7 The increase is due to the carry over of funding from 2016-17 to 2017-18 for furniture, fittings and equipment, and information and communication technology hardware and systems to support the commissioning of the Palmerston Regional Hospital.

Top End Health Service

Business Line	2016-17 PEFO	2016-17 Estimate	2017-18 Budget	Note
	\$000	\$000	\$000	
Top End Hospitals	527 053	582 898	584 423	1, 2
Top End Hospitals	527 053	582 898	584 423	
Community Treatment and Extended Care	44 363	48 332	44 596	3, 4
Mental Health	30 976	30 217	30 536	
Aged Care	1 370	5 237	3 602	
Alcohol and Other Drugs	12 017	12 878	10 458	
Primary Health Care	112 447	125 079	129 910	5, 6
Remote Primary Health Care	80 257	88 634	94 896	
Urban Primary Health Care	14 125	14 395	14 672	
Top End-Wide Community Services	18 065	22 050	20 342	
Top End-Wide Support Services	169 572	165 823	176 606	7, 8
Top End-Wide Support Services	169 572	165 823	176 606	
Total Expenses	853 435	922 132	935 535	
Income	830 938	909 310	902 143	
SURPLUS (+)/DEFICIT (-) BEFORE INCOME TAX	- 22 497	- 12 822	- 33 392	

2017-18 Staffing: 3983

- 1 The variation in 2016-17 mainly relates to additional Commonwealth funding for highly specialised drugs and other external funding.
- 2 The increase in 2017-18 mainly reflects additional Commonwealth National Health Reform funding and repairs and maintenance funding as part of the economic stimulus program.
- 3 The increase in the Aged Care output in 2016-17 and decrease in 2017-18 reflect variations in Commonwealth funding.
- 4 The decrease in the Alcohol and Other Drugs output in 2017-18 is due to the cessation of the Alcohol Mandatory Treatment program.
- 5 The increases in the Remote Primary Health Care output in 2016-17 and 2017-18 mainly relate to the transfer of Commonwealth funding for the Indigenous Australians Health Program to the health services from the Department of Health.
- 6 The variation in the Top End-Wide Community Services output in 2016-17 is mostly due to the transfer of oral, hearing and cancer screening services from the Department of Health.
- 7 The variation in 2016-17 is mainly due to the transfer of funding for Territory health information and communication technology projects to the Department of Health.
- 8 The increase in 2017-18 mostly reflects additional repairs and maintenance funding as part of the economic stimulus program.

Business Division Profile

The Top End Health Service works with key stakeholders to improve health and wellbeing outcomes and deliver stronger communities across the Top End by:

- providing safe and quality healthcare services that are effective and responsive to patient needs;
- providing affordable and efficient healthcare services, demonstrating prudent use of public resources while ensuring high standards of quality and efficiency in service delivery;
- promoting a culture of innovation to enhance an evidence-based approach to health care and build the capacity to meet changing service needs and delivery models;
- fostering a culture that promotes ownership of performance in the delivery of health care by our people with our partners and within our community;
- ensuring there is equitable access to healthcare services across the Top End by maximising the coordination and integration at local and regional levels; and
- building a sustainable and quality workforce, investing in local capacity and making the best use of our people.

Strategic Issues

Creating Jobs

- Strengthening our workforce culture and capacity and growing and developing the skills of the Aboriginal workforce.
- Ensuring new infrastructure projects provide local employment opportunities and skills for regional businesses and communities.

Investing in Children

- Enhancing maternal and child health programs to improve family care and early childhood development.

Empowering the Bush

- Pursuing the Pathways to Community Control program to support Aboriginal community control in the planning, development and management of primary and community health care.

Building Safer, Fairer and Stronger Communities

- Adopting a 'one service, multiple campus' approach to service delivery to improve accessibility, effectiveness and efficiency, and deliver timely, safe and appropriate care.
- Increasing outreach programs to provide access to medical specialists in remote communities.
- Enhancing the integration and coordination of outpatient, outreach and telehealth services.
- Integrating maternity services across the Top End.
- Integrating renal services across the Top End.
- Implementing the Strengthening Mental Health program.
- Continuing work to deliver the Palmerston Regional Hospital in 2018.

Budget Highlights

Creating Jobs

- \$28.5 million for repairs and maintenance, including an additional \$5.5 million as part of the economic stimulus program.
- \$3.4 million to increase the capabilities of allied health services across the Top End.
- \$0.6 million for the Back on Track program that aims to increase Aboriginal and Torres Strait Islander representation across the health workforce.

Investing in Children

- \$1 million to expand the Nurse Family Partnership Program to support vulnerable children and families.

Empowering the Bush

- \$0.3 million for the Pathways to Community Control program to create a framework that supports Aboriginal community control in the planning, development and management of primary health care and community care services.

Building Safer, Fairer and Stronger Communities

- \$9.6 million for the establishment of cardiothoracic and neurosurgical services.
- \$6.8 million to open and commence operation of the Palmerston Regional Hospital.
- \$5 million for the expansion of dialysis treatment across the Territory through the acquisition of additional dialysis chairs and extended clinic hours.
- \$3.3 million to provide assessment, withdrawal and specialised alcohol treatment services to assist people with alcohol misuse and dependence, as part of the reintroduction of the Banned Drinker Register.
- \$1.7 million for emergency road ambulance and medical transportation services.

	\$M
2017-18 New Capital Works	
Gove District Hospital – fire remediation works	3.6
Palmerston Regional Hospital	8.8
Royal Darwin Hospital – positron emission tomography (PET) scanner and cyclotron infrastructure works	18.0

Business Line

Top End Hospitals

Outcome: Improvement and maintenance of the health and wellbeing of those in the community who require acute or specialist care.

Top End Hospitals

Provide admitted, non-admitted and emergency services.

Community Treatment and Extended Care

Outcome: Strengthened capacity of individuals, families and communities to improve and protect their health through strategies and appropriate interventions that minimise harm.

Mental Health

Provide specialist mental health services including assessment, case management and treatment.

Aged Care

Provide services to support senior Territorians to live in the community, along with hospital care and assessment for residential care.

Alcohol and Other Drugs

Support community development, education and training, intervention, treatment and care options to reduce harm attributable to the use and misuse of alcohol, tobacco and other drugs.

Primary Health Care

Outcome: Strengthened capability of Territorians to maintain and improve health through education, prevention, early intervention and access to culturally appropriate assessment, treatment and support services.

Remote Primary Health Care

Provide primary health care services delivered by government health centres located in remote communities.

Urban Primary Health Care

Provide primary health care services delivered by government health services located in urban centres.

Top End-Wide Community Services

Provide community care services through hearing, oral health and cancer screening specialists across the Top End.

Top End-Wide Support Services

Outcome: Safe, efficient, effective and accessible public health services for Top End residents.

Top End-Wide Support Services

Support patient-centred accountable health service, including aeromedical retrievals and ambulance services.

Key Performance Indicators

	2016-17 PEFO	2016-17 Estimate	2017-18 Budget
Top End Hospitals			
Total Top End Health Service weighted activity units ¹	87 930	98 076	101 509
Average length of stay (days) ²	5.40	5.16	5.10
Elective surgery waiting times:			
- category 1: percentage of patients waiting longer than the clinically recommended time	0.0%	0.0%	0.0%
- category 2: percentage of patients waiting longer than the clinically recommended time	2.4%	2.4%	2.4%
- category 3: percentage of patients waiting longer than the clinically recommended time	2.4%	2.4%	2.4%
Emergency department presentations departing within 4 hours ³	78%	66%	78%
Community Treatment and Extended Care			
<i>Mental Health</i>			
Individuals receiving community-based public mental health services ⁴	5 500	5 193	5 300
Individuals under 18 receiving community-based public mental health services ⁵	1 200	793	900
Post-discharge community mental health care	70%	87%	70%
28-day mental health re-admissions	10%	11%	10%
<i>Aged Care</i>			
Aged care occasions of service	11 300	11 600	11 750
Aged Care Assessment Program clients receiving timely intervention in accordance with priority at referral	85%	95%	85%
<i>Alcohol and Other Drugs</i>			
Number of assessments undertaken in government treatment services ⁶		627	1 300
Number of episodes of treatment commenced in government services ⁶		309	618
Number of episodes of treatment completed in government services ⁶		186	372
Primary Health Care			
<i>Remote Primary Health Care</i>			
Episodes of health care services in government-managed remote health centres ⁷	232 864	241 076	259 397
Aboriginal adult health check coverage	65%	69%	70%
Proportion of screened Aboriginal children under 5 years with anaemia	15%	15%	15%
Proportion of screened Aboriginal children between 6 months and 5 years of age who have been checked for anaemia	87%	75%	87%
Proportion of remote Aboriginal women who attended their first antenatal visit in the first trimester of their pregnancy	50%	50%	60%
Proportion of remote Aboriginal clients aged 15 years and over with type II diabetes and or coronary heart disease with a chronic disease management plan	68%	89%	85%

(continued)

	2016-17 PEFO	2016-17 Estimate	2017-18 Budget
Proportion of remote Aboriginal clients aged 15 years and over with type II diabetes who have had an HbA1c test	80%	81%	80%
Proportion of remote Aboriginal clients aged 15 years and over with type II diabetes whose latest HbA1c measurements are lower than or equal to 7%	42%	40%	42%
<i>Urban Primary Health Care</i>			
Community health occasions of service – urban	110 000	107 407	110 000
Prison health episodes of care ⁸	46 000	51 800	53 410
<i>Top End-Wide Community Services</i>			
Oral health occasions of service	35 500	35 500	35 500
Percentage of remote Aboriginal children (from total assessed) diagnosed with moderate/severe/profound hearing impairment	9.5%	10.5%	9.5%
Top End-Wide Support Services			
Complaints to the Health and Community Services Complaints Commissioner responded to within timeframes set	100%	100%	100%
Incident recommendations followed up within timeframes set	100%	100%	100%

- 1 The 2016-17 PEFO figure has been recalculated using version 16 of the activity-based funding (ABF) model. The variations reflect growth in ABF activity.
- 2 The average number of days in a hospital for patients who stay at least one night.
- 3 The variation in 2016-17 mainly reflects bed capacity issues at Royal Darwin Hospital influenced by hospital redevelopment works.
- 4 The variations are due to an improved short-term intervention strategy that has reduced the proportion of crisis referral clients entering long-term case management and improved coordination with the non-government sector.
- 5 The variations are due to improved coordination and partnership with Headspace Top End.
- 6 New measure. The increase in 2017-18 is due to the reintroduction of the Banned Drinker Register.
- 7 The increases are consistent with continuing growth in the demand for health services.
- 8 Activity levels are influenced by prisoner numbers.

Operating Statement

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
INCOME		
Grants and subsidies revenue		
Current	516 789	520 609
Capital		
Community service obligations		
Sales of goods and services	392 320	381 343
Interest revenue		
Rent and dividends		
Gain (+)/loss (-) on disposal of assets		
Other revenue	201	191
TOTAL INCOME	909 310	902 143
EXPENSES		
Employee expenses	523 469	531 563
Administrative expenses		
Purchases of goods and services	309 134	300 148
Repairs and maintenance	22 150	28 500
Depreciation and amortisation	31 350	37 473
Other administrative expenses		
Grants and subsidies expenses		
Current	34 554	36 429
Capital	1 475	1 422
Interest expense		
TOTAL EXPENSES	922 132	935 535
SURPLUS (+)/DEFICIT (-) BEFORE INCOME TAX	- 12 822	- 33 392
Income tax expense		
NET SURPLUS (+)/DEFICIT (-)	- 12 822	- 33 392

Balance Sheet

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
ASSETS		
Cash and deposits	19 213	19 213
Receivables	35 289	35 289
Prepayments	5 792	5 792
Inventories	7 794	7 794
Advances and investments		
Property, plant and equipment	650 462	617 070
Other assets		
TOTAL ASSETS	718 550	685 158
LIABILITIES		
Deposits held	2 076	2 076
Creditors and accruals	71 323	71 323
Borrowings and advances	3 794	3 794
Provisions	54 584	54 584
Other liabilities		
TOTAL LIABILITIES	131 777	131 777
NET ASSETS	586 773	553 381
EQUITY		
Capital		
Opening balance	382 436	512 743
Equity injections/withdrawals	130 307	
Reserves	174 460	174 460
Accumulated funds		
Opening balance	- 87 608	- 100 430
Current year surplus (+)/deficit (-)	- 12 822	- 33 392
Dividends paid/payable		
Transfers to/from reserves		
Accounting policy changes and corrections		
TOTAL EQUITY	586 773	553 381

Cash Flow Statement

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
CASH FLOWS FROM OPERATING ACTIVITIES		
Operating receipts		
Grants and subsidies received		
Current	516 789	520 609
Capital		
Community service obligations		
Receipts from sales of goods and services	392 521	381 534
Interest received		
Total operating receipts	909 310	902 143
Operating payments		
Payments to employees	523 469	531 563
Payments for goods and services	331 284	328 648
Grants and subsidies paid		
Current	34 554	36 429
Capital	1 475	1 422
Interest paid		
Income tax paid		
Total operating payments	890 782	898 062
NET CASH FROM OPERATING ACTIVITIES	18 528	4 081
CASH FLOWS FROM INVESTING ACTIVITIES		
Investing receipts		
Proceeds from asset sales		
Repayment of advances		
Sales of investments		
Total investing receipts		
Investing payments		
Purchases of assets	4 981	4 081
Advances and investing payments		
Total investing payments	4 981	4 081
NET CASH FROM INVESTING ACTIVITIES	- 4 981	- 4 081
CASH FLOWS FROM FINANCING ACTIVITIES		
Financing receipts		
Proceeds of borrowings		
Deposits received		
Equity injections		
Total financing receipts		
Financing payments		
Repayment of borrowings		
Finance lease payments		
Dividends paid		
Equity withdrawals		
Total financing payments		
NET CASH FROM FINANCING ACTIVITIES		
Net increase (+)/decrease (-) in cash held	13 547	
Cash at beginning of financial year	5 666	19 213
CASH AT END OF FINANCIAL YEAR	19 213	19 213

Revenue Statement

	2016-17 Estimate	2017-18 Budget	Variation	Note
	\$000	\$000	\$000	
Current grants and subsidies revenue				
Commonwealth grants	88 484	75 930	- 12 554	1
Commonwealth grants, national partnership agreements and agency arrangements on-passed from the Department of Health	60 309	50 089	- 10 220	
Highly specialised drugs	25 212	25 212		
Flexible care and subsidy for transition care	1 791		- 1 791	
Other	1 172	629	- 543	
Other grants	428 305	444 679	16 374	
Northern Territory Block funding (includes teaching, training and research functions)	420 618	443 881	23 263	2
Other	7 687	798	- 6 889	3
Sales of goods and services	392 320	381 343	- 10 977	
Northern Territory activity-based funding	178 800	178 800		
Commonwealth activity-based funding	150 271	136 724	- 13 547	4
Other patient-generated income	15 670	15 670		
Hospital patients (private, ineligible, defence, nursing home and other)	9 000	11 570	2 570	
Medicare bulk billing revenue	9 000	9 000		
Cross-border charges	8 479	8 479		
Compensable patients	6 400	6 400		
Pharmaceutical and pharmacy reform	4 200	4 200		
Western Australia bed buys	2 500	2 500		
Veterans' Affairs	2 400	2 400		
Salary recoveries	1 300	1 300		
Staff accommodation recoveries	1 200	1 200		
Stock recoveries	1 200	1 200		
Rental of departmental facilities	600	600		
Electricity recoveries	500	500		
Medical/dental supplies	400	400		
Royal Darwin Hospital – carpark	400	400		
Other revenue	201	191	- 10	
OPERATING REVENUE	909 310	902 143	- 7 167	

1 The variations are in line with the relevant Commonwealth agreements.

2 The increase reflects additional operational funding to support service delivery, including additional funding for repairs and maintenance as part of the economic stimulus program and funding for services associated with the reintroduction of the Banned Drinker Register.

3 The decrease is in line with various agreements expiring in 2016-17.

4 The variation relates to additional one-off funding in 2016-17 based on prior year activity and updated activity estimates for 2016-17.

Central Australia Health Service

Business Line	2016-17 PEFO	2016-17 Estimate	2017-18 Budget	Note
	\$000	\$000	\$000	
Central Australia Hospitals	239 644	243 268	246 559	1, 2
Central Australia Hospitals	239 644	243 268	246 559	
Community Treatment and Extended Care	29 201	28 132	26 675	3
Mental Health	17 589	17 586	17 839	
Aged Care	258	920	972	
Alcohol and Other Drugs	11 354	9 626	7 864	
Primary Health Care	50 739	59 806	63 288	4
Remote Primary Health Care	36 702	46 066	48 932	
Urban Primary Health Care	6 714	6 850	7 074	
Central Australia-Wide Community Services	7 323	6 890	7 282	
Central Australia-Wide Support Services	67 630	63 981	65 642	5
Central Australia-Wide Support Services	67 630	63 981	65 642	
Total Expenses	387 214	395 187	402 164	
Income	377 905	387 797	391 685	
SURPLUS (+)/DEFICIT (-) BEFORE INCOME TAX	- 9 309	- 7 390	- 10 479	

2017-18 Staffing: 1728

- 1 The variation in 2016-17 mainly relates to additional Commonwealth funding for highly specialised drugs and other external funding.
- 2 The increase in 2017-18 mainly reflects additional Commonwealth National Health Reform funding and repairs and maintenance funding as part of the economic stimulus program.
- 3 The variation in the Alcohol and Other Drugs output in 2016-17 and decrease in 2017-18 is due to the cessation of the Alcohol Mandatory Treatment program.
- 4 The increases in the Remote Primary Health Care output mainly relate to the transfer of Commonwealth funding for the Indigenous Australians Health Program to the health services from the Department of Health and repairs and maintenance funding in 2017-18 as part of the economic stimulus program.
- 5 The variations reflect the transfer of funding for information and communication technology projects to the Department of Health.

Business Division Profile

The role of the Central Australia Health Service is to improve the health and wellbeing of Territorians in the Central Australia region of the Territory and importantly, due to the far greater predominance of an Aboriginal population within the Central Australia Health Service, reduce the health status gap between the most and least disadvantaged in the Territory by:

- providing high quality, accessible and appropriate admitted, non-admitted, emergency care, primary health care, mental health, alcohol and other drugs, aged care, population health and other community services;
- ensuring acute care, community health and public health services link seamlessly, particularly for patients with prolonged or chronic medical conditions and complex care needs;
- working with other health providers and local communities in the planning, development, delivery and evaluation of health services to address areas of greatest need;
- promoting the adoption of healthy behaviours;
- delivering health services in a manner that maximises independence and self-management of health issues to achieve optimal health outcomes; and
- utilising new technologies to improve access to health services such as telehealth consultations and the use of advanced diagnostic equipment in remote communities.

Strategic Issues

Creating Jobs

- Continuing support for the teaching, training and research hub to enhance relationships with universities to promote continued excellence in clinical care, teaching and training.
- Ensuring new infrastructure projects provide local employment opportunities and skills for regional businesses and communities.

Investing in Children

- Enhancing maternal and child health programs to improve family care and early childhood development.

Empowering the Bush

- Pursuing the Pathways to Community Control program to support Aboriginal community control in the planning, development and management of primary health care and community care services.

Building Safer, Fairer and Stronger Communities

- Developing innovative and strategic service-wide responses that meet health needs and build capacity by using appropriate evidence-based, effective models of care.
- Increasing outreach programs to provide access to medical specialists in remote communities.
- Delivering timely, safe and appropriate care, including specialist outreach and telehealth consultations.
- Implementing enhanced cardiac services that address outreach and rehabilitation service needs.
- Continuing support for specialised services, including midwifery group practice, Hospital in the Home, sub-acute mental health services and palliative and transitional care.
- Delivering equitable access to health services.
- Contributing to a reduction in alcohol-related harm.
- Reducing health risk factors for Territorians by focusing on chronic disease prevention, early identification and management.
- Continuing to build a new palliative care facility in Alice Springs.
- Delivering quality oral health services and promoting oral health improvement.
- Continuing support for the prevention and management of hearing loss associated with ear disease.

Budget Highlights

Creating Jobs

- \$9.6 million for repairs and maintenance, including an additional \$3.5 million as part of the economic stimulus program.
- \$0.3 million for the Back on Track program that aims to increase Aboriginal and Torres Strait Islander representation across the health workforce, which includes a focus on Aboriginal health practitioners.

Empowering the Bush

- \$0.3 million for the Pathways to Community Control program to create a framework that supports Aboriginal community control in the planning, development and management of primary health care and community care services.

Building Safer, Fairer and Stronger Communities

- \$3.4 million for the expansion of dialysis treatment across Central Australia through the acquisition of additional dialysis chairs and extended clinic hours.
- \$2.3 million for the expansion of service capability of the retrieval service across Central Australia and to address the growing demand in medical services.
- \$1.9 million to provide assessment, withdrawal and specialised alcohol treatment services to assist people with alcohol misuse and dependence, as part of the reintroduction of the Banned Drinker Register.
- \$0.7 million for emergency road ambulance and medical transportation services.

Business Line

Central Australia Hospitals

Outcome: Improvement and maintenance of the health and wellbeing of those in the community who require acute or specialist care.

Central Australia Hospitals

Provide admitted, non-admitted and emergency services.

Community Treatment and Extended Care

Outcome: Strengthened capacity of individuals, families and communities to improve and protect their health through strategies and appropriate interventions that minimise harm.

Mental Health

Provide specialist mental health services including assessment, case management and treatment.

Aged Care

Provide services supporting senior Territorians to live in the community, along with hospital care and assessment for residential care.

Alcohol and Other Drugs

Deliver community development, education and training, intervention, treatment and care options to reduce harm attributable to the use and misuse of alcohol, tobacco and other drugs.

Primary Health Care

Outcome: Strengthened capability of Territorians to maintain and improve health through education, prevention, early intervention and access to culturally appropriate assessment, treatment and support services.

Remote Primary Health Care

Provide primary health care services delivered by government health centres located in remote communities.

Urban Primary Health Care

Provide primary health care services delivered by government health services located in urban centres.

Central Australia-Wide Community Services

Deliver community care services through hearing and oral health specialists across Central Australia.

Central Australia-Wide Support Services

Outcome: Strengthened capacity of Central Australia Health Service to support patients and clients.

Central Australia-Wide Support Services

Support patient-centred accountable health service delivery, including aeromedical retrievals and ambulance services.

Key Performance Indicators

	2016-17 PEFO	2016-17 Estimate	2017-18 Budget
Central Australia Hospitals			
Central Australia Health Service weighted activity units ¹	45 956	51 874	53 690
Average length of stay (days) ²	5.20	4.58	4.80
Elective surgery waiting times:			
– category 1: percentage of patients waiting longer than the clinically recommended time ³	0.0%	22%	0.0%
– category 2: percentage of patients waiting longer than the clinically recommended time ³	2.4%	37%	2.4%
– category 3: percentage of patients waiting longer than the clinically recommended time ³	2.4%	14%	2.4%
Emergency department presentations departing within 4 hours ⁴	78%	65%	78%
Community Treatment and Extended Care			
<i>Mental Health</i>			
Individuals receiving community-based public mental health services ⁵	2 538	2 800	2 900
Individuals under 18 receiving community-based public mental health services ⁵	518	700	800
Post-discharge community mental health care	70%	85%	70%
28-day mental health re-admissions	10%	15%	10%
<i>Aged Care</i>			
Aged care occasions of service	3 700	3 900	3 900
Aged Care Assessment Program clients receiving timely intervention in accordance with priority at referral	85%	85%	85%
<i>Alcohol and Other Drugs</i>			
Number of assessments undertaken in government treatment services ⁶		195	585
Number of episodes of treatment commenced in government services ⁶		74	183
Number of episodes of treatment completed in government services ⁶		27	111
Primary Health Care			
<i>Remote Primary Health Care</i>			
Episodes of health care services in government-managed remote health centres	119 500	120 000	120 000
Aboriginal adult health check coverage	70%	67%	70%
Proportion of screened Aboriginal children under 5 years with anaemia	21%	17%	15%
Proportion of screened Aboriginal children between 6 months and 5 years of age who have been checked for anaemia	87%	77%	87%
Proportion of remote Aboriginal women who attended their first antenatal visit in the first trimester of their pregnancy	50%	57%	60%
Proportion of remote Aboriginal clients aged 15 years and over with type II diabetes and or coronary heart disease with a chronic disease management plan	68%	83%	85%

(continued)

	2016-17 PEFO	2016-17 Estimate	2017-18 Budget
Proportion of remote Aboriginal clients aged 15 years and over with type II diabetes who have had an HbA1c test	68%	78%	80%
Proportion of remote Aboriginal clients aged 15 years and over with type II diabetes whose latest HbA1c measurements are lower than or equal to 7%	35%	30%	35%
<i>Urban Primary Health Care</i>			
Community health occasions of service – urban	17 620	15 000	17 000
Prison health episodes of care	27 609	27 402	28 000
<i>Central Australia-Wide Community Services</i>			
Oral health occasions of service	13 400	12 800	13 000
Percentage of remote Aboriginal children (from total assessed) diagnosed with moderate/severe/profound hearing impairment	10%	10.5%	10%
Central Australia-Wide Support Services			
Complaints to the Health and Community Services Complaints Commissioner responded to within timeframes set	100%	100%	100%
Incident recommendations followed up within timeframes set	100%	100%	100%

- 1 The 2016-17 PEFO figure has been recalculated using version 16 of the activity-based funding (ABF) model. The increase reflects growth in ABF activity.
- 2 The average number of days in a hospital for patients who stay at least one night.
- 3 The variation in 2016-17 reflects increased demand for surgery and workforce capacity issues including Visiting Medical Officer availability.
- 4 The variation in 2016-17 reflects bed capacity issues at Alice Springs Hospital.
- 5 The variations mainly reflect increased screening and detection.
- 6 New measure. The increase in 2017-18 is due to the reintroduction of the Banned Drinker Register.

Operating Statement

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
INCOME		
Grants and subsidies revenue		
Current	168 714	174 442
Capital		
Community service obligations		
Sales of goods and services	219 053	217 213
Interest revenue		
Rent and dividends		
Gain (+)/loss (-) on disposal of assets		
Other revenue	30	30
TOTAL INCOME	387 797	391 685
EXPENSES		
Employee expenses	217 054	220 516
Administrative expenses		
Purchases of goods and services	144 777	143 795
Repairs and maintenance	6 100	9 625
Depreciation and amortisation	10 671	11 314
Other administrative expenses		
Grants and subsidies expenses		
Current	15 923	16 275
Capital	662	639
Interest expense		
TOTAL EXPENSES	395 187	402 164
SURPLUS (+)/DEFICIT (-) BEFORE INCOME TAX	- 7 390	- 10 479
Income tax expense		
NET SURPLUS (+)/DEFICIT (-)	- 7 390	- 10 479

Balance Sheet

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
ASSETS		
Cash and deposits	12 219	12 219
Receivables	47 929	47 929
Prepayments	120	120
Inventories	1 600	1 600
Advances and investments		
Property, plant and equipment	228 853	218 374
Other assets		
TOTAL ASSETS	290 721	280 242
LIABILITIES		
Deposits held	993	993
Creditors and accruals	49 457	49 457
Borrowings and advances	781	781
Provisions	22 656	22 656
Other liabilities		
TOTAL LIABILITIES	73 887	73 887
NET ASSETS	216 834	206 355
EQUITY		
Capital		
Opening balance	245 147	271 406
Equity injections/withdrawals	26 259	
Reserves	13 321	13 321
Accumulated funds		
Opening balance	- 60 503	- 67 893
Current year surplus (+)/deficit (-)	- 7 390	- 10 479
Dividends paid/payable		
Transfers to/from reserves		
Accounting policy changes and corrections		
TOTAL EQUITY	216 834	206 355

Cash Flow Statement

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
CASH FLOWS FROM OPERATING ACTIVITIES		
Operating receipts		
Grants and subsidies received		
Current	168 714	174 442
Capital		
Community service obligations		
Receipts from sales of goods and services	219 083	217 243
Interest received		
Total operating receipts	387 797	391 685
Operating payments		
Payments to employees	217 054	220 516
Payments for goods and services	150 877	153 420
Grants and subsidies paid		
Current	15 923	16 275
Capital	662	639
Interest paid		
Income tax paid		
Total operating payments	384 516	390 850
NET CASH FROM OPERATING ACTIVITIES	3 281	835
CASH FLOWS FROM INVESTING ACTIVITIES		
Investing receipts		
Proceeds from asset sales		
Repayment of advances		
Sales of investments		
Total investing receipts		
Investing payments		
Purchases of assets	2 106	835
Advances and investing payments		
Total investing payments	2 106	835
NET CASH FROM INVESTING ACTIVITIES	- 2 106	- 835
CASH FLOWS FROM FINANCING ACTIVITIES		
Financing receipts		
Proceeds of borrowings		
Deposits received		
Equity injections		
Total financing receipts		
Financing payments		
Repayment of borrowings		
Finance lease payments		
Dividends paid		
Equity withdrawals		
Total financing payments		
NET CASH FROM FINANCING ACTIVITIES		
Net increase (+)/decrease (-) in cash held	1 175	
Cash at beginning of financial year	11 044	12 219
CASH AT END OF FINANCIAL YEAR	12 219	12 219

Revenue Statement

	2016-17 Estimate	2017-18 Budget	Variation	Note
	\$000	\$000	\$000	
Current grants and subsidies revenue				
Commonwealth grants	28 053	25 287	- 2 766	
Commonwealth grants, national partnership agreements and agency arrangements on-passed from Department of Health	23 053	22 318	- 735	
Highly specialised drugs	5 000	2 969	- 2 031	1
Other grants	140 661	149 155	8 494	
Territory block funding (includes teaching, training and research functions)	138 407	149 006	10 599	2
Other	2 254	149	- 2 105	3
Sales of goods and services	219 053	217 213	- 1 840	
Territory activity-based funding	115 519	115 519		
Commonwealth activity-based funding	73 672	71 502	- 2 170	4
Cross-border charges	16 083	16 083		
Medicare bulk billing revenue	4 364	4 364		
Hospital patients (private, ineligible, defence, nursing home and other)	1 800	1 800		
Compensable patients	1 600	1 930	330	
Pharmaceutical and pharmacy reform	1 250	1 250		
Stock recoveries	1 200	1 200		
Staff accommodation recoveries	1 000	1 000		
Other patient-generated income	1 000	1 000		
Rights to private practice facility fee	550	550		
Veterans Affairs	415	415		
Salary recoveries	300	300		
Meals on Wheels	160	160		
Medical/dental supplies	140	140		
Other revenue	30	30		
OPERATING REVENUE	387 797	391 685	3 888	

1 The decrease relates to additional funding in 2016-17 for new Hepatitis C drugs on the Pharmaceutical Benefits Scheme.

2 The increase reflects additional operational funding to support service delivery, including additional funding for repairs and maintenance as part of the economic stimulus program and funding for services associated with the reintroduction of the Banned Drinker Register.

3 The decrease is in line with various agreements expiring in 2016-17.

4 The variation relates to additional one-off funding in 2016-17 based on prior year activity and updated activity estimates for 2016-17.

Department of Housing and Community Development

Output Group/Output	2016-17 PEFO	2016-17 Estimate	2017-18 Budget	Note
	\$000	\$000	\$000	
Housing and Community Development	620 374	609 758	609 705	1, 2, 3
Housing Services Delivery	403 709	421 930	410 892	
Housing Program Delivery Office	6 616	6 616	11 616	
Community Development and Engagement	116 236	87 524	90 038	
Local Government	93 813	93 688	97 159	
Corporate and Governance	17 808	17 943	17 127	
Corporate and Governance	17 808	17 943	17 127	
Total Expenses	638 182	627 701	626 832	
Appropriation				
Output	254 725	268 756	292 762	
Capital	56 304	56 304	40 456	
Commonwealth	227 095	231 877	213 561	

2017-18 Staffing: 563

- 1 The agency's output structure and 2016-17 PEFO figures have been revised to better align with Government's strategic priorities and enable a consistent comparison between years.
- 2 The variation in the Housing Services Delivery output in 2016-17 is mostly due to additional funding for urban and remote housing repairs and maintenance, disaster recovery funding grants for Tropical Cyclone Lam and community service obligation payments for NT Home Ownership. The variation in the Community Development and Engagement output in 2016-17 mainly reflects timing revisions for various remote initiatives.
- 3 The decrease in the Housing Services Delivery output in 2017-18 reflects the cessation of Commonwealth-funded programs and one-off capital grant funding in 2016-17 for Indigenous Essential Services projects, partially offset by additional funding for remote housing repairs and maintenance and incentive funding to expand the community housing sector. The increase in the Housing Program Delivery Office output in 2017-18 is due to additional funding to deliver the Remote Housing Program. The increase in the Local Government output in 2017-18 is due to additional funding for the Strategic Local Government Infrastructure Fund.

Agency Profile

The Department of Housing and Community Development provides accommodation pathways, housing options and client support for those in need, empowers and supports communities to grow through respectful engagement, including through the delivery of interpreting and translating services, delivers remote essential services and land tenure outcomes, and assists in developing and supporting local governments and homelands.

Strategic Issues

Creating Jobs

- Delivering employment and economic development outcomes for Aboriginal people and Aboriginal businesses across the Territory through property and tenancy management contracts and delivery of the Remote Housing Program.
- Increasing employment of Aboriginal interpreters through all phases of the Remote Housing Program.
- Optimising local employment through the delivery of additional repairs and maintenance and tenancy support programs in remote communities.
- Supporting local businesses and jobs, through the provision of repairs and upgrades to urban public housing.

Empowering the Bush

- Developing and promoting sustainability, transparency and compliance in the local government sector.
- Improving regional development outcomes through enhancements and upgrades to infrastructure in homelands and outstations.
- Establishing a new Strategic Local Government Infrastructure Fund aimed at providing regional councils with the capacity to improve liveability, health and community development outcomes in remote communities.
- Developing a consultative process for communities that tests the robustness of plans for regional authorities at a pace determined by local people.
- Establishing a 10-year road map for the implementation of local decision making models, joint goals, and monitoring and evaluation processes.
- Encouraging appropriate and informed engagement with remote communities through the implementation of the Remote Engagement and Coordination Strategy (RECS), using the Bushtel website to ensure visitors are well informed of conditions, events, active organisations and demographics of remote communities prior to visits, and the engagement of Aboriginal interpreters to communicate effectively.
- Supporting regional governance through local government elections.
- Exploring options for a co-funding approach to providing new housing to some outstations and homelands.

Building Safer, Fairer and Stronger Communities

- Providing client-centric housing and tenancy support programs, and assisting the non-government sector to deliver homelessness and other supported accommodation services and programs across the Territory.
- Ensuring the safety and security of public housing tenants and their neighbours through effective tenancy management, community engagement and the use of public housing safety officers.
- Maintaining strategic partnerships with key stakeholders to develop and optimise innovative ways to deliver social and affordable housing.
- Using a community development approach to increase the amount of new housing, living space and rooms available to Territorians living in remote communities, including government employee housing.
- Informing the development of options for future aged care facilities through inclusive and collaborative engagements with stakeholders across the aged care sector, community members and other informed groups.
- Expanding the Homelands Extra Allowance program to assist with repairs and improvements to homes, including airconditioning, for Aboriginal people permanently living on homelands, and establishing options to improve the transparency and accountability of the program.
- Establishing a master plan for services using Territory housing properties as emergency women's shelters.
- Developing a new approach to urban housing construction and tenancy management that sees greater control, including asset ownership, transferred to non-government organisations.

Budget Highlights

Creating Jobs

- \$1.1 billion for the 10-year Remote Housing Investment Package, comprising:
 - \$500 million for the construction of new public housing;
 - \$200 million for new government employee housing in remote communities, including housing for local employees;
 - \$200 million to build additional living areas for existing housing stock under the 'Room to Breathe' program; and
 - \$200 million for repairs and maintenance (\$20 million in 2017-18).
- \$119.8 million under the National Partnership Agreement on Remote Housing and the National Partnership Agreement on Northern Territory Remote Aboriginal Investment, to construct new housing, upgrade existing housing and provide associated infrastructure in remote Aboriginal communities in the Territory.
- \$32.6 million for repairs and maintenance of urban housing across the Territory, including \$5 million as part of the economic stimulus program.
- \$17 million for minor new works to upgrade existing public and government employee housing assets across the Territory.
- \$14.2 million to continue supporting the headlease rental initiative of the Real Housing for Growth plan, including headleases for both affordable and social housing.
- \$10 million in incentive funding to expand the community housing sector.
- \$7.9 million to continue Indigenous jobs development funding for regional councils to support core local government service delivery.
- \$1 million for the employment and training of Aboriginal interpreters to facilitate the successful implementation of the Remote Housing Investment Package and other government initiatives.

Empowering the Bush

- \$81.9 million to continue providing property and tenancy management for remote Aboriginal public housing, including \$64.7 million under the National Partnership Agreement on Remote Housing.
- \$75.1 million under the Indigenous Essential Services program to continue providing electricity, water and sewerage services in 72 remote Aboriginal communities.
- \$22.3 million to continue providing municipal and essential services to homelands and outstations.
- \$6 million, including an additional \$1 million in 2017-18 for the Homelands Extra Allowance program to improve existing housing in homelands.
- \$5 million to establish and operate a Strategic Local Government Infrastructure Fund for projects that improve key infrastructure in remote communities.
- \$3.5 million Commonwealth funding to provide Aboriginal interpreting services under the National Partnership Agreement on Northern Territory Remote Aboriginal Investment.
- \$1.3 million to extend the provision of budget assistance grants to the Victoria Daly and the West Daly regional councils.
- \$1.3 million to manage and operate the Apmere Mwerre Visitor Park in Alice Springs.
- \$1 million to manage and operate the Stuart Lodge in Alice Springs.

Building Safer, Fairer and Stronger Communities

- \$140.4 million over five years from 2016-17 to implement the Territory Government Housing Strategy, to refresh the Territory’s public housing stock and deliver a sustainable urban public housing program, including:
 - \$17.6 million for additional social housing headleased dwellings (\$2.4 million in 2017-18); and
 - \$2 million for the Homelessness Innovation Fund (\$1 million in 2017-18).
- \$33.9 million in Commonwealth financial assistance grants for general purpose and road grants.
- \$25.9 million to councils from the Northern Territory Operational Subsidy grants pool.

	\$M
2017-18 New Capital Works	
Government employee housing	
Additional teacher housing	5.9
Remote Housing Investment Package – construct additional remote housing	10.0
Public housing	
Refresh public housing stock	20.2
Upgrade existing dwellings across all regions	3.0
Indigenous housing and infrastructure	
Land servicing	24.5
Remote Indigenous housing	112.8
Remote Housing Investment Package – HomeBuild NT	50.0
Remote Housing Investment Package – Room to Breathe	20.0

Output Groups and Outcomes

Housing and Community Development

Outcome: An affordable and accessible housing system for eligible Territorians and community engagement models that support good governance, equity, local decision making, economic development opportunities and local jobs.

Housing Services Delivery

Provide tenancy and property management services for eligible Territorians and employees for properties managed by the agency. Apply effective asset management principles to deliver capital works and maintenance programs for housing assets, and strategic planning, policy advice and funding to deliver essential services in 72 remote Aboriginal communities. Undertake strategic planning to provide tenancy and accommodation programs that support Territorians to access appropriate housing options, including the advancement of community housing.

Housing Program Delivery Office

Plan and deliver the remote housing program, including local engagement and decision making.

Community Development and Engagement

Improve community development and engagement. Provide interpreter and translator services to overcome language barriers. Lead and coordinate the delivery of services for homelands, outstations and town camps.

Local Government

Provide engaged and supported regional governance to support local decision making, a relevant and effective governance framework and a more sustainable local government sector.

Corporate and Governance

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

Corporate and Governance

Provide a range of enabling functions including executive services, financial services, human resource management, information and communication technology, communications and media, governance, procurement, and office services that support the agency and NT Home Ownership to efficiently deliver services.

Key Performance Indicators

	2016-17 PEFO	2016-17 Estimate	2017-18 Budget
Housing and Community Development			
<i>Housing Services Delivery</i>			
Households assisted into public housing ¹		1 005	1 028
Households assisted into private housing through the Bond Assistance Loan Scheme ¹		403	440
Average number of days to occupy vacant public housing stock	70	83	70
Annual increase in the number of incidents where public housing safety officers assisted with removal of non-residents from public housing premises ¹		2%	2%
People provided with support to sustain their tenancy ¹		1 450	1 450
New public housing headleased dwellings	88	90	77
<i>Housing Program Delivery Office</i>			
Remote Aboriginal employment ²	30%	45%	35%
New constructed public housing dwellings ³	150	134	202
New constructed dwellings – Remote Housing Program ⁴			63
Upgrades to remote public housing dwellings	425	425	409
Dwellings receiving additional bedrooms or living spaces ^{1,5}		25	100
<i>Community Development and Engagement</i>			
Aboriginal interpreting assignments completed ¹		65%	70%
Aboriginal interpreting hours provided by qualified interpreters ¹		49%	50%
Ethnic interpreting assignments completed ¹		89%	90%
Proportion of service providers meeting delivery standards in homelands and town camps ¹		95%	95%
<i>Local Government</i>			
Councils and local authorities funded and supported ¹		80	80
Council and local authority meetings attended ¹		> 250	> 250
Grants and subsidies acquitted	> 80%	> 80%	> 80%
Scheduled compliance reviews completed ¹		100%	100%

1 New measure.

2 The variations are in line with Commonwealth agreement milestones.

3 The increase reflects delivery of new houses under the National Partnership Agreement on Remote Housing.

4 New measure, commencing from 1 July 2017. Includes newly constructed remote public housing and remote government employee housing.

5 The increase reflects the ramping up of the Room to Breathe Program.

Operating Statement

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
INCOME		
Taxation revenue		
Grants and subsidies revenue		
Current	34 827	35 246
Capital		5 000
Appropriation		
Output	268 756	292 762
Commonwealth	95 792	94 924
Sales of goods and services	74 831	74 818
Interest revenue		
Goods and services received free of charge	8 128	8 128
Gain (+)/loss (-) on disposal of assets	2 000	2 000
Other revenue	1 112	30
TOTAL INCOME	485 446	512 908
EXPENSES		
Employee expenses	64 679	64 740
Administrative expenses		
Purchases of goods and services	82 060	84 110
Repairs and maintenance	39 619	52 611
Depreciation and amortisation	80 824	80 824
Services free of charge	8 128	8 128
Other administrative expenses		
Grants and subsidies expenses		
Current	265 910	256 601
Capital	73 093	66 705
Community service obligations	3 657	3 657
Interest expenses	9 731	9 456
TOTAL EXPENSES	627 701	626 832
NET SURPLUS (+)/DEFICIT (-)	- 142 255	- 113 924

Balance Sheet

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
ASSETS		
Cash and deposits	193 501	139 121
Receivables	23 739	23 739
Prepayments	1 707	1 707
Inventories		
Advances and investments	667	667
Property, plant and equipment	2 713 645	2 810 914
Other assets		
TOTAL ASSETS	2 933 259	2 976 148
LIABILITIES		
Deposits held	6 638	6 638
Creditors and accruals	4 623	4 622
Borrowings and advances	93 437	91 158
Provisions	7 587	7 587
Other liabilities	4 743	4 743
TOTAL LIABILITIES	117 028	114 748
NET ASSETS	2 816 231	2 861 400
EQUITY		
Capital		
Opening balance	1 729 345	1 973 464
Equity injections/withdrawals	244 119	159 093
Reserves	1 124 683	1 124 683
Accumulated funds		
Opening balance	- 235 099	- 281 916
Current year surplus (+)/deficit (-)	- 142 255	- 113 924
Transfers to/from reserves	95 438	
Accounting policy changes and corrections		
TOTAL EQUITY	2 816 231	2 861 400

Cash Flow Statement

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
CASH FLOWS FROM OPERATING ACTIVITIES		
Operating receipts		
Taxes received		
Grants and subsidies received		
Current	34 827	35 246
Capital		5 000
Appropriation		
Output	268 756	292 762
Commonwealth	95 792	94 924
Other agency receipts from sales of goods and services	120 445	74 848
Interest received		
Total operating receipts	519 820	502 780
Operating payments		
Payments to employees	62 224	64 740
Payments for goods and services	170 860	136 721
Grants and subsidies paid		
Current	265 910	256 601
Capital	73 093	66 705
Community service obligations	3 657	3 657
Interest paid	9 732	9 457
Total operating payments	585 476	537 881
NET CASH FROM OPERATING ACTIVITIES	- 65 656	- 35 101
CASH FLOWS FROM INVESTING ACTIVITIES		
Investing receipts		
Proceeds from asset sales	20 200	20 200
Repayment of advances		
Sales of investments		
Total investing receipts	20 200	20 200
Investing payments		
Purchases of assets	167 146	196 293
Advances and investing payments		
Total investing payments	167 146	196 293
NET CASH FROM INVESTING ACTIVITIES	- 146 946	- 176 093
CASH FLOWS FROM FINANCING ACTIVITIES		
Financing receipts		
Proceeds of borrowings		
Deposits received	1 737	
Appropriation		
Capital	56 304	40 456
Commonwealth	136 085	118 637
Equity injections	147 835	
Total financing receipts	341 961	159 093
Financing payments		
Repayment of borrowings	2 004	2 279
Finance lease payments	- 583	
Equity withdrawals	9 160	
Total financing payments	10 581	2 279
NET CASH FROM FINANCING ACTIVITIES	331 380	156 814
Net increase (+)/decrease (-) in cash held	118 778	- 54 380
Cash at beginning of financial year	74 723	193 501
CASH AT END OF FINANCIAL YEAR	193 501	139 121

Revenue Statement

	2016-17 Estimate	2017-18 Budget	Variation	Note
	\$000	\$000	\$000	
Current grants and subsidies revenue				
Commonwealth grants	34 417	35 246	829	
Financial Assistance Grants for Local Government – general purpose assistance	16 171	16 780	609	
Financial Assistance Grants for Local Government – untied local roads grants	16 478	17 098	620	
Culture and Capability Program	1 768	1 368	- 400	
Northern Territory Indigenous Legal Interpreting Services	1 368	1 368		
Cross-border Indigenous interpreting	400		- 400	
Other grants	410		- 410	
Milingimbi water trial	410		- 410	
Capital grants and subsidies revenue				
Commonwealth grants		5 000	5 000	1
Territory transitional accommodation		5 000	5 000	
Output appropriation	268 756	292 762	24 006	2
Commonwealth appropriation				
Specific purpose payments	13 620	13 750	130	
National Affordable Housing Agreement	13 620	13 750	130	
National partnership agreements	82 172	81 174	- 998	
Remote Housing	68 255	67 976	- 279	
Northern Territory Remote Aboriginal Investment	7 192	7 282	90	
Housing	3 696	3 779	83	
Aboriginal Interpreter Service	3 496	3 503	7	
Homelessness	5 025	5 320	295	
Renal Infrastructure in the Territory	1 300		- 1 300	3
Homelessness – Social and Community Services Sector (SACS) – pay equity	400	596	196	
Sales of goods and services	74 831	74 818	- 13	
Rent and tenancy charges	71 804	71 791	- 13	
<i>Darwin Rates Act</i> revenue	1 920	1 920		
Aboriginal Interpreter Service	916	916		
Interpreting and translating services	135	135		
Rental income trade training centres	35	35		
Other	21	21		
Goods and services received free of charge	8 128	8 128		
Gain (+)/loss (-) on disposal of assets	2 000	2 000		
Other revenue	1 112	30	- 1 082	4
OPERATING REVENUE	485 446	512 908	27 462	

(continued)

	2016-17 Estimate	2017-18 Budget	Variation	Note
	\$000	\$000	\$000	
Capital appropriation	56 304	40 456	- 15 848	5
Commonwealth capital appropriation	136 085	118 637	- 17 448	1
Remote housing	86 474	68 438	- 18 036	
Northern Territory Remote Aboriginal Investment	48 831	50 199	1 368	
Housing	43 107	44 332	1 225	
Teacher housing	5 724	5 867	143	
Renal infrastructure in the Territory	780		- 780	3
CAPITAL RECEIPTS	192 389	159 093	- 33 296	

1 The variations are in line with the relevant Commonwealth agreements.

2 The increase mainly reflects additional funding for remote housing repairs and maintenance, expansion of the community housing sector and the establishment of the Strategic Local Government Infrastructure Fund.

3 The decrease reflects the cessation of the agreement in 2016-17.

4 The decrease relates to a one-off recovery of unspent homelessness grant funds in 2016-17.

5 The decrease mainly reflects one-off infrastructure funding for cyclone recovery works in 2016-17.

NT Home Ownership

Business Line	2016-17 PEFO	2016-17 Estimate	2017-18 Budget	Note
	\$000	\$000	\$000	
Income	12 723	13 891	13 896	1
NT Home Ownership	12 723	13 891	13 896	
Expenses	12 674	12 522	12 155	2
NT Home Ownership	12 674	12 522	12 155	
SURPLUS (+)/DEFICIT (-) BEFORE INCOME TAX	49	1 369	1 741	

2017-18 Staffing: 2

1 The variation reflects an increase in community service obligation receipts.

2 The variation reflects a reduction in interest payable due to revised interest rates and drawdown dates.

Business Division Profile

NT Home Ownership provides home loan products and services to assist eligible Territorians to achieve affordable home ownership.

Strategic Issues

Building Safer, Fairer and Stronger Communities

- Providing home ownership opportunities through the Territory Government's Home Buyer Initiative and HomeBuild Access loan products.

Budget Highlights

Building Safer, Fairer and Stronger Communities

- Provision of Home Buyer Initiative opportunities and HomeBuild Access loans.

Performance

Performance is expected to stabilise in 2017-18, with a moderation in loan discharges due to market conditions and a relatively similar value of new loans based on expected land releases.

Business Line

NT Home Ownership

Provide opportunities for Territorians to own their own home, with a focus on new supply at the affordable end of the housing market.

Key Performance Indicators

	2016-17 PEFO	2016-17 Estimate	2017-18 Budget
NT Home Ownership			
Loan portfolio balance	\$157M	\$165M	\$166M
Loan turnover rate	10%	11%	10%
Loan accounts in arrears greater than 30 days	2.5%	3%	2.8%

Operating Statement

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
INCOME		
Grants and subsidies revenue		
Current		
Capital		
Community service obligations	3 657	3 657
Sales of goods and services		
Interest revenue	10 234	10 239
Rent and dividends		
Gain (+)/loss (-) on disposal of assets		
Other revenue		
TOTAL INCOME	13 891	13 896
EXPENSES		
Employee expenses	267	267
Administrative expenses		
Purchases of goods and services	2 195	2 195
Repairs and maintenance		
Depreciation and amortisation		
Other administrative expenses		
Grants and subsidies expenses		
Current	243	243
Capital		
Interest expense	9 817	9 450
TOTAL EXPENSES	12 522	12 155
SURPLUS (+)/DEFICIT (-) BEFORE INCOME TAX	1 369	1 741
Income tax expense		
NET SURPLUS (+)/DEFICIT (-)	1 369	1 741

Balance Sheet

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
ASSETS		
Cash and deposits	28 982	50 135
Receivables	43	43
Prepayments		
Inventories		
Advances and investments	202 486	177 358
Property, plant and equipment		
Other assets		
TOTAL ASSETS	231 511	227 536
LIABILITIES		
Deposits held		
Creditors and accruals	875	866
Borrowings and advances	202 214	196 507
Provisions	25	25
Other liabilities		
TOTAL LIABILITIES	203 114	197 398
NET ASSETS	28 397	30 138
EQUITY		
Capital		
Opening balance	22 745	22 745
Equity injections/withdrawals		
Reserves		
Accumulated funds		
Opening balance	4 283	5 652
Current year surplus (+)/deficit (-)	1 369	1 741
Dividends paid/payable		
Transfers to/from reserves		
Accounting policy changes and corrections		
TOTAL EQUITY	28 397	30 138

Cash Flow Statement

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
CASH FLOWS FROM OPERATING ACTIVITIES		
Operating receipts		
Grants and subsidies received		
Current		
Capital		
Community service obligations	3 657	3 657
Receipts from sales of goods and services		
Interest received	10 234	10 239
Total operating receipts	13 891	13 896
Operating payments		
Payments to employees	267	267
Payments for goods and services	2 195	2 195
Grants and subsidies paid		
Current	243	243
Capital		
Interest paid	9 806	9 459
Income tax paid		
Total operating payments	12 511	12 164
NET CASH FROM OPERATING ACTIVITIES	1 380	1 732
CASH FLOWS FROM INVESTING ACTIVITIES		
Investing receipts		
Proceeds from asset sales		
Repayment of advances	32 000	30 564
Sales of investments	11 000	11 000
Total investing receipts	43 000	41 564
Investing payments		
Purchases of assets		
Advances and investing payments	15 000	16 436
Total investing payments	15 000	16 436
NET CASH FROM INVESTING ACTIVITIES	28 000	25 128
CASH FLOWS FROM FINANCING ACTIVITIES		
Financing receipts		
Proceeds of borrowings		
Deposits received		
Equity injections		
Total financing receipts		
Financing payments		
Repayment of borrowings	8 579	5 707
Finance lease payments		
Dividends paid		
Equity withdrawals		
Total financing payments	8 579	5 707
NET CASH FROM FINANCING ACTIVITIES	- 8 579	- 5 707
Net increase (+)/decrease (-) in cash held	20 801	21 153
Cash at beginning of financial year	8 181	28 982
CASH AT END OF FINANCIAL YEAR	28 982	50 135

Revenue Statement

	2016-17 Estimate	2017-18 Budget	Variation	Note
	\$000	\$000	\$000	
Community service obligations	3 657	3 657		
Interest	10 234	10 239	5	
Interest on loans	9 636	9 641	5	
Interest on cash balances	598	598		
OPERATING REVENUE	13 891	13 896	5	

Office of the Commissioner for Public Employment

Output Group/Output	2016-17 PEFO	2016-17 Estimate	2017-18 Budget	Note
	\$000	\$000	\$000	
Employment Services	6 609	6 961	6 775	1
Employee and Industrial Relations	2 358	2 348	2 330	
Workforce Planning and Development	3 489	3 857	3 696	
Public Sector Appeals and Grievance Reviews	762	756	749	
Corporate and Governance	984	1 056	1 054	
Corporate and Governance	564	636	634	
Shared Services Received	420	420	420	
Total Expenses	7 593	8 017	7 829	
Appropriation				
Output	5 862	5 862	5 749	

2017-18 Staffing: 33

1 The variation in the Workforce Planning and Development output in 2016-17 is mainly due to the provision of additional professional development programs.

Agency Profile

The Office of the Commissioner for Public Employment is responsible for public sector workforce management and development, and industrial relations.

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

Strategic Issues

Creating Jobs

- Negotiating and implementing Northern Territory Public Sector (NTPS) enterprise agreements in line with the NTPS Wages Policy.
- Facilitating and promoting professional development opportunities to build capability across the NTPS, with a focus on core skills capability, management and leadership development.
- Promoting and supporting uniform NTPS recruitment and selection policy and procedures, including the provision of training and education on merit-based selection.

Building Safer, Fairer and Stronger Communities

- Implementing the NTPS Indigenous Employment and Career Development Strategy 2015-2020.
- Promoting the implementation of Special Measures for Aboriginal and Torres Strait Islander recruitment plans for vacancies across the NTPS, including the provision of advice, assistance, education and a review function.
- Implementing the NTPS ageing workforce policy framework.
- Promoting and supporting best practice employment governance.
- Implementing a refreshed NTPS disability employment strategy.

Budget Highlights

Building Safer, Fairer and Stronger Communities

- \$0.9 million to further develop and implement programs and initiatives outlined in the NTPS Indigenous Employment and Career Development Strategy 2015-2020.

Output Groups and Outcomes

Employment Services

Outcome: A skilled, fair and creative public sector that provides the highest quality service to the Government and Territorians.

Employee and Industrial Relations

Develop and manage employment policies and provide employment services that ensure NTPS employees have appropriate remuneration and conditions of service and that merit, equity, fairness and all legislative requirements are applied to the management of NTPS staff.

Provide strategic public and private industrial relations advice and administer the Territory's *Long Service Leave Act* and *Public Holiday Act*.

Workforce Planning and Development

Build workforce capability and capacity within the NTPS through development and implementation of workforce planning and development strategies and initiatives, including core capability and leadership development, and the promotion of equity and diversity throughout the NTPS.

Develop and promote strategic workforce initiatives and professional development, and support agencies to improve Aboriginal employment outcomes, inclusion and diversity across the NTPS.

Public Sector Appeals and Grievance Reviews

Conduct promotion, disciplinary and inability appeals pursuant to PSEMA. Provide employees with independent reviews of agency actions and decisions through the grievance review process.

Provide agencies with strategic advice, assistance, education and a review function in relation to special measures recruitment.

Develop and implement uniform NTPS recruitment and selection policy and procedures, including the provision of strategic advice, training and education on merit selection.

Corporate and Governance

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

Corporate and Governance

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

Shared Services Received

Shared corporate and governance services received from the Department of the Chief Minister, including financial services, human resource management, information and communication technology, governance and risk services, and communications and media.

Key Performance Indicators

	2016-17 PEFO	2016-17 Estimate	2017-18 Budget
Employment Services			
<i>Employee and Industrial Relations</i>			
Services provided to the satisfaction of the Minister, agency chief executives and other stakeholders	> 95%	> 95%	> 95%
Services provided in a timeframe satisfactory to the Minister, agency chief executives and other stakeholders	> 95%	> 95%	> 95%
<i>Workforce Planning and Development</i>			
Percentage of NTPS employees who identify as:			
- Aboriginal ¹	10.8%	11.8%	13.5%
- having a disability	1.5%	1.5%	1.5%
Number of NTPS employees completing OCPE ² leadership and capability development programs ³	300	350	400
Participant rating of satisfied or higher with OCPE ² professional development events	> 95%	> 95%	> 95%
Services provided to the satisfaction of the Minister, agency chief executives and other stakeholders	> 95%	> 95%	> 95%
<i>Public Sector Appeals and Grievance Reviews</i>			
Services provided to the satisfaction of the Minister, agency chief executives and other stakeholders	> 85%	> 85%	> 85%
Grievance reviews finalised within 3 months	> 90%	> 90%	> 90%
Promotion appeals finalised within 6 weeks	> 90%	> 90%	> 90%
Disciplinary and inability appeals finalised within 3 months	> 90%	> 90%	> 90%
Special measures reviews of unsuitable findings finalised within 5 days	> 98%	> 98%	> 98%

1 The Territory Government is committed to increasing the percentage of NTPS employees who identify as Aboriginal to 16 per cent by 2020.

2 Office of the Commissioner for Public Employment.

3 The increase mainly reflects additional professional development programs.

Operating Statement

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
INCOME		
Taxation revenue		
Grants and subsidies revenue		
Current		
Capital		
Appropriation		
Output	5 862	5 749
Commonwealth		
Sales of goods and services	1 279	1 204
Interest revenue		
Goods and services received free of charge	873	873
Gain (+)/loss (-) on disposal of assets		
Other revenue		
TOTAL INCOME	8 014	7 826
EXPENSES		
Employee expenses	4 614	4 593
Administrative expenses		
Purchases of goods and services	2 509	2 342
Repairs and maintenance	10	10
Depreciation and amortisation	3	3
Services free of charge	873	873
Other administrative expenses		
Grants and subsidies expenses		
Current	8	8
Capital		
Community service obligations		
Interest expenses		
TOTAL EXPENSES	8 017	7 829
NET SURPLUS (+)/DEFICIT (-)	- 3	- 3

Balance Sheet

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
ASSETS		
Cash and deposits	4 081	4 081
Receivables	33	33
Prepayments	103	103
Inventories		
Advances and investments		
Property, plant and equipment	7	4
Other assets		
TOTAL ASSETS	4 224	4 221
LIABILITIES		
Deposits held		
Creditors and accruals	167	167
Borrowings and advances		
Provisions	646	646
Other liabilities	95	95
TOTAL LIABILITIES	908	908
NET ASSETS	3 316	3 313
EQUITY		
Capital		
Opening balance	- 1 199	51
Equity injections/withdrawals	1 250	
Reserves		
Accumulated funds		
Opening balance	3 268	3 265
Current year surplus (+)/deficit (-)	- 3	- 3
Transfers to/from reserves		
Accounting policy changes and corrections		
TOTAL EQUITY	3 316	3 313

Cash Flow Statement

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
CASH FLOWS FROM OPERATING ACTIVITIES		
Operating receipts		
Taxes received		
Grants and subsidies received		
Current		
Capital		
Appropriation		
Output	5 862	5 749
Commonwealth		
Other agency receipts from sales of goods and services	1 279	1 204
Interest received		
Total operating receipts	7 141	6 953
Operating payments		
Payments to employees	4 614	4 593
Payments for goods and services	2 519	2 352
Grants and subsidies paid		
Current	8	8
Capital		
Community service obligations		
Interest paid		
Total operating payments	7 141	6 953
NET CASH FROM OPERATING ACTIVITIES		
CASH FLOWS FROM INVESTING ACTIVITIES		
Investing receipts		
Proceeds from asset sales		
Repayment of advances		
Sales of investments		
Total investing receipts		
Investing payments		
Purchases of assets		
Advances and investing payments		
Total investing payments		
NET CASH FROM INVESTING ACTIVITIES		
CASH FLOWS FROM FINANCING ACTIVITIES		
Financing receipts		
Proceeds of borrowings		
Deposits received		
Appropriation		
Capital		
Commonwealth		
Equity injections	1 250	
Total financing receipts	1 250	
Financing payments		
Repayment of borrowings		
Finance lease payments		
Equity withdrawals		
Total financing payments		
NET CASH FROM FINANCING ACTIVITIES	1 250	
Net increase (+)/decrease (-) in cash held	1 250	
Cash at beginning of financial year	2 831	4 081
CASH AT END OF FINANCIAL YEAR	4 081	4 081

Revenue Statement

	2016-17 Estimate	2017-18 Budget	Variation	Note
	\$000	\$000	\$000	
Output appropriation	5 862	5 749	- 113	
Sales of goods and services	1 279	1 204	- 75	
Professional development programs	1 204	1 204		
Indigenous Employment and Career Development Program	75		- 75	
Goods and services received free of charge	873	873		
OPERATING REVENUE	8 014	7 826	- 188	

Department of Primary Industry and Resources

Output Group/Output	2016-17 PEFO	2016-17 Estimate	2017-18 Budget	Note
	\$000	\$000	\$000	
Primary Industry Development	29 960	34 688	25 893	1, 2
Market and Enterprise Development	16 112	19 754	13 467	
Plant Industries Development	8 264	9 019	7 525	
Livestock Industries Development	4 651	4 978	4 036	
Major Economic Projects	933	937	865	
Fisheries and Product Integrity	24 340	24 968	22 434	3
Biosecurity and Animal Welfare	11 906	12 440	10 534	
Fisheries	12 434	12 528	11 900	
Water Testing Services	2 619	2 626	2 472	
Water Testing Services	2 619	2 626	2 472	
Resource Industry Development	12 140	12 156	11 813	
Industry Reporting	1 655	1 665	1 599	
Geoscience and Industry Development Services	10 485	10 491	10 214	
Mining Services	21 173	12 621	16 713	4, 5
Mineral Titles Management	3 429	3 424	3 084	
Mining Operations Management	6 135	6 141	6 080	
Legacy Mines	11 609	3 056	7 549	
Energy Services	3 905	3 913	3 385	6
Energy Management	3 905	3 913	3 385	
Corporate and Governance	9 884	10 132	9 969	
Corporate and Governance	9 884	10 132	9 969	
Total Expenses	104 021	101 104	92 679	
Appropriation				
Output	72 902	76 376	69 078	
Capital	251	561	251	
Commonwealth	20 126	9 962	8 336	

2017-18 Staffing: 485

- 1 The variation in the Market and Enterprise Development output in 2016-17 mainly relates to a one-off capital grant to the Northern Territory Livestock and Export Association.
- 2 The decrease in the Market and Enterprise Development, and Plant Industries Development outputs in 2017-18 mainly reflects the finalisation of externally funded projects and agreements yet to be renegotiated and one-off funding in 2016-17 for a number of initiatives, partially offset by additional funding for repairs and maintenance as part of the economic stimulus program.
- 3 The decrease in the Biosecurity and Animal Welfare, and Fisheries outputs in 2017-18 relates to the wind-down of the Banana Freckle Eradication Program and the finalisation of externally funded projects and agreements yet to be renegotiated, partially offset by additional funding for repairs and maintenance as part of the economic stimulus program.
- 4 The variation in the Legacy Mines output in 2016-17 is due to the transfer of Commonwealth funding for the rehabilitation of the Rum Jungle mine site from 2016-17 to 2017-18 and 2018-19.
- 5 The increase in the Legacy Mines output in 2017-18 relates to the transfer of Commonwealth funding as per note 4.
- 6 The decrease in 2017-18 mainly relates to one-off funding in 2016-17 for the gas-to-liquids research study.

Agency Profile

The Department of Primary Industry and Resources works closely with industry partners to deliver programs and services that support the economic growth and viability of existing and emerging industries.

The agency adopts a strategic approach to primary industry development with a focus on growing enterprises, markets and investment. It delivers a range of quality research, monitoring, resource and product integrity programs to support development, and ensures quality assurance, market access and sustainability for industry and stakeholders.

The agency also delivers the Territory Government's priorities in supporting the growth of the mining and petroleum industry, including providing geoscience and prospectivity assessments. It also delivers efficient and effective regulation and administration of mineral and energy titles and tenure.

Strategic Issues

Creating Jobs

- Improving the quantity and quality of production for the Territory's pastoral, horticultural, fishing and aquaculture industries, including a focus on agribusiness development in the Katherine region.
- Collaborating with industry stakeholders to expand markets and attract new investment.
- Supporting industry growth, efficiency and profitability through targeted scientific research and extension services with a view to increasing on-farm impact.
- Optimising the future operations of the agency's research farms.
- Facilitating strategic and innovative utilisation of the Territory's land and water resources.
- Establishing efficient and environmentally conscious production systems.
- Protecting Territory primary industries from exotic pests and diseases to maintain or enhance market access.
- Ensuring sustainable development of the Territory's fisheries.
- Delivering the \$50 million recreational fishing infrastructure program.
- Promoting local and international business investment in Territory projects, particularly the development of Tennant Creek as the mining, mineral and petroleum services centre of the Territory.
- Leading the development and implementation of a contemporary petroleum regulatory framework to ensure the responsible development of the Territory's petroleum assets.
- Engaging effectively with industry and supporting the growth of the mining and petroleum sectors by advocating on behalf of industry within government.
- Facilitating access to land for extractive and mineral mining, energy and geothermal exploration and production within the Territory.
- Acquiring new precompetitive geoscience information, providing industry grants for greenfields exploration, and promoting the Territory as an exploration investment destination.
- Coordinating, in collaboration with the Department of the Chief Minister, a whole of government energy policy to set strategic direction for the Territory.

Empowering the Bush

- Supporting economic development through increased primary production in regional areas, including Aboriginal business development, employment opportunities and capacity building.

- Facilitating critical infrastructure investment planning to support project development and improve access to regional areas.
- Supporting local skills development and employment among industry.
- Working with industry to enhance economic development opportunities in remote locations with consequential benefits for regional communities.
- Engaging local businesses and people to address legacy mine issues in regional areas.

Building Safer, Fairer and Stronger Communities

- Delivering contemporary and appropriate regulatory and compliance services across all relevant areas of business.
- Consulting with industry stakeholders and the wider community to consider the future delivery of effective regulation of the mining and petroleum sectors in the Territory.
- Managing and administering the legislative framework for mineral and energy tenure.
- Addressing, in partnership with the Commonwealth, long-term environmental legacy issues resulting from uranium mining at the former Rum Jungle mine site, including Rum Jungle Creek South, Mount Fitch and Mount Burton.
- Consulting with industry and the community to determine the threats of legacy mine sites and undertaking works to reduce their safety risks and environmental impacts.
- Facilitating the transfer of environmental approvals for resource management of minerals and energy legislation to the Department of Environment and Natural Resources.

Budget Highlights

Creating Jobs

- \$6.32 million for the repairs and maintenance program, including an additional \$2 million as part of the economic stimulus program.
- \$5.95 million to continue the Creating Opportunities for Resource Exploration (CORE) initiative to acquire new precompetitive geoscience information, provide industry grants for greenfields exploration and promote the Territory as an exploration investment destination, including the Tennant Creek region.
- \$1.9 million over four years, including \$1.4 million of Commonwealth and industry funding, to develop best management guidelines for nitrogen in mangoes that maximises production and minimises greenhouse emissions.
- \$1.8 million over three years, including \$1.5 million from the Queensland Government Department of Agriculture and Fisheries, to evaluate new banana clones for their resistance to panama disease.
- \$1.8 million over three years, including \$1.2 million from Horticulture Innovation Australia, to develop management options for cucurbit growers to mitigate cucumber green mottle mosaic virus (CGMMV).
- \$1.1 million to improve mining approval timeframes and water monitoring assessments of higher risk sites under the *Mining Management Act*.
- \$0.8 million for studies on grazing management strategies that maximise production and maintain optimal land condition.
- \$0.4 million to continue research on improved fertility within the Brahman cattle breed.
- \$0.4 million to continue evaluation of intensive cropping production systems to improve agribusiness certainty and ensure sustainability and profitability in pastoral diversification.

- \$0.4 million for major agribusiness projects, including agriculture precinct development in regional centres, focusing on Katherine.
- \$0.35 million to continue to reduce approval times for administration of mineral titles.
- \$0.17 million to study cost-effective ways to add value to culled cattle in the Top End.
- \$0.1 million to evaluate new mango hybrids and rootstocks.

Empowering the Bush

- \$1.7 million to continue to support the Indigenous Community Marine Ranger Program.
- \$1.3 million for development of Aboriginal commercial fishing and aquaculture capacity, and to operate an Aboriginal marine training program in Nhulunbuy.
- \$1 million to continue to enable community access to Territory coastal waters.

Building Safer, Fairer and Stronger Communities

- \$6 million in Commonwealth funding under the Project Agreement for the Management of the Former Rum Jungle Mine Site.
- \$5.1 million through the Mining Remediation Trust to remediate legacy mine sites across the Territory.
- \$3.2 million to continue the sustainable management of the Territory’s aquatic resources.
- \$1 million to continue to support the agency’s Legacy Mine Unit, including projects around Tennant Creek.
- \$0.5 million to protect Territory waters from aquatic pests and diseases.
- \$0.5 million to continue the sustainable management of the Territory’s recreational fishing sector.
- \$0.45 million to continue environmental regulation of mining activity.
- \$0.3 million to continue to administer the mining securities levy.
- \$0.15 million in Commonwealth funding for the National Browsing Ant Eradication Program.

	\$M
2017-18 New Capital Works	
Recreational fishing infrastructure	5.0

Output Groups and Outcomes

Primary Industry Development

Outcome: Increased economic growth and viability of existing and emerging primary industries.

Market and Enterprise Development

In collaboration with industry, support enterprises with information and services that build resilience and enable growth, with a focus on product and market development.

Plant Industries Development

Provide research, targeted extension services and advice to promote development and investment in the Territory’s plant industry sector.

Livestock Industries Development

Provide research, targeted extension services and advice to promote development and investment in the Territory’s livestock industry sector.

Major Economic Projects

Precinct development and investment attraction.

Fisheries and Product Integrity

Outcome: The reputation and integrity of the Territory as a producer of quality primary produce is protected.

Biosecurity and Animal Welfare

Deliver research, extension and compliance programs to prevent and manage risks from pests, disease and the use of agricultural and veterinary chemicals, and to ensure the humane treatment and prevention of cruelty to animals.

Fisheries

Sustainably develop the Territory's aquatic resources and fisheries to benefit all Territorians and improve recreational fishing opportunities.

Water Testing Services

Outcome: Water testing services are provided for all Territory water supplies.

Water Testing Services

Provide water testing services for government and private sector clients including drinking, waste and sewerage, environmental, marine, recreational, food and medical.

Resource Industry Development

Outcome: Exploration and development of the Territory's mineral and energy resources is supported by quality information and advice to national and international stakeholders.

Industry Reporting

Support industry development through the management of statutory industry reporting of exploration and production, and provision of access to reports and drill core samples.

Geoscience and Industry Development Services

Support acquisition, management and delivery of geoscience information to industry. Promote investment opportunities and facilitate development to increase the Territory's competitiveness in growing the mineral and petroleum industries.

Mining Services

Outcome: Project development is facilitated through efficient and effective administration of laws regulating mineral titles and activities associated with mineral exploration, mining and production of mineral products.

Mineral Titles Management

Administer the framework for granting and regulating mineral titles that authorise exploration, extraction and processing of minerals and extractive minerals.

Mining Operations Management

Advance the development of the Territory's mineral resources in accordance with leading practice environmental standards. Administer rehabilitation securities and the Legacy Mine Fund.

Legacy Mines

Optimise the use of a limited resource base to address the real and potential impacts of legacy mine sites while maximising sustainable economic development opportunities for regional and Aboriginal communities.

Energy Services

Outcome: Project development is facilitated through efficient administration of petroleum titles and assessment of petroleum exploration applications.

Energy Management

Advance the Territory's economic development and energy security through administration of exploration licences, including land access issues and geothermal and petroleum interests, noting that the Minister will not approve applications for hydraulic fracturing of unconventional gas until the Government has thoroughly considered the recommendations from the independent scientific inquiry into hydraulic fracturing in the Territory.

Monitor petroleum exploration activities to ensure regulatory compliance is met and enhance community understanding of the regulatory framework.

Corporate and Governance

Outcome: Improved organisational performance through strategic and governance leadership and the provision of corporate service functions.

Corporate and Governance

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

Key Performance Indicators

	2016-17 PEFO	2016-17 Estimate	2017-18 Budget
Primary Industry Development			
<i>Market and Enterprise Development</i>			
Enterprise and market development projects for the Territory agriculture sectors	13	13	12
Aboriginal economic development and producer support programs ¹	4	3	2
<i>Plant Industries Development</i>			
Programs that develop plant industries	18	19	19
<i>Livestock Industries Development</i>			
Programs to support the development of the Territory livestock industry and its major markets ²		9	9
<i>Major Economic Projects</i>			
Regional agriculture precinct development projects	1	1	1
Fisheries and Product Integrity			
<i>Biosecurity and Animal Welfare</i>			
Biosecurity projects and programs that support preparedness, monitoring and responses to pest and disease incursions, animal welfare and chemical use ²		13	13
<i>Fisheries</i>			
Projects that facilitate Aboriginal economic development opportunities	8	8	8
Proportion of fish stocks assessed as sustainable	82%	82%	82%
Water Testing Services			
Client satisfaction ²		90%	90%
Resource Industry Development			
<i>Industry Reporting</i>			
Statutory industry reports and sample submissions processed	2 800	2 800	2 800
<i>Geoscience and Industry Development Services</i>			
Geoscience products developed or updated ³	125	115	80
Target rating for geological database FIAS ⁴	10 th	10 th	10 th
Investment attraction and promotional events ²		12	14
Mining Services			
<i>Mineral Titles Management</i>			
Mineral exploration licences granted ⁵	880	870	850
<i>Mining Operations Management</i>			
Mine planning documents assessed ⁶	310	465	480
General inspections conducted ⁷	188	300	315
<i>Legacy Mines</i>			
Number of projects ²		6	6
Energy Services			
Energy applications assessed ^{2, 8}		300	100

1 The decrease in 2017-18 relates to the completion of a number of projects in 2016-17.

2 New measure.

3 The decrease mainly reflects the incorporation of geoscience products, previously distributed as raw data, into larger scale interpretive value-added reports.

4 The Fraser Institute Annual Survey (FIAS) is an annual global survey of mining companies that ranks the attractiveness of jurisdictions for exploration and mining investment.

5 The decrease is largely due to a moderation in mining activity and streamlining of licensing requirements.

6 The increase is due to the publication of mine plans (including revised mine plans) as part of transparency improvements.

7 The increase is due to more favourable weather conditions allowing access to a greater number of extractive sites.

8 The decrease in 2017-18 is due to amended exploration/operational work programs pending the outcome of the scientific inquiry into hydraulic fracturing and the moratorium.

Operating Statement

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
INCOME		
Taxation revenue		
Grants and subsidies revenue		
Current	1 863	587
Capital		
Appropriation		
Output	76 376	69 078
Commonwealth	9 962	8 336
Sales of goods and services	5 968	5 753
Interest revenue		
Goods and services received free of charge	3 781	3 781
Gain (+)/loss (-) on disposal of assets		
Other revenue	3 093	1 602
TOTAL INCOME	101 043	89 137
EXPENSES		
Employee expenses	55 304	49 186
Administrative expenses		
Purchases of goods and services	24 494	26 455
Repairs and maintenance	4 294	6 314
Depreciation and amortisation	4 363	4 363
Services free of charge	3 781	3 781
Other administrative expenses		
Grants and subsidies expenses		
Current	3 018	2 580
Capital	5 850	
Community service obligations		
Interest expenses		
TOTAL EXPENSES	101 104	92 679
NET SURPLUS (+)/DEFICIT (-)	- 61	- 3 542

Income Administered for the Central Holding Authority

INCOME		
Taxation revenue		
Commonwealth revenue		
Current grants		
Capital grants		
Fees from regulatory services	11 000	11 000
Interest revenue		
Royalties and rents	4 000	4 000
Other revenue	65	65
TOTAL INCOME	15 065	15 065

Balance Sheet

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
ASSETS		
Cash and deposits	29 084	30 911
Receivables	1 992	1 992
Prepayments	298	298
Inventories		
Advances and investments	6 317	6 317
Property, plant and equipment	100 453	96 335
Other assets		
TOTAL ASSETS	138 144	135 853
LIABILITIES		
Deposits held	28 137	28 137
Creditors and accruals	1 598	1 598
Borrowings and advances	6 317	6 317
Provisions	7 883	7 883
Other liabilities	2 117	2 117
TOTAL LIABILITIES	46 052	46 052
NET ASSETS	92 092	89 801
EQUITY		
Capital		
Opening balance	72 530	87 492
Equity injections/withdrawals	14 962	1 251
Reserves	55 247	55 247
Accumulated funds		
Opening balance	- 39 578	- 50 647
Current year surplus (+)/deficit (-)	- 61	- 3 542
Transfers to/from reserves	- 11 008	
Accounting policy changes and corrections		
TOTAL EQUITY	92 092	89 801

Assets and Liabilities Administered for the Central Holding Authority

ASSETS		
Taxes receivable		
Grants and subsidies receivable		
Royalties and rent receivable	284	284
Other receivables	4 235	4 235
TOTAL ASSETS	4 519	4 519
LIABILITIES		
Central Holding Authority income payable	338	338
Unearned Central Holding Authority income	4 181	4 181
TOTAL LIABILITIES	4 519	4 519
NET ASSETS		

Cash Flow Statement

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
CASH FLOWS FROM OPERATING ACTIVITIES		
Operating receipts		
Taxes received		
Grants and subsidies received		
Current	1 863	587
Capital		
Appropriation		
Output	76 376	69 078
Commonwealth	9 962	8 336
Other agency receipts from sales of goods and services	11 577	7 355
Interest received		
Total operating receipts	99 778	85 356
Operating payments		
Payments to employees	53 006	49 186
Payments for goods and services	31 673	32 769
Grants and subsidies paid		
Current	3 018	2 580
Capital	5 850	
Community service obligations		
Interest paid		
Total operating payments	93 547	84 535
NET CASH FROM OPERATING ACTIVITIES	6 231	821
CASH FLOWS FROM INVESTING ACTIVITIES		
Investing receipts		
Proceeds from asset sales	6	6
Repayment of advances		
Sales of investments		
Total investing receipts	6	6
Investing payments		
Purchases of assets	561	251
Advances and investing payments		
Total investing payments	561	251
NET CASH FROM INVESTING ACTIVITIES	- 555	- 245
CASH FLOWS FROM FINANCING ACTIVITIES		
Financing receipts		
Proceeds of borrowings		
Deposits received	26 068	
Appropriation		
Capital	561	251
Commonwealth		
Equity injections		1 000
Total financing receipts	26 629	1 251
Financing payments		
Repayment of borrowings		
Finance lease payments		
Equity withdrawals	5 380	
Total financing payments	5 380	
NET CASH FROM FINANCING ACTIVITIES	21 249	1 251
Net increase (+)/decrease (-) in cash held	26 925	1 827
Cash at beginning of financial year	2 159	29 084
CASH AT END OF FINANCIAL YEAR	29 084	30 911

Revenue Statement

	2016-17 Estimate	2017-18 Budget	Variation	Note
	\$000	\$000	\$000	
Current grants and subsidies revenue				
Commonwealth grants	415	323	- 92	
Cotton Research and Development Corporation – Nitrogen Mango Project	224	323	99	
Farm Business Concessional Loans Scheme administration and promotion	100		- 100	
National Surveillance Program	91		- 91	
Other grants	1 448	264	- 1 184	
Banana Freckle Eradication Program	967	214	- 753	1
Browsing Ant Eradication Program	201		- 201	
Wild dog bite prevalence project	125	50	- 75	
Indigenous Pastoral Project	100		- 100	
Mapping project	40		- 40	
Capacity-building project: shellfish at Goulburn Island	15		- 15	
Output appropriation	76 376	69 078	- 7 298	2
Commonwealth appropriation				
National partnership agreements	9 962	8 336	- 1 626	
Pest and disease eradication (including banana freckle)	7 819	2 186	- 5 633	1
Management of the former Rum Jungle mine site	2 000	6 000	4 000	3
Browsing Ant Eradication Program	143	150	7	
Sales of goods and services	5 968	5 753	- 215	
Water analysis testing	2 045	2 022	- 23	
Research Farms – sale of livestock and produce	1 539	1 519	- 20	
Application, advertising and dealing fees (licences/titles)	1 118	1 123	5	
Biosecurity fees	298	147	- 151	
Darwin Aquaculture Centre	271	271		
Fisheries licence fees	177	177		
Livestock export and diagnostic testing	120	120		
Annual Geoscience Exploration Seminar	80	80		
Cadet, apprentice and graduate programs	41	84	43	
Other charges	279	210	- 69	
Goods and services received free of charge	3 781	3 781		
Other revenue	3 093	1 602	- 1 491	
Private research and development organisations	2 528	1 084	- 1 444	4
Independent monitoring mining resource management	398	427	29	
General provisions	167	91	- 76	
OPERATING REVENUE	101 043	89 137	- 11 906	
Capital appropriation	561	251	- 310	
CAPITAL RECEIPTS	561	251	- 310	

1 The decrease reflects the wind-down of the Banana Freckle Eradication Program.

2 The decrease mainly reflects additional one-off funding in 2016-17 to support research farms, livestock export yards and the establishment of a vapour heat treatment plant for the mango industry.

3 The variation is consistent with the agreement and revised funding arrangements.

4 The decrease is mainly due to a number of projects being finalised in 2016-17.

Department of Environment and Natural Resources

Output Group/Output	2016-17 PEFO	2016-17 Estimate	2017-18 Budget	Note
	\$000	\$000	\$000	
Natural Resources	46 724	48 623	48 187	1
Flora and Fauna	7 209	8 861	10 808	
Rangelands	12 556	13 380	11 638	
Water Resources	17 703	16 723	17 326	
Bushfires	9 256	9 659	8 415	
Environment	7 456	7 502	7 473	
Environment Management and Policy	7 456	7 502	7 473	
Statutory Authority	557	582	574	
Northern Territory Environment Protection Authority	557	582	574	
Corporate and Governance	5 408	5 030	5 071	
Corporate and Governance	5 408	5 030	5 071	
Total Expenses	60 145	61 737	61 305	
Appropriation				
Output	45 709	45 661	48 345	
Capital	974	974	573	
Commonwealth	2 831	2 135	2 239	

2017-18 Staffing: 279

1 The variation in the Flora and Fauna output in 2016-17 and increase in 2017-18 reflects additional funding for Indigenous rangers.

Agency Profile

The Department of Environment and Natural Resources provides natural resource monitoring, management and advice, including scientific assessment of flora, fauna, land and water assets, and the allocation and management of these resources to enable their sustainable use.

The agency provides assessment, monitoring and compliance support and services on behalf of the Northern Territory Environment Protection Authority to support environmentally sustainable development.

Strategic Issues

Creating Jobs

- Establishing an Indigenous Carbon Unit to support the development of carbon farming projects on Aboriginal land, promoting economic development and employment opportunities in remote areas.
- Facilitating new land resource development through water allocation planning, informed by best practice modelling and monitoring, and community consultation.
- Promoting economic opportunities through the sustainable use of wildlife, particularly saltwater crocodiles.
- Providing developers and users of the Territory's natural resources with consistent scientific advice that promotes economic development without compromising the overall health of the Territory's resources.

Empowering the Bush

- Supporting Indigenous rangers and promoting environmental, economic and social outcomes, through a land management and conservation fund and one-off capital grants for equipment.
- Working with Aboriginal elders and communities to preserve and utilise Aboriginal biocultural knowledge for the conservation of the Territory's flora and fauna.
- Identifying opportunities for agricultural expansion through the strategic assessment and identification of land with suitable soils and sufficient water.
- Supporting the economic viability of the pastoral industry through contemporary land management practices and ongoing diversification of the pastoral estate.
- Finalising an appropriate, sustainable and transparent process for rental of the Territory's estate for pastoral purposes.
- Implementing a Strategic Indigenous Reserves policy and methodology to provide Aboriginal landholders with increased opportunity to access water resources for economic development.

Building Safer, Fairer and Stronger Communities

- Delivering policy, strategy and management advice relating to the conservation of the Territory's unique wildlife and ecosystems for the ongoing sustainable development of the Territory.
- Facilitating the strategic control of declared weeds to mitigate their impacts on the Territory's natural environment, cultural values and economy.
- Reforming the *Weeds Management Act* to meet emerging incursions of weeds impacting on the Territory's natural systems.
- Developing a Coastal and Marine Strategy that protects our valued coast and marine environments while encouraging sustainable development and ongoing use by Territorians.
- Implementing monitoring systems to track the condition of the Territory's rangelands, terrestrial and marine biodiversity, key Top End rivers and Darwin Harbour.
- Monitoring key rivers to support early warning and notification of flood risk to communities and infrastructure assets, and developing flood risk mapping to assist communities.
- Improving the transparency of water licence allocations and decisions, by making licence information publicly available online.
- Increasing the focus on water allocation planning and community consultation through the re-establishment of water allocation committees.
- Amending legislation to ensure mining and petroleum activities are subject to the *Water Act*.
- Supporting the Northern Territory Environment Protection Authority in assessing and regulating the environmental impacts of development.
- Improving the Territory's environmental management, including delivering a leading practice regulatory framework for environmental impact assessments and environmental approvals
- Building community resilience to bushfire through increasing community involvement in fire awareness and mitigation programs, sharing responsibility, and improving compliance with fire prevention and mitigation legislation by landholders, including through gamba grass reduction strategies.
- Progressing a strategic approach to managing increased risk of bushfire and bushfire intensity including support and assistance for volunteer brigades outside the Territory's urban centres.

Budget Highlights

Creating Jobs

- \$9.9 million over five years from 2017-18 to accelerate land resource mapping activities, through a soil, water and biodiversity assessment.
- \$2.4 million for the final year of a four-year program for land and water assessments to determine new agricultural precincts throughout the Territory.
- \$1.5 million over three years from 2017-18 to establish an Indigenous Carbon Unit to provide advice and support to ranger groups and Aboriginal landholders seeking to create sustainable enterprise through carbon abatement and sequestration.

Empowering the Bush

- \$6 million over three years from 2017-18 to establish a Land Management and Conservation Fund to improve conservation practices on Aboriginal lands and seas, and support Indigenous ranger groups.
- \$4.1 million over two years from 2017-18 for capital grants for Indigenous ranger groups to assist with the purchase of essential items.

Building Safer, Fairer and Stronger Communities

- \$1.2 million Commonwealth funding over four years from 2015-16 to establish pest and weed management in respect of wild dogs, acacia, and mimosa.
- \$1 million Commonwealth funding for a Territory irrigation feasibility study to investigate managed aquifer recharge.
- \$0.6 million for an intensified gamboma eradication program in Darwin River.
- \$0.3 million to reduce the high fire risk associated with gamboma grass infestation.
- \$0.25 million for the Arid Lands Environment Centre, Environmental Defenders Office and Environment Centre of the Northern Territory to employ policy officers to proactively engage with government policy committees, community liaison, development and innovation.
- \$0.2 million Commonwealth funding for compliance and enforcement systems for water management.
- \$0.2 million from Icthyus liquefied natural gas (LNG) Pty Ltd for an ambient air-quality station in Darwin central business district (CBD) to improve understanding of air quality within the Darwin CBD area and to monitor wind direction and speed, rainfall, temperature, humidity and solar radiation.

Output Groups and Outcomes

Natural Resources

Outcome: Sustainable development of the Territory's natural resources, mitigation of threats to these assets and the environment, and conservation of the native flora and fauna.

Flora and Fauna

Scientific assessment and monitoring of the Territory's native flora and fauna, delivery of policy advice and support relating to the conservation and sustainable use of wildlife, and management of feral animals.

Rangelands

Scientific assessment and monitoring of the Territory's land and delivery of extension services, policy advice and regulation of use and threats to the land resource.

Water Resources

Scientific assessment and monitoring of the Territory's water resources, support for community engagement in the allocation of water resources for sustainable use, and the delivery of flood forecasting services.

Bushfires

Support landholders in the management and mitigation of wildfire, and assisting volunteer brigades in fire management and suppression outside the Territory's urban centres.

Environment

Outcome: The environment is protected through identification, management and mitigation of risks from human activities.

Environment Management and Policy

Provide services that support the Northern Territory Environment Protection Authority in assessing and regulating the environmental impacts of development, and advise Government in relation to Northern Territory Environment Protection Authority assessment reports. Manage the regulatory framework to reduce the impacts of waste and pollution on the Territory's environment. Develop and implement strategic policy to ensure environmentally sustainable practices and behaviour.

Statutory Authority

Outcome: The agency's statutory authority is efficiently and effectively supported.

Northern Territory Environment Protection Authority

Provide staff and facilities to enable the Northern Territory Environment Protection Authority to properly exercise its powers and perform its functions.

Corporate and Governance

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

Corporate and Governance

Provide executive leadership, corporate support and management to the Department of Environment and Natural Resources.

Key Performance Indicators

	2016-17 PEFO	2016-17 Estimate	2017-18 Budget
Natural Resources			
<i>Flora and Fauna</i>			
Number of spatial biodiversity records for the Territory ¹	2.01M	2.45M	2.60M
Number of biodiversity information requests met	2 400	2 400	2 400
Number of active inventory, monitoring and applied research programs	34	34	34
Number of management programs in place for sustainable wildlife use	7	6	8
<i>Rangelands</i>			
Percentage of pastoral estates monitored in the year	24%	24%	25%
Land clearing applications assessed ²	20	30	20
Area of land receiving weed extension services (000 square kilometres) ³	400	250	250
Land development proposals assessed ⁴	900	500	550
Soil profile sites described and tested for land suitability assessment and mapping ⁵	500	600	600
<i>Water Resources</i>			
Number of water assessment projects completed	4	3	4
Proportion of water allocation plans covered by annual water monitoring programs	85%	100%	100%
River, coastal regions and communities covered by flood risk mapping	39	35	40
Annual report cards on aquatic health of Darwin published	Yes	Yes	Yes
<i>Bushfires</i>			
Number of wildfire incidents attended by staff and or volunteers ⁶	300	300	400
Number of extension visits to properties	150	200	200
Number of stakeholders trained	400	400	400
Number of trained volunteers	550	550	550
Number of enforcement actions relating to <i>Bushfires Act</i> and <i>Bushfires regulation</i> , including firebreak compliance inspections	5 000	5 000	5 000
Environment			
Environmental assessment reports provided to the Minister	5	3	6
Decision on whether Environmental Impact Assessment required ⁷		30	30
Assessment terms of reference and assessment reports issued within statutory or agreed timeframes ⁷		100%	100%
Waste and pollution approvals and licences ⁷		180	200
Container deposit scheme approvals ⁷		255	270
Compliance audits conducted ⁷		85	110
Responses to pollution incidents ^{7,8}		950	1 100
Environment grants to promote ecologically sustainable practices ⁷		\$1M	\$1M

1 The increase reflects higher external activity and new biodiversity assessment and monitoring projects.

2 The variation in 2016-17 reflects strong growth and investment in the agricultural and horticultural industries.

3 The decrease mainly reflects changed resourcing and training arrangements that will service multiple stations.

4 The decrease reflects historical trends, industry knowledge, and number of development proposals received.

5 The increase is due to additional funding.

6 The increase is due to an expectation of higher than average fuel loads in 2017-18 due to weather conditions, which has the potential to increase the fire activity across the Territory.

7 New measure.

8 The increase reflects an ongoing trend for annual increases in pollution hotline calls.

Operating Statement

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
INCOME		
Taxation revenue		
Grants and subsidies revenue		
Current	4 505	3 278
Capital	250	
Appropriation		
Output	45 661	48 345
Commonwealth	2 135	2 239
Sales of goods and services	2 828	1 172
Interest revenue	15	
Goods and services received free of charge	4 536	4 539
Gain (+)/loss (-) on disposal of assets		
Other revenue		
TOTAL INCOME	59 930	59 573
EXPENSES		
Employee expenses	32 124	31 643
Administrative expenses		
Purchases of goods and services	16 063	13 554
Repairs and maintenance	1 874	1 571
Depreciation and amortisation	1 187	1 187
Services free of charge	4 536	4 539
Other administrative expenses		
Grants and subsidies expenses		
Current	5 938	6 811
Capital		2 000
Community service obligations		
Interest expenses	15	
TOTAL EXPENSES	61 737	61 305
NET SURPLUS (+)/DEFICIT (-)	- 1 807	- 1 732

Income Administered for the Central Holding Authority

INCOME		
Taxation revenue		
Commonwealth revenue		
Current grants		
Capital grants		
Fees from regulatory services	25	25
Interest revenue		
Royalties and rents	5 063	5 063
Other revenue		
TOTAL INCOME	5 088	5 088

Balance Sheet

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
ASSETS		
Cash and deposits	5 960	5 415
Receivables	968	968
Prepayments	151	151
Inventories	2	2
Advances and investments		
Property, plant and equipment	14 674	14 060
Other assets		
TOTAL ASSETS	21 755	20 596
LIABILITIES		
Deposits held	1 508	1 508
Creditors and accruals	2 096	2 096
Borrowings and advances		
Provisions	4 584	4 584
Other liabilities	1 000	1 000
TOTAL LIABILITIES	9 188	9 188
NET ASSETS	12 567	11 408
EQUITY		
Capital		
Opening balance	85 430	87 512
Equity injections/withdrawals	2 082	573
Reserves	3 609	3 609
Accumulated funds		
Opening balance	- 76 747	- 78 554
Current year surplus (+)/deficit (-)	- 1 807	- 1 732
Transfers to/from reserves		
Accounting policy changes and corrections		
TOTAL EQUITY	12 567	11 408

Assets and Liabilities Administered for the Central Holding Authority

ASSETS		
Taxes receivable		
Grants and subsidies receivable		
Royalties and rent receivable	24	24
Other receivables	20	20
TOTAL ASSETS	44	44
LIABILITIES		
Central Holding Authority income payable	44	44
Unearned Central Holding Authority income		
TOTAL LIABILITIES	44	44
NET ASSETS		

Cash Flow Statement

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
CASH FLOWS FROM OPERATING ACTIVITIES		
Operating receipts		
Taxes received		
Grants and subsidies received		
Current	4 505	3 278
Capital	250	
Appropriation		
Output	45 661	48 345
Commonwealth	2 135	2 239
Other agency receipts from sales of goods and services	2 828	1 172
Interest received	15	
Total operating receipts	55 394	55 034
Operating payments		
Payments to employees	32 169	31 643
Payments for goods and services	17 934	15 125
Grants and subsidies paid		
Current	5 938	6 811
Capital		2 000
Community service obligations		
Interest paid	15	
Total operating payments	56 056	55 579
NET CASH FROM OPERATING ACTIVITIES	- 662	- 545
CASH FLOWS FROM INVESTING ACTIVITIES		
Investing receipts		
Proceeds from asset sales		
Repayment of advances		
Sales of investments		
Total investing receipts		
Investing payments		
Purchases of assets	1 224	573
Advances and investing payments		
Total investing payments	1 224	573
NET CASH FROM INVESTING ACTIVITIES	- 1 224	- 573
CASH FLOWS FROM FINANCING ACTIVITIES		
Financing receipts		
Proceeds of borrowings		
Deposits received		
Appropriation		
Capital	974	573
Commonwealth		
Equity injections	968	
Total financing receipts	1 942	573
Financing payments		
Repayment of borrowings		
Finance lease payments		
Equity withdrawals	534	
Total financing payments	534	
NET CASH FROM FINANCING ACTIVITIES	1 408	573
Net increase (+)/decrease (-) in cash held	- 478	- 545
Cash at beginning of financial year	6 438	5 960
CASH AT END OF FINANCIAL YEAR	5 960	5 415

Revenue Statement

	2016-17 Estimate	2017-18 Budget	Variation	Note
	\$000	\$000	\$000	
Current grants and subsidies revenue				
Commonwealth grants	1 217	68	- 1 149	1
Newhaven Wildlife Sanctuary	700	50	- 650	
Protecting ecosystems – Daly catchment	162		- 162	
Restoring Central Australian water places	128		- 128	
Groote Eylandt biodiversity	94		- 94	
West MacDonnell Ranges	88		- 88	
Other	45	18	- 27	
Other grants	3 288	3 210	- 78	1
West Arnhem Fire Management Agreement	1 200	1 200		
Habitat mapping for Darwin region	843	889	46	
Long-term monitoring of coastal dolphins and the distribution of dugongs	359		- 359	
Bonaparte Plains project	325	275	- 50	
Darwin Harbour Integrated Marine Monitoring and Research Program	215	746	531	
National Environment Science Program	150	100	- 50	
Conservation status of coastal dolphins in the Territory	123		- 123	
Other	73		- 73	
Capital grants and subsidies revenue				
Other grants	250		- 250	
Stokes Hill air monitoring station	250		- 250	
Output appropriation	45 661	48 345	2 684	2
Commonwealth appropriation				
National partnership agreements	2 135	2 239	104	1
National Water Infrastructure Development Fund	1 305	1 980	675	
National Bushfire Mitigation	299		- 299	
Established Pest and Weed Management	259	259		
Water for the Future – National Compliance Framework	240		- 240	
National Whale Stranding Action Plan	32		- 32	
Sales of goods and services	2 828	1 172	- 1 656	3
Water assessment, monitoring services and other charges	602	406	- 196	
Vacant Crown Land Strategy	576	439	- 137	
Biosecurity mapping	415		- 415	
National Aerial Firefighting Centre Agreement	388	200	- 188	
Indigenous rangers program	300		- 300	
Various drilling programs	268		- 268	
Genessee Wyoming Australia	69	55	- 14	
Crocodile tag sales	43		- 43	
North Australian Indigenous Land and Sea Management Alliance	42		- 42	
Other	125	72	- 53	
Interest	15		- 15	
Goods and services received free of charge	4 536	4 539	3	
OPERATING REVENUE	59 930	59 573	- 357	
Capital appropriation	974	573	- 401	4
CAPITAL RECEIPTS	974	573	- 401	

1 The variations are in line with the relevant agreements and revised funding arrangements.

2 The increase mainly reflects additional funding in 2017-18 for ranger group capital grants and to establish a Land Management and Conservation Fund.

3 The decrease mainly reflects contractual arrangements for which funding may be renewed on an annual basis or has ceased.

4 The decrease is due to a transfer of capital appropriation from 2015-16 to 2016-17 due to revised timing of asset purchases.

Department of Tourism and Culture

Output Group/Output	2016-17 PEFO	2016-17 Estimate	2017-18 Budget	Note
	\$000	\$000	\$000	
Tourism and Culture	243 992	252 716	246 044	1, 2
Tourism and Culture	207 923	215 888	211 844	
Commercial Organisations	36 069	36 828	34 200	
Corporate and Governance	6 568	6 486	6 638	
Corporate and Governance	6 568	6 486	6 638	
Total Expenses	250 560	259 202	252 682	
Appropriation				
Output	215 947	211 548	219 453	
Capital	305	305	305	
Commonwealth	775	775	775	

2017-18 Staffing: 479

- 1 The variation in the Tourism and Culture output in 2016-17 is mainly due to one-off expenditure on motorsports infrastructure.
- 2 The decrease in the Tourism and Culture output in 2017-18 mainly reflects one-off expenditure on motorsports infrastructure in 2016-17, cessation of one-off tourism capital grants in 2016-17 and changed funding arrangements for the Sport Voucher Scheme in 2017-18, partially offset by increased repairs and maintenance funding as part of the economic stimulus program and additional funding for tourism initiatives to attract tourists from China and India.

Agency Profile

The Department of Tourism and Culture's primary responsibility is to:

- market the Territory as a desirable visitor destination and encourage and facilitate the sustainable growth of the tourism industry in the Territory;
- support, develop and promote the creative arts and screen sector;
- protect and provide access to the Territory's major heritage and cultural assets and collections;
- invest and develop the sport and active recreation sectors of the Territory;
- represent the Territory's interests in policy and decision-making forums regarding national arts and sport sector development and delivery;
- protect and develop parks and reserves for the benefit of the community and administer wildlife management programs; and
- provide support to the Darwin Waterfront Corporation and Northern Territory Major Events Company.

Strategic Issues

Creating Jobs

- Increasing tourist visitation from Asian markets, particularly China and India, while maintaining growth from primary western hemisphere markets.
- Attracting investment in tourism infrastructure and products to entice new market segments and ensure the Territory is able to compete effectively in the international and domestic market places.
- Working in partnership with airlines to build and maintain sustainable aviation services to the Territory including the establishment of a direct route between Darwin and China.
- Increasing Aboriginal employment opportunities through implementation of the Northern Territory Indigenous Employment Strategy, particularly through jointly managed parks.
- Supporting the screen production sector to improve capability and promote the development and production of quality projects that create jobs and grow sustainable businesses in the Territory.
- Attracting new and developing existing events to better engage the local community, attract visitors and showcase the Territory.
- Attracting visitation and reviving the Alice Springs central business district (CBD) by establishing an Alcoota Megafauna Fossil Exhibition in the Alice Springs CBD.

Empowering the Bush

- Reviewing joint management of parks in conjunction with land councils to improve outcomes for both traditional owners and the wider remote community.
- Working effectively with stakeholders to develop an Indigenous Arts Trail including an Iconic National Indigenous Art Gallery and an Iconic National Indigenous Cultural Centre.

Building Safer, Fairer and Stronger Communities

- Building capacity, capability and sustainability of the arts, sport and active recreation sectors across the Territory.
- Maintaining and developing sporting facilities at suitable standards for all levels of competition.
- Developing and delivering programs to support the development of talented athletes, coaches and officials.
- Developing and enhancing the Territory's arts and cultural assets and their exhibitions, events and public programs to increase visitor experiences and promote the Territory.
- Managing heritage assets through conservation and grant programs.

Budget Highlights

Creating Jobs

- \$43 million to market the Territory as a desirable visitor destination, and encourage and facilitate sustainable growth of the tourism industry in the Territory.
- \$2.3 million to establish an Alcoota Megafauna Fossil Exhibition in Alice Springs.
- \$1 million to support the Darwin Festival.

Investing in Children

- \$11.5 million for grants to support sports in the Territory, including the Sport Voucher Scheme.
- \$5 million to upgrade sporting facilities at Purkiss Reserve.

Empowering the Bush

- \$1.8 million for lease payments to Aboriginal Land Trusts for Aboriginal-owned, jointly managed parks.

Building Safer, Fairer and Stronger Communities

- \$7.7 million to support the operation of the Museum and Art Gallery of the Northern Territory (MAGNT) and for development of MAGNT and its collections.
- \$9 million over four years from 2016-17 to support the Territory's screen industry.
- \$8 million over four years from 2016-17 to support motorsports across the Territory.
- \$6 million over three years from 2017-18 for community art galleries infrastructure upgrades, industry development initiatives and professional development opportunities for artists and arts workers.
- \$5 million for the Remote Community Sports Infrastructure Program.
- \$4.65 million over two years from 2016-17 to support community football and hold Australian Football League games in Darwin and Alice Springs.
- \$3.5 million for the Urban and Regional Oval Lights Program.
- \$3 million over three years from 2017-18 to support National Rugby League games in the Territory.
- \$1.1 million to develop and maintain mountain bike trails in Territory parks and reserves.

\$M

2017-18 New Capital Works

Alcoota Megafauna Fossil Exhibition fit-out	1.5
Motorsports infrastructure upgrades across the Territory	6.6
Nitmiluk National Park upgrades	2.5
Redevelopment of Warren Park, Marrara for rugby league	25.0
Refurbish and upgrade TIO Stadium	3.0
Upgrade and replacement of heating, ventilating and airconditioning system at MAGNT	1.3
Upgrade sporting facilities in Alice Springs	6.2

Output Groups and Outcomes

Tourism and Culture

Outcome: Increased visitation to the Territory. The Territory's parks, native wildlife, and cultural and heritage assets are protected. Increased life-long involvement in sport and recreation by Territorians.

Tourism and Culture

Market the Territory to stimulate interest and desire to travel to the Territory, protect, conserve and provide access to our major heritage and cultural collections, invest and develop the sport and recreation sectors and protect the Territory's parks and native wildlife.

Commercial Organisations

Support the operations of the Darwin Waterfront Corporation and Northern Territory Major Events Company.

Corporate and Governance

Outcome: Improved organisational performance through strategic and governance leadership and the provision of corporate services.

Corporate and Governance

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

Key Performance Indicators

	2016-17 PEFO	2016-17 Estimate	2017-18 Budget
Tourism and Culture			
<i>Building Sector Capacity</i>			
Value of grants distributed to organisations, peak bodies and regional tourist offices ¹	\$87.3M	\$87.3M	\$82.3M
Number of organisations, peak sporting bodies and regional tourist offices supported	157	157	157
Number of eligible organisations registered for sport vouchers	350	350	350
Number of tourism businesses operating in parks	165	158	159
Number of Northern Territory Institute of Sport athlete, coach and official development services	10	10	9
Number of public libraries supported	32	32	32
<i>Community Engagement</i>			
Number of events delivered	643	643	633
Number of events supported	76	76	64
Attendees at events	126 000	126 000	108 000
Social media followers	65 000	65 000	75 000
<i>Sporting and Cultural Assets</i>			
Number of public facilities managed or leased	53	53	53
Investment in publicly owned assets ²	\$68.5M	\$70.7M	\$100.4M
Investment in privately owned assets ³	\$15.9M	\$14.1M	\$16.8M
<i>Tourism and Visitor Attraction</i>			
Visits to major parks and reserves	3.266M	3.385M	3.385M
Holiday visitors:			
- domestic	579 000	652 000	652 000
- international	277 000	277 000	277 000
Holiday visitor expenditure:			
- domestic	\$626M	\$886M	\$886M
- international	\$362M	\$362M	\$362M
<i>Aboriginal Engagement and Participation</i>			
Aboriginal employment ⁴	10.8%	10.8%	14.3%
<i>Conservation Management</i>			
Number of problem saltwater crocodiles removed from the wild ⁵	270	230	270
Joint management plans for parks	15	15	17
Area of land in Parks Commission care, control and management (000 km ²)	47.6	47.6	47.6

1 The decrease is due to the changed funding arrangements for the Sport Voucher Scheme and one-off grants in 2016-17.

2 The increase in 2017-18 is due to additional funding for new projects including the Warren Park redevelopment.

3 The increase in 2017-18 is due to additional funding for new projects including Purkiss Reserve upgrades and Alice Springs sporting facilities and the Urban and Regional Oval Lights Program.

4 The Territory Government is committed to increasing the percentage of Northern Territory Public Sector employees who identify as Aboriginal to 16 per cent by 2020.

5 The variation in 2016-17 mainly reflects the impact of weather conditions.

Operating Statement

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
INCOME		
Taxation revenue		
Grants and subsidies revenue		
Current	789	350
Capital		
Appropriation		
Output	211 548	219 453
Commonwealth	775	775
Sales of goods and services	7 472	7 262
Interest revenue		
Goods and services received free of charge	9 300	9 509
Gain (+)/loss (-) on disposal of assets		
Other revenue	825	25
TOTAL INCOME	230 709	237 374
EXPENSES		
Employee expenses	50 442	48 949
Administrative expenses		
Purchases of goods and services	60 960	57 995
Repairs and maintenance	20 237	20 310
Depreciation and amortisation	15 273	15 273
Services free of charge	9 300	9 509
Other administrative expenses		
Grants and subsidies expenses		
Current	79 257	73 660
Capital	15 909	17 812
Community service obligations	7 824	9 174
Interest expenses		
TOTAL EXPENSES	259 202	252 682
NET SURPLUS (+)/DEFICIT (-)	- 28 493	- 15 308

Balance Sheet

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
ASSETS		
Cash and deposits	3 225	3 190
Receivables	5 019	5 019
Prepayments	491	491
Inventories	195	195
Advances and investments		
Property, plant and equipment	620 138	605 170
Other assets		
TOTAL ASSETS	629 068	614 065
LIABILITIES		
Deposits held	782	782
Creditors and accruals	2 531	2 531
Borrowings and advances		
Provisions	6 814	6 814
Other liabilities	284	284
TOTAL LIABILITIES	10 411	10 411
NET ASSETS	618 657	603 654
EQUITY		
Capital		
Opening balance	111 518	378 527
Equity injections/withdrawals	267 009	305
Reserves	326 449	326 449
Accumulated funds		
Opening balance	- 26 701	- 86 319
Current year surplus (+)/deficit (-)	- 28 493	- 15 308
Transfers to/from reserves	- 31 125	
Accounting policy changes and corrections		
TOTAL EQUITY	618 657	603 654

Cash Flow Statement

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
CASH FLOWS FROM OPERATING ACTIVITIES		
Operating receipts		
Taxes received		
Grants and subsidies received		
Current	789	350
Capital		
Appropriation		
Output	211 548	219 453
Commonwealth	775	775
Other agency receipts from sales of goods and services	62 463	7 287
Interest received		
Total operating receipts	275 575	227 865
Operating payments		
Payments to employees	46 284	48 949
Payments for goods and services	129 798	78 305
Grants and subsidies paid		
Current	79 257	73 660
Capital	15 909	17 812
Community service obligations	7 824	9 174
Interest paid		
Total operating payments	279 072	227 900
NET CASH FROM OPERATING ACTIVITIES	- 3 497	- 35
CASH FLOWS FROM INVESTING ACTIVITIES		
Investing receipts		
Proceeds from asset sales		
Repayment of advances		
Sales of investments		
Total investing receipts		
Investing payments		
Purchases of assets	305	305
Advances and investing payments		
Total investing payments	305	305
NET CASH FROM INVESTING ACTIVITIES	- 305	- 305
CASH FLOWS FROM FINANCING ACTIVITIES		
Financing receipts		
Proceeds of borrowings		
Deposits received	167	
Appropriation		
Capital	305	305
Commonwealth		
Equity injections	6 834	
Total financing receipts	7 306	305
Financing payments		
Repayment of borrowings		
Finance lease payments		
Equity withdrawals	1 351	
Total financing payments	1 351	
NET CASH FROM FINANCING ACTIVITIES	5 955	305
Net increase (+)/decrease (-) in cash held	2 153	- 35
Cash at beginning of financial year	1 072	3 225
CASH AT END OF FINANCIAL YEAR	3 225	3 190

Revenue Statement

	2016-17 Estimate	2017-18 Budget	Variation	Note
	\$000	\$000	\$000	
Current grants and subsidies revenue				
Commonwealth grants	543	265	- 278	
Regional Arts funding	265	265		
Red Centre Biodiversity Fund	186		- 186	
Historic Shipwrecks Program	62		- 62	
Screen Territory funding for audience development	30		- 30	
Other grants	246	85	- 161	
McArthur River Mine	98		- 98	
Alice Springs Town Council	85	85		
Australian Seed Bank Partnership	56		- 56	
Other	7		- 7	
Output appropriation	211 548	219 453	7 905	1
Commonwealth appropriation				
National partnership agreements	775	775		
Delivery of Tourism Demand-Driver Infrastructure	775	775		
Sales of goods and services	7 472	7 262	- 210	
Northern Territory Major Events Company cost recovery	1 726	1 746	20	
Darwin Waterfront Corporation cost recovery	1 230	1 259	29	
Araluen Arts Centre	1 027	1 027		
Power and Water cost recovery	860	860		
Parks camping fees and other associated revenue	737	737		
Sport and recreation charges	518	518		
Territory Wildlife Parks service level agreement	498	498		
Tourism business and trade events	273	273		
Sport event revenue	190		- 190	
Tourism Australia International Media Hosting program visits	160	141	- 19	
Wildlife management and permits	90	90		
Library charges	51	51		
National Archives cost recovery	47		- 47	
Other	65	62	- 3	
Goods and services received free of charge	9 300	9 509	209	
Other revenue	825	25	- 800	
Recovery of unspent grants	800		- 800	
Other	25	25		
OPERATING REVENUE	230 709	237 374	6 665	
Capital appropriation	305	305		
CAPITAL RECEIPTS	305	305		

1 The increase mainly reflects additional funding for repairs and maintenance as part of the economic stimulus program, grants for infrastructure upgrades and tourism initiatives, partially offset by changes to the funding arrangements for the Sport Voucher Scheme.

Territory Wildlife Parks

Business Line	2016-17 PEFO	2016-17 Estimate	2017-18 Budget	Note
	\$000	\$000	\$000	
Income	10 462	10 462	11 512	1
Territory Wildlife Park	5 208	5 208	5 858	
Alice Springs Desert Park	5 254	5 254	5 654	
Expenses	12 243	12 243	13 293	1
Territory Wildlife Park	6 427	6 469	7 119	
Alice Springs Desert Park	5 816	5 774	6 174	
SURPLUS (+)/DEFICIT (-) BEFORE INCOME TAX	- 1 781	- 1 781	- 1 781	
Territory Wildlife Park	- 1 219	- 1 261	- 1 261	
Alice Springs Desert Park	- 562	- 520	- 520	

2017-18 Staffing: 90

1 The increase in 2017-18 is mainly due to additional funding for a bus service trial and 10-year master plan for the Territory Wildlife Park as well as additional repairs and maintenance funding as part of the economic stimulus program.

Business Division Profile

Territory Wildlife Parks consists of Territory Wildlife Park at Berry Springs and the Alice Springs Desert Park. The parks support the Territory's biodiversity through captive breeding of endangered, rare and threatened species, and enhance the education of school children on the benefits of the natural environment.

The key purpose of both parks is to showcase the Territory's unique flora and fauna in a natural environment that is educational, interactive and interesting for the visiting public as a tourist attraction and community asset. The park experience enables people to understand, respect and enjoy the Territory's natural environment.

Strategic Issues

Creating Jobs

- Reviewing the current governance structure and business model of the Territory Wildlife Park.
- Developing a 10-year master plan that underpins the vision and strategic direction of the Territory Wildlife Park.
- Providing tourism visitor experiences that increase visitor numbers to the parks, while maintaining visitor satisfaction.
- Developing and maintaining existing infrastructure and facilities to enhance the visitor experience.

Building Safer, Fairer and Stronger Communities

- Expanding captive breeding of endangered, rare and threatened species of native fauna, and seed banking of native flora.
- Growing the local community value of the parks through ongoing engagement and involvement in activities.
- Increasing the number of functions and events held at the parks.
- Promoting conservation by providing educational programs, and interpretation and information services that educate and encourage the community in conservation.
- Continuing to partner with tertiary institutions and agencies to conduct biodiversity research and endangered species breeding programs.

Budget Highlights

Building Safer, Fairer and Stronger Communities

- \$1.68 million for repairs and maintenance, including an additional \$1 million as part of the economic stimulus program.
- \$0.2 million to trial a local bus service initiative and upgrade the Territory Wildlife Park website to increase visitation.
- \$0.15 million to develop a 10-year master plan for the Territory Wildlife Park.

Business Line

Territory Wildlife Park

Provide high quality educational, interpretive and cultural experiences, including hosting a range of community programs and events to encourage greater exposure to and understanding of the Territory's native wildlife.

Alice Springs Desert Park

Provide quality educational and cultural experiences within the Central Australian environment while promoting the park's diversity of native plants and animals, cultural interpretation and wildlife encounters. The park also plays a key role in threatened species conservation programs and is a key tourist attraction in Central Australia.

Key Performance Indicators

	2016-17 PEFO	2016-17 Estimate	2017-18 Budget
Territory Wildlife Park			
Visitors	60 000	56 000	58 000
Biodiversity conservation programs	4	4	3
New visitor experiences	6	5	5
Visitor satisfaction	95%	95%	95%
Alice Springs Desert Park			
Visitors ¹	69 200	86 000	89 000
New visitor experiences	5	5	3
Threatened species breeding programs	5	5	5
Visitor satisfaction	95%	96%	96%

¹ The increase is primarily due to a new festival held at the Alice Springs Desert Park in 2016-17 and 2017-18 (Parrtjima – A Festival in Light).

Operating Statement

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
INCOME		
Grants and subsidies revenue		
Current		
Capital		
Community service obligations	7 824	9 174
Sales of goods and services	2 620	2 320
Interest revenue	18	18
Rent and dividends		
Gain (+)/loss (-) on disposal of assets		
Other revenue		
TOTAL INCOME	10 462	11 512
EXPENSES		
Employee expenses	5 677	5 577
Administrative expenses		
Purchases of goods and services	3 960	4 110
Repairs and maintenance	677	1 677
Depreciation and amortisation	1 918	1 918
Other administrative expenses	11	11
Grants and subsidies expenses		
Current		
Capital		
Interest expense		
TOTAL EXPENSES	12 243	13 293
SURPLUS (+)/DEFICIT (-) BEFORE INCOME TAX	- 1 781	- 1 781
Income tax expense		
NET SURPLUS (+)/DEFICIT (-)	- 1 781	- 1 781

Balance Sheet

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
ASSETS		
Cash and deposits	425	463
Receivables	143	143
Prepayments	32	32
Inventories	47	47
Advances and investments		
Property, plant and equipment	32 032	30 213
Other assets		
TOTAL ASSETS	32 679	30 898
LIABILITIES		
Deposits held	81	81
Creditors and accruals	317	317
Borrowings and advances		
Provisions	751	751
Other liabilities		
TOTAL LIABILITIES	1 149	1 149
NET ASSETS	31 530	29 749
EQUITY		
Capital		
Opening balance	25 719	25 908
Equity injections/withdrawals	189	
Reserves	31 529	31 529
Accumulated funds		
Opening balance	- 24 126	- 25 907
Current year surplus (+)/deficit (-)	- 1 781	- 1 781
Dividends paid/payable		
Transfers to/from reserves		
Accounting policy changes and corrections		
TOTAL EQUITY	31 530	29 749

Cash Flow Statement

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
CASH FLOWS FROM OPERATING ACTIVITIES		
Operating receipts		
Grants and subsidies received		
Current		
Capital		
Community service obligations	7 824	9 174
Receipts from sales of goods and services	2 609	2 309
Interest received	18	18
Total operating receipts	10 451	11 501
Operating payments		
Payments to employees	5 677	5 577
Payments for goods and services	4 637	5 787
Grants and subsidies paid		
Current		
Capital		
Interest paid		
Income tax paid		
Total operating payments	10 314	11 364
NET CASH FROM OPERATING ACTIVITIES	137	137
CASH FLOWS FROM INVESTING ACTIVITIES		
Investing receipts		
Proceeds from asset sales		
Repayment of advances		
Sales of investments		
Total investing receipts		
Investing payments		
Purchases of assets	99	99
Advances and investing payments		
Total investing payments	99	99
NET CASH FROM INVESTING ACTIVITIES	- 99	- 99
CASH FLOWS FROM FINANCING ACTIVITIES		
Financing receipts		
Proceeds of borrowings		
Deposits received		
Equity injections		
Total financing receipts		
Financing payments		
Repayment of borrowings		
Finance lease payments		
Dividends paid		
Equity withdrawals		
Total financing payments		
NET CASH FROM FINANCING ACTIVITIES		
Net increase (+)/decrease (-) in cash held	38	38
Cash at beginning of financial year	387	425
CASH AT END OF FINANCIAL YEAR	425	463

Revenue Statement

	2016-17 Estimate	2017-18 Budget	Variation	Note
	\$000	\$000	\$000	
Community service obligations	7 824	9 174	1 350	1
Sales of goods and services	2 620	2 320	- 300	
Fees and charges	2 620	2 320	- 300	
Interest	18	18		
OPERATING REVENUE	10 462	11 512	1 050	

1 The increase is primarily due to one-off repairs and maintenance funding as part of the economic stimulus program.

Department of Corporate and Information Services

Output Group/Output	2016-17 PEFO	2016-17 Estimate	2017-18 Budget	Note
	\$000	\$000	\$000	
Shared Services	198 418	189 580	199 011	1
Finance Services	16 712	16 436	16 388	
Human Resource Services	31 303	31 375	30 576	
Contract Services	3 150	3 655	3 749	
Information and Communications Technology Services	28 786	30 793	30 988	
Property Leasing Services	90 305	88 438	87 804	
Asset Services	19 162	12 114	17 621	
Project Services	9 000	6 769	11 885	
Digital Government	7 573	8 926	9 625	2
Digital Government	7 573	8 926	9 625	
Corporate and Governance	5 959	5 956	6 096	
Corporate and Governance	4 979	4 976	5 116	
Shared Services Provided	980	980	980	
Total Expenses	211 950	204 462	214 732	
Appropriation				
Output	145 537	142 137	147 763	
Capital	53 418	24 803	80 232	

2017-18 Staffing: 519

- 1 The variations in the Asset Services and Project Services outputs in 2016-17 reflect the carryover of funding for the Asset System Nexus (ASNEX) project and the Core Clinical Systems Renewal Program (CCSRP) from 2016-17 to 2017-18.
- 2 The increase reflects the transfer of the digital team from the Department of the Chief Minister to the Department of Corporate and Information Services in 2016-17 and commencement of the advancing digital government initiative in 2017-18.

Agency Profile

The Department of Corporate and Information Services provides shared corporate services to support government agencies including financial and human resource administration, contract services, information and communications technology (ICT) services, property leasing services and project services. The agency also has a digital leadership role to support government and agencies in advancing digital initiatives through digital policy, cyber security strategy and online service design.

Strategic Issues

Creating Jobs

- Leading the progress of digital advances to encourage creative technology solutions, data sharing and intelligence to facilitate innovation and client-centric online services that add value and improve productivity.
- Supporting the government's future workforce through multiple Aboriginal employment programs and facilitating engagement of trainees, cadets and graduates.
- Meeting government's leased accommodation needs through disciplined management across the leased property portfolio and successful delivery of major leasing projects.
- Advising on strategic ICT investment decisions and overseeing agency governance of major ICT initiatives.

Empowering the Bush

- Collaborating with industry to deliver improved telecommunications to remote locations, providing long-term benefits for Territory communities.

Building Safer, Fairer and Stronger Communities

- Expanding professional ICT project management services to support agencies with complex technology requirements and deliver successful project outcomes, which will renew and refresh the core business systems that underpin essential frontline services to the community, including health and policing.
- Creating contemporary technology solutions for digital services that support clients and enhance government functions, including management of infrastructure assets, grants and identities.
- Exploring opportunities to continue improving corporate services quality and advice to agencies.
- Strengthening the reliability and resilience of ICT services to agencies, including security controls and education.

Budget Highlights

Creating Jobs

- \$12.4 million in 2017-18, as part of a multi-year project to develop a technology solution to support the management of government's infrastructure assets.
- \$5 million to establish an Office of Digital Government to advance government's digital initiatives and address ICT strategy, design and direction at the enterprise level.
- \$0.2 million over two years from 2016-17 for ICT systems development for a MyFuel site to facilitate a Territory-wide mandatory retail fuel price reporting scheme that will increase transparency of fuel information to empower consumers and encourage greater competition in the Territory fuel market.
- Procuring a long-term lease for new headquarters for the Department of Health in the Darwin central business district to commence in 2021.

Empowering the Bush

- \$5 million for the final year of the joint Telstra and Territory Government co-investment program, totalling \$30 million over three years, to further expand telecommunications services across remote Territory communities.
- \$0.1 million in each of 2016-17 and 2017-18 to complete the programs with the Centre for Appropriate Technology to install 30 mobile hotspots in remote locations across Central Australia and the Top End.

Building Safer, Fairer and Stronger Communities

- \$80.1 million in 2017-18, to support the Department of Health through project management of the five-year \$259 million CCSRP.
- \$45 million over four years, including \$8.6 million in 2017-18, for a new policing management system to replace the Police Real-time Online Management Information System.
- \$5.9 million over three years, including \$2.4 million in 2017-18, for an identity management solution as a critical security measure for the government's ICT environment.
- \$1.1 million over three years for a contemporary digital whole-of-government grants management system to improve the experience and services for grant applicants, reduce red tape and deliver better outcomes for government.

Output Groups and Outcomes

Shared Services

Outcome: Reliable and efficient shared services that support government and enable agencies to focus on core business.

Finance Services

Provide finance services to agencies through processes, systems, projects and reports that support agencies in effectively managing their financial resources.

Human Resource Services

Provide human resource services to agencies through processes, systems, projects and reports that support agencies in effectively managing their human resources.

Contract Services

Provide contract services to agencies through processes, systems, projects and reports that support agencies in effectively managing their procurements and contracts and delivering value through across-government contracts.

Information and Communications Technology Services

Provide ICT services to agencies through processes, systems, projects, sourcing, contract management and reports that support agencies in effectively managing their ICT resources.

Property Leasing Services

Provide property leasing advice and services to effectively support the accommodation requirements of agencies.

Asset Services

Provide asset services to agencies through processes, systems, projects, and reports that support agencies in effectively managing their infrastructure assets.

Project Services

Provide project management expertise and services that deliver effective project outcomes on behalf of agencies.

Digital Government

Outcome: Digital initiatives, advice and controls that support Government and agencies in advancing digital innovation to improve government services.

Digital Government

Provide advice, coordination and oversight of key government digital initiatives through policy and strategy development, investment analysis, project assurance, online presence, industry collaboration and enterprise ICT security and architecture design.

Corporate and Governance

Outcome: Corporate and governance services that effectively and efficiently support the department and its government business divisions.

Corporate and Governance

Provide effective corporate and governance services to support the department's functions including finance, human resources, ICT, procurement, records management, executive support, governance and risk services, and communications.

Shared Services Provided

Provide corporate and governance services to support functions and divisions assisted by the department, primarily NT Fleet and Data Centre Services.

Key Performance Indicators

	2016-17 PEFO	2016-17 Estimate	2017-18 Budget
Shared Services			
<i>Finance Services</i>			
Payments processed	500 000	500 000	500 000
Debts processed ¹	42 000	50 000	60 000
Processing accuracy	100%	100%	100%
Invoices paid within 30 days	90%	90%	90%
Average number of days to collect debts	55	55	55
<i>Human Resource Services</i>			
Payroll transactions processed	1.2M	1.2M	1.2M
Commencements and terminations processed ²	14 500	13 500	13 500
Client queries resolved on first contact	85%	85%	85%
Vacancies published	4 500	4 400	4 400
<i>Contract Services</i>			
Tenders released to market	900	900	900
Tender responses processed	4 500	4 500	4 500
Proportion of responses lodged electronically	100%	100%	100%
Contracts awarded ³	1 100	1 200	1 100
Across-government contracts	27	27	29
<i>Information and Communications Technology Services</i>			
Laptops/workstations ⁴	18 000	18 500	18 500
ICT services provided within agreed service levels	100%	100%	100%
Severe desktop faults restored within service level agreement	100%	100%	100%
ICT Service Centre queries resolved on first contact ⁵		70%	75%
<i>Property Leasing Services</i>			
Property leases ⁶	190	198	195
Area leased (000 square metres)	200	202	200
Average cost per square metre	\$430	\$422	\$425
<i>Asset Services</i>			
Work orders processed ⁷	117 000	135 000	140 000
Asset reports available for agency use ⁸	240	254	270
Help desk jobs completed within service standards ⁹	100%	80%	90%
<i>Project Services</i>			
Major ICT programs managed on behalf of agencies	1	1	2
Projects managed on behalf of agencies	5	4	6
Projects completed	2	4	3
Digital Government			
Stage gate reviews undertaken ¹⁰	7	10	12
Major projects overseen by the ICT Governance Board	25	24	22
Cyber security programs delivered ⁵		12	16
Digital projects ⁵		8	10

1 In December 2016, the Department of Health introduced a new process and system for healthcare billing resulting in an increase in invoices issued. Estimates for 2016-17 and 2017-18 have been amended for anticipated increases to debts processed.

2 The decrease reflects agency activity.

3 The variation in 2016-17 is due to an increase in the number of multi-supplier panel contracts awarded.

4 The variations reflect a revised calculation methodology and increased use of computing services.

5 New measure.

6 The increase reflects additional demand for office space including for the Royal Commission into the Protection and Detention of Children in the Northern Territory.

7 The increase reflects additional agency infrastructure program activity.

8 The increase reflects additional business intelligence reports identified by agency users.

9 The variations reflect the implementation of a new job ticketing system in 2016, which changed measurement methodology and targets.

10 The variations reflect ICT project activity.

Operating Statement

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
INCOME		
Taxation revenue		
Grants and subsidies revenue		
Current		
Capital		
Appropriation		
Output	142 137	147 763
Commonwealth		
Sales of goods and services	62 632	54 944
Interest revenue		
Goods and services received free of charge		
Gain (+)/loss (-) on disposal of assets		
Other revenue	100	70
TOTAL INCOME	204 869	202 777
EXPENSES		
Employee expenses	55 627	56 943
Administrative expenses		
Purchases of goods and services	136 962	146 228
Repairs and maintenance	830	330
Depreciation and amortisation	5 811	5 955
Services free of charge		
Other administrative expenses		
Grants and subsidies expenses		
Current	73	74
Capital	5 159	5 202
Community service obligations		
Interest expenses		
TOTAL EXPENSES	204 462	214 732
NET SURPLUS (+)/DEFICIT (-)	407	- 11 955

Balance Sheet

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
ASSETS		
Cash and deposits	25 254	14 542
Receivables	5 767	5 767
Prepayments	7 184	7 184
Inventories		
Advances and investments		
Property, plant and equipment	57 578	136 567
Other assets		
TOTAL ASSETS	95 783	164 060
LIABILITIES		
Deposits held	8 810	8 810
Creditors and accruals	4 128	4 128
Borrowings and advances		
Provisions	7 863	7 863
Other liabilities	15	15
TOTAL LIABILITIES	20 816	20 816
NET ASSETS	74 967	143 244
EQUITY		
Capital		
Opening balance	52 118	81 545
Equity injections/withdrawals	29 427	80 232
Reserves		
Accumulated funds		
Opening balance	- 6 985	- 6 578
Current year surplus (+)/deficit (-)	407	- 11 955
Transfers to/from reserves		
Accounting policy changes and corrections		
TOTAL EQUITY	74 967	143 244

Cash Flow Statement

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
CASH FLOWS FROM OPERATING ACTIVITIES		
Operating receipts		
Taxes received		
Grants and subsidies received		
Current		
Capital		
Appropriation		
Output	142 137	147 763
Commonwealth		
Other agency receipts from sales of goods and services	62 732	55 014
Interest received		
Total operating receipts	204 869	202 777
Operating payments		
Payments to employees	55 627	56 943
Payments for goods and services	137 292	146 558
Grants and subsidies paid		
Current	73	74
Capital	5 159	5 202
Community service obligations		
Interest paid		
Total operating payments	198 151	208 777
NET CASH FROM OPERATING ACTIVITIES	6 718	- 6 000
CASH FLOWS FROM INVESTING ACTIVITIES		
Investing receipts		
Proceeds from asset sales		
Repayment of advances		
Sales of investments		
Total investing receipts		
Investing payments		
Purchases of assets	27 963	84 944
Advances and investing payments		
Total investing payments	27 963	84 944
NET CASH FROM INVESTING ACTIVITIES	- 27 963	- 84 944
CASH FLOWS FROM FINANCING ACTIVITIES		
Financing receipts		
Proceeds of borrowings		
Deposits received		
Appropriation		
Capital	24 803	80 232
Commonwealth		
Equity injections		
Total financing receipts	24 803	80 232
Financing payments		
Repayment of borrowings		
Finance lease payments		
Equity withdrawals		
Total financing payments		
NET CASH FROM FINANCING ACTIVITIES	24 803	80 232
Net increase (+)/decrease (-) in cash held	3 558	- 10 712
Cash at beginning of financial year	21 696	25 254
CASH AT END OF FINANCIAL YEAR	25 254	14 542

Revenue Statement

	2016-17 Estimate	2017-18 Budget	Variation	Note
	\$000	\$000	\$000	
Output appropriation	142 137	147 763	5 626	1
Sales of goods and services	62 632	54 944	- 7 688	
ICT Infrastructure Program	28 678	22 060	- 6 618	2
Shared Services corporate management charges	21 112	20 615	- 497	
Rent recovery	8 174	7 601	- 573	
ICT identity and coordination services	3 660	3 660		
Salary sacrifice administrative fee	1 008	1 008		
Other revenue	100	70	- 30	
OPERATING REVENUE	204 869	202 777	- 2 092	
Capital appropriation	24 803	80 232	55 429	3
CAPITAL RECEIPTS	24 803	80 232	55 429	

1 The increase primarily relates to the realignment of funding for the ASNEX and CCSRP projects.

2 The decrease mainly relates to one-off revenue in 2016-17 for the Northern Territory Government Identity Access Management System and the finalisation of projects.

3 The increase primarily reflects additional funding to implement a new police management system and realignment of CCSRP funding.

NT Fleet

Business Line	2016-17 PEFO	2016-17 Estimate	2017-18 Budget	Note
	\$000	\$000	\$000	
Income	42 414	42 411	42 181	
Vehicle Fleet Services	42 414	42 411	42 181	
Expenses	32 406	32 958	32 954	
Vehicle Fleet Services	32 406	32 958	32 954	
SURPLUS (+)/DEFICIT (-) BEFORE INCOME TAX	10 008	9 453	9 227	
2017-18 Staffing: 30				

Business Division Profile

NT Fleet manages the Northern Territory Government vehicle fleet with the exception of Northern Territory Police, Fire and Emergency Services vehicles.

Strategic Issues

Building Safer, Fairer and Stronger Communities

- Delivering a low-cost and fit-for-purpose passenger and light commercial vehicle fleet.
- Supporting agencies to achieve cost-effective utilisation of government vehicles, including four-wheel-drive vehicles, across the fleet.
- Working closely with Power and Water Corporation on light commercial fleet requirements to improve safety and cost effectiveness.
- Modernising systems to better engage with agencies via digital channels to improve service delivery.

Budget Highlights

Building Safer, Fairer and Stronger Communities

- Ensuring the passenger and light commercial vehicle fleet continues to be low cost and fit for purpose.
- Advising and assisting agencies to achieve cost-effective vehicle operations.
- Continuing to work closely with contracted auctioneers to maximise sale returns while maintaining industry competitiveness.

Performance

The performance in 2017-18 is expected to be broadly consistent with 2016-17.

Business Line

Vehicle Fleet Services

Provide low-cost, fit-for-purpose vehicles that support agencies' business requirements.

Key Performance Indicators

	2016-17 PEFO	2016-17 Estimate	2017-18 Budget
Vehicle Fleet Services			
Light vehicles managed	2 800	2 900	2 900
Light vehicles disposed ¹	720	850	850
Heavy vehicles managed	810	840	840
Light vehicles meeting fuel and safety standards	100%	100%	100%
Light vehicles managed within vehicle life standards	90%	85%	90%

1 The increase reflects variations in the timing of agency vehicle replacements.

Operating Statement

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
INCOME		
Grants and subsidies revenue		
Current		
Capital		
Community service obligations		
Sales of goods and services	38 441	38 441
Interest revenue	430	400
Rent and dividends		
Gain (+)/loss (-) on disposal of assets	3 400	3 200
Other revenue	140	140
TOTAL INCOME	42 411	42 181
EXPENSES		
Employee expenses	2 835	2 879
Administrative expenses		
Purchases of goods and services	12 920	12 872
Repairs and maintenance		
Depreciation and amortisation	17 203	17 203
Other administrative expenses		
Grants and subsidies expenses		
Current		
Capital		
Interest expense		
TOTAL EXPENSES	32 958	32 954
SURPLUS (+)/DEFICIT (-) BEFORE INCOME TAX	9 453	9 227
Income tax expense	2 836	2 768
NET SURPLUS (+)/DEFICIT (-)	6 617	6 459

Balance Sheet

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
ASSETS		
Cash and deposits	24 241	26 326
Receivables	1 094	1 094
Prepayments	139	139
Inventories		
Advances and investments		
Property, plant and equipment	100 663	101 660
Other assets		
TOTAL ASSETS	126 137	129 219
LIABILITIES		
Deposits held		
Creditors and accruals	3 212	3 212
Borrowings and advances		
Provisions	6 603	6 456
Other liabilities	330	330
TOTAL LIABILITIES	10 145	9 998
NET ASSETS	115 992	119 221
EQUITY		
Capital		
Opening balance	535	565
Equity injections/withdrawals	30	
Reserves		
Accumulated funds		
Opening balance	112 119	115 427
Current year surplus (+)/deficit (-)	6 617	6 459
Dividends paid/payable	- 3 309	- 3 230
Transfers to/from reserves		
Accounting policy changes and corrections		
TOTAL EQUITY	115 992	119 221

Cash Flow Statement

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
CASH FLOWS FROM OPERATING ACTIVITIES		
Operating receipts		
Grants and subsidies received		
Current		
Capital		
Community service obligations		
Receipts from sales of goods and services	38 581	38 581
Interest received	430	400
Total operating receipts	39 011	38 981
Operating payments		
Payments to employees	2 835	2 879
Payments for goods and services	12 920	12 872
Grants and subsidies paid		
Current		
Capital		
Interest paid		
Income tax paid	2 967	2 836
Total operating payments	18 722	18 587
NET CASH FROM OPERATING ACTIVITIES	20 289	20 394
CASH FLOWS FROM INVESTING ACTIVITIES		
Investing receipts		
Proceeds from asset sales	18 400	17 000
Repayment of advances		
Sales of investments		
Total investing receipts	18 400	17 000
Investing payments		
Purchases of assets	35 000	32 000
Advances and investing payments		
Total investing payments	35 000	32 000
NET CASH FROM INVESTING ACTIVITIES	- 16 600	- 15 000
CASH FLOWS FROM FINANCING ACTIVITIES		
Financing receipts		
Proceeds of borrowings		
Deposits received		
Equity injections		
Total financing receipts		
Financing payments		
Repayment of borrowings		
Finance lease payments		
Dividends paid	3 461	3 309
Equity withdrawals		
Total financing payments	3 461	3 309
NET CASH FROM FINANCING ACTIVITIES	- 3 461	- 3 309
Net increase (+)/decrease (-) in cash held	228	2 085
Cash at beginning of financial year	24 013	24 241
CASH AT END OF FINANCIAL YEAR	24 241	26 326

Revenue Statement

	2016-17 Estimate	2017-18 Budget	Variation	Note
	\$000	\$000	\$000	
Sales of goods and services	38 441	38 441		
Vehicle lease revenue	38 441	38 441		
Interest	430	400	- 30	
Gain on disposal of assets	3 400	3 200	- 200	
Other revenue	140	140		
OPERATING REVENUE	42 411	42 181	- 230	

Data Centre Services

Business Line	2016-17 PEFO	2016-17 Estimate	2017-18 Budget	Note
	\$000	\$000	\$000	
Income	24 941	24 941	24 990	
Data Centre Management	24 941	24 941	24 990	
Expenses	21 604	21 534	21 270	
Data Centre Management	21 604	21 534	21 270	
SURPLUS (+)/DEFICIT (-) BEFORE INCOME TAX	3 337	3 407	3 720	

2017-18 Staffing: 60

Business Division Profile

Data Centre Services delivers core information and communications technology (ICT) infrastructure and related services to Territory Government agencies.

Strategic Issues

Building Safer, Fairer and Stronger Communities

- Transitioning enterprise computing services to the new government data centre facility to strengthen resilience and provide disaster recovery capability for critical ICT services.
- Assisting agencies in modernising core business systems to enhance the user experience, expand functionality and support increased delivery of services through digital channels.
- Improving the efficiency of data exchange between systems and facilitating business process improvements.
- Optimising the performance of government's computing infrastructure to improve efficiency and deliver value for money.

Budget Highlights

Building Safer, Fairer and Stronger Communities

- Continuing to maintain Data Centre Services' capability through upgrading computing infrastructure including \$2.12 million for capital equipment to transition to a dual-site computing model at the two government data centre facilities, improving resiliency and reliability of ICT services across government.

Performance

Data Centre Services performance in 2017-18 is expected to be largely consistent with 2016-17.

Business Line

Data Centre Management

Support government's critical business systems to operate in a computing environment that is flexible, reliable and secure, with high levels of performance and availability.

Key Performance Indicators

	2016-17 PEFO	2016-17 Estimate	2017-18 Budget
Data Centre Management			
Monthly cost per million instructions per second (MIPS) ¹	\$1 070	\$1 045	\$1 045
Mainframe computing availability	100%	100%	100%
Virtual server computing availability	100%	100%	100%
Physical servers hosted	400	415	415
Fully managed servers ²	1 300	1 350	1 450
Data storage area network (terabytes) ²	2 900	3 200	3 500

1 The lower cost mainly reflects revised mainframe licensing arrangements and larger capacity processors.

2 The increase is due to growth in client demand and expected use of the second data centre.

Operating Statement

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
INCOME		
Grants and subsidies revenue		
Current		
Capital		
Community service obligations		
Sales of goods and services	24 641	24 690
Interest revenue	300	300
Rent and dividends		
Gain (+)/loss (-) on disposal of assets		
Other revenue		
TOTAL INCOME	24 941	24 990
EXPENSES		
Employee expenses	6 700	6 923
Administrative expenses		
Purchases of goods and services	12 964	11 631
Repairs and maintenance		
Depreciation and amortisation	1 870	2 716
Other administrative expenses		
Grants and subsidies expenses		
Current		
Capital		
Interest expense		
TOTAL EXPENSES	21 534	21 270
SURPLUS (+)/DEFICIT (-) BEFORE INCOME TAX	3 407	3 720
Income tax expense	1 022	1 116
NET SURPLUS (+)/DEFICIT (-)	2 385	2 604

Balance Sheet

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
ASSETS		
Cash and deposits	11 588	13 689
Receivables	2 684	2 684
Prepayments	2 938	2 938
Inventories		
Advances and investments		
Property, plant and equipment	9 984	9 388
Other assets		
TOTAL ASSETS	27 194	28 699
LIABILITIES		
Deposits held		
Creditors and accruals	815	815
Borrowings and advances		
Provisions	3 407	3 610
Other liabilities		
TOTAL LIABILITIES	4 222	4 425
NET ASSETS	22 972	24 274
EQUITY		
Capital		
Opening balance	1 366	1 366
Equity injections/withdrawals		
Reserves		
Accumulated funds		
Opening balance	20 414	21 606
Current year surplus (+)/deficit (-)	2 385	2 604
Dividends paid/payable	- 1 193	- 1 302
Transfers to/from reserves		
Accounting policy changes and corrections		
TOTAL EQUITY	22 972	24 274

Cash Flow Statement

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
CASH FLOWS FROM OPERATING ACTIVITIES		
Operating receipts		
Grants and subsidies received		
Current		
Capital		
Community service obligations		
Receipts from sales of goods and services	24 641	24 690
Interest received	300	300
Total operating receipts	24 941	24 990
Operating payments		
Payments to employees	6 700	6 923
Payments for goods and services	12 964	11 631
Grants and subsidies paid		
Current		
Capital		
Interest paid		
Income tax paid	1 544	1 022
Total operating payments	21 208	19 576
NET CASH FROM OPERATING ACTIVITIES	3 733	5 414
CASH FLOWS FROM INVESTING ACTIVITIES		
Investing receipts		
Proceeds from asset sales		
Repayment of advances		
Sales of investments		
Total investing receipts		
Investing payments		
Purchases of assets	7 205	2 120
Advances and investing payments		
Total investing payments	7 205	2 120
NET CASH FROM INVESTING ACTIVITIES	- 7 205	- 2 120
CASH FLOWS FROM FINANCING ACTIVITIES		
Financing receipts		
Proceeds of borrowings		
Deposits received		
Equity injections		
Total financing receipts		
Financing payments		
Repayment of borrowings		
Finance lease payments		
Dividends paid	1 801	1 193
Equity withdrawals		
Total financing payments	1 801	1 193
NET CASH FROM FINANCING ACTIVITIES	- 1 801	- 1 193
Net increase (+)/decrease (-) in cash held	- 5 273	2 101
Cash at beginning of financial year	16 861	11 588
CASH AT END OF FINANCIAL YEAR	11 588	13 689

Revenue Statement

	2016-17 Estimate	2017-18 Budget	Variation	Note
	\$000	\$000	\$000	
Sales of goods and services	24 641	24 690	49	
Data Centre Management	24 641	24 690	49	
Interest	300	300		
OPERATING REVENUE	24 941	24 990	49	

Aboriginal Areas Protection Authority

Output Group/Output	2016-17 PEFO	2016-17 Estimate	2017-18 Budget	Note
	\$000	\$000	\$000	
Protection of Sacred Sites	3 676	4 076	3 614	1
Protection of Sacred Sites	3 676	4 076	3 614	
Corporate and Governance	1 225	1 425	1 205	
Corporate and Governance	1 225	1 425	1 205	
Total Expenses	4 901	5 501	4 819	
Appropriation				
Output	2 716	2 716	2 694	

2017-18 Staffing: 27

1 The variation in 2016-17 mainly reflects an increase in the complexity and scale of authority certificates issued.

Agency Profile

The Aboriginal Areas Protection Authority's purpose and objectives, contained in the *Northern Territory Aboriginal Sacred Sites Act*, are to protect sacred sites and the traditional interests in sacred sites of Aboriginal custodians.

The authority documents and holds a secure record of the traditional information on which legal recognition of these interests depends and provides authoritative advice so these interests are incorporated in decisions about land use.

Strategic Issues

Empowering the Bush

- Supporting the identification and protection of Aboriginal sacred sites with continued high levels of anthropological research.
- Identifying Aboriginal sacred sites at risk due to development activity.

Building Safer, Fairer and Stronger Communities

- Protecting sacred sites in accordance with legal and legislative frameworks.
- Meeting the changing needs of custodians and developers for sacred site protection and related information.
- Increasing awareness of the need for, and the process of, sacred site protection.
- Balancing the legislative responsibilities of the *Northern Territory Aboriginal Sacred Sites Act* with increased awareness of sacred site protection.

Budget Highlights

Building Safer, Fairer and Stronger Communities

- Investing to modernise the secure information technology system for sacred site registration and protection.
- Reviewing the *Northern Territory Aboriginal Sacred Sites Act* to ensure a contemporary and best practice approach to preserving and protecting sacred sites across the Territory.

Output Groups and Outcomes

Protection of Sacred Sites

Outcome: Enhanced relations between Aboriginal custodians and the wider Territory community by increasing the level of certainty when identifying constraints, if any, on land and sea use proposals from the existence of sacred sites.

Protection of Sacred Sites

Provide statutory services for the protection and registration of sacred sites and the avoidance of sacred sites in the development and use of land.

Corporate and Governance

Outcome: Improved organisational performance through strategic and governance leadership and the provision of corporate services.

Corporate and Governance

Undertake a range of functions to serve the Authority's core corporate governance needs, including executive, budget management, policy and governance services, financial services, human resource management, information and communication technology and library services.

Key Performance Indicators

	2016-17 PEFO	2016-17 Estimate	2017-18 Budget
Protection of Sacred Sites			
Authority certificates issued ¹	250	200	200
Average time between receiving authority certificate application and completing service (days)	125	110	120
Requests for information completed ²	500	600	550
Average time between receiving requests for information and completing the service (days) ³	4	7	7
Statutory appeals	< 1%	< 1%	< 1%

1 The moderation in authority certificate issuance primarily reflects the finalisation of the National Partnership Agreement on Remote Housing and economic conditions in the mining industry.

2 The increase is primarily due to additional risk management by mining and development exploration companies.

3 The increase in the average time to complete a request for information reflects the higher volume, complexity and scale of applications received.

Operating Statement

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
INCOME		
Taxation revenue		
Grants and subsidies revenue		
Current		
Capital		
Appropriation		
Output	2 716	2 694
Commonwealth		
Sales of goods and services	1 928	1 365
Interest revenue		
Goods and services received free of charge	851	868
Gain (+)/loss (-) on disposal of assets		
Other revenue		
TOTAL INCOME	5 495	4 927
EXPENSES		
Employee expenses	3 048	2 875
Administrative expenses		
Purchases of goods and services	1 380	968
Repairs and maintenance	8	8
Depreciation and amortisation	214	100
Services free of charge	851	868
Other administrative expenses		
Grants and subsidies expenses		
Current		
Capital		
Community service obligations		
Interest expenses		
TOTAL EXPENSES	5 501	4 819
NET SURPLUS (+)/DEFICIT (-)	- 6	108

Income Administered for the Central Holding Authority

INCOME		
Taxation revenue		
Commonwealth revenue		
Current grants		
Capital grants		
Fees from regulatory services	52	53
Interest revenue		
Royalties and rents		
Other revenue		
TOTAL INCOME	52	53

Balance Sheet

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
ASSETS		
Cash and deposits	1 552	1 760
Receivables	202	202
Prepayments	2	2
Inventories		
Advances and investments		
Property, plant and equipment	894	794
Other assets		
TOTAL ASSETS	2 650	2 758
LIABILITIES		
Deposits held		
Creditors and accruals	56	56
Borrowings and advances		
Provisions	335	335
Other liabilities		
TOTAL LIABILITIES	391	391
NET ASSETS	2 259	2 367
EQUITY		
Capital		
Opening balance	1 621	1 621
Equity injections/withdrawals		
Reserves		
Accumulated funds		
Opening balance	644	638
Current year surplus (+)/deficit (-)	- 6	108
Transfers to/from reserves		
Accounting policy changes and corrections		
TOTAL EQUITY	2 259	2 367

Cash Flow Statement

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
CASH FLOWS FROM OPERATING ACTIVITIES		
Operating receipts		
Taxes received		
Grants and subsidies received		
Current		
Capital		
Appropriation		
Output	2 716	2 694
Commonwealth		
Other agency receipts from sales of goods and services	1 928	1 365
Interest received		
Total operating receipts	4 644	4 059
Operating payments		
Payments to employees	3 048	2 875
Payments for goods and services	1 388	976
Grants and subsidies paid		
Current		
Capital		
Community service obligations		
Interest paid		
Total operating payments	4 436	3 851
NET CASH FROM OPERATING ACTIVITIES	208	208
CASH FLOWS FROM INVESTING ACTIVITIES		
Investing receipts		
Proceeds from asset sales		
Repayment of advances		
Sales of investments		
Total investing receipts		
Investing payments		
Purchases of assets	100	
Advances and investing payments		
Total investing payments	100	
NET CASH FROM INVESTING ACTIVITIES	- 100	
CASH FLOWS FROM FINANCING ACTIVITIES		
Financing receipts		
Proceeds of borrowings		
Deposits received		
Appropriation		
Capital		
Commonwealth		
Equity injections		
Total financing receipts		
Financing payments		
Repayment of borrowings		
Finance lease payments		
Equity withdrawals		
Total financing payments		
NET CASH FROM FINANCING ACTIVITIES		
Net increase (+)/decrease (-) in cash held	108	208
Cash at beginning of financial year	1 444	1 552
CASH AT END OF FINANCIAL YEAR	1 552	1 760

Revenue Statement

	2016-17 Estimate	2017-18 Budget	Variation	Note
	\$000	\$000	\$000	
Output appropriation	2 716	2 694	- 22	
Sales of goods and services	1 928	1 365	- 563	1
Fees and charges	1 928	1 365	- 563	
Goods and services received free of charge	851	868	17	
OPERATING REVENUE	5 495	4 927	- 568	

1 The decrease reflects an expected moderation in demand for authority certificates in 2017-18.

Department of Education

Output Group/Output	2016-17 PEFO	2016-17 Estimate	2017-18 Budget	Note
	\$000	\$000	\$000	
Government Education	704 616	732 913	734 692	1, 2
Early Years	24 241	24 472	23 064	
Preschool Education	44 255	47 981	44 572	
Primary Education	371 338	386 669	390 928	
Middle Years Education	133 792	140 036	141 686	
Senior Years Education	120 162	122 875	123 798	
International Education	937	985	973	
Tertiary Education	9 891	9 895	9 671	
Non-Government Education	243 576	241 088	233 415	3
Primary Education	127 071	125 147	111 654	
Middle Years Education	70 229	69 710	73 629	
Senior Years Education	46 276	46 231	48 132	
Corporate and Governance	30 491	30 666	31 236	
Corporate and Governance	30 491	30 666	31 236	
Total Expenses	978 683	1 004 667	999 343	
Appropriation				
Output	561 904	579 136	577 643	
Commonwealth	340 021	339 064	349 680	

2017-18 Staffing: 4191

- 1 The variation in the Preschool Education output in 2016-17 is due to additional Commonwealth funding. The variations in the Primary Education, Middle Years Education and Senior Years Education outputs in 2016-17 and 2017-18 mainly reflect additional funding for school resourcing and increased student numbers.
- 2 The decreases in the Early Years and Preschool Education outputs in 2017-18 are due to a reduction in Commonwealth funding.
- 3 The decrease in the Primary Education output in 2017-18 mainly reflects a one-off capital grant in 2016-17 for a new non-government primary school in Zuccoli.

Agency Profile

The Department of Education delivers services to children and young people across the Territory to advance their educational outcomes, safety and wellbeing from the early years to senior years of schooling.

Strategic Issues

Creating Jobs

- Implementing the Strategic Workforce Plan to build the agency's workforce capability, including a focus on developing the skills and increasing the number of Aboriginal employees.
- Developing and commencing a five-year strategy to prioritise and deliver multiple capital works projects to upgrade and contemporise school infrastructure.
- Maximising the use of existing school facilities and upgrading and contemporising school infrastructure to support better educational opportunities and experiences for students.

Investing in Children

- Prioritising the needs of families through coordination across government and industry to ensure integrated service delivery for children from birth to eight years of age.
- Delivering targeted early learning programs that foster positive relationships with children and their families, from birth to ensure early life experiences support children's learning and development potential, including continuing the delivery of the Families as First Teachers program into urban areas and additional remote communities.
- Delivering quality evidence-based programs and a contemporary curriculum that meets the individual learning needs of students and challenges students to a higher level of achievement.
- Ensuring middle schooling is strongly connected to primary and senior schools and providing support and pathways to all middle and senior years students to increase the rate of Northern Territory Certificate of Education and Training completions.
- Developing students' creative, critical thinking and high-level problem solving skills for emerging technologies and industries.
- Developing strategic, system-wide and coordinated learning and wellbeing approaches to better support and educate vulnerable students and those with challenging behaviours and disabilities.
- Implementing a school-wide positive behaviour framework to provide a consistent approach to behaviour and wellbeing in schools, and provide timely interventions that support the learning needs of students.
- Providing alternative education and enriched educational experiences through a range of arts, sporting programs and cultural activities with a particular focus on disengaged students.
- Continuing to implement the Indigenous Education Strategy to provide quality and evidence-based programs and services for Aboriginal students and close the educational achievement gap between Aboriginal and non-Aboriginal students.
- Coordinating efforts across government agencies and non-government organisations to support child and student wellbeing and school attendance and engagement.
- Working with training providers and industry to deliver nationally accredited vocational education and training programs to students and ensuring the successful transition from school to employment and further education.
- Developing the capability of early childhood education and care educators, school leaders, teachers and support staff through training, mentorship programs and targeted professional learning opportunities to provide students with the teaching and support they need to learn, achieve and progress through their education.
- Strengthening and supporting professional development for emerging leaders, and aspiring and practising principals to ensure they have the necessary knowledge and skills to lead and manage a school.
- Delivering quality advice, services, regulatory frameworks and infrastructure that is flexible and aligned to meet the growing and changing needs of schools.
- Providing funding and support to schools to assist with the recruitment of staff to meet the needs of students and the school community.
- Reviewing the student needs-based funding model and providing financial management support to school leaders and administrators.
- Working collaboratively with the non-government sector and other service providers to provide parents with choices for early childhood education and care services and school education.

- Strengthening existing, and growing new, international school education partnerships between the Territory and Asia to provide students with the opportunity to learn in a global context.

Empowering the Bush

- Collaborating with families, communities and stakeholders, including industry and service providers, to increase local decisions regarding the delivery of early childhood and education services, particularly in remote and very remote communities.

Budget Highlights

Creating Jobs

- \$56.4 million over four years for the Building Better Schools commitment, providing \$300 000 to every government and non-government school for refurbishments and upgrades to school facilities to enhance student learning.
- \$34.1 million for the repairs and maintenance program for government schools, including an additional \$1 million for repairs and maintenance to homeland centres.
- \$17.6 million for the minor new works program for government schools, including round one of Building Better Schools projects and small infrastructure projects to improve and upgrade education facilities.

Investing in Children

- \$426 million in 2017 for global budgets in government schools, including an additional \$20 million for school resourcing. A further \$63 million is provided to meet centralised school costs.
- \$233.4 million in operational and capital subsidies for non-government schools across the Territory, including \$174.2 million Commonwealth Students First funding.
- \$46.3 million to implement the Indigenous Education Strategy, including \$37.3 million in Commonwealth funding for remote communities. Key initiatives include:
 - \$10.1 million to continue and expand the Families as First Teachers program;
 - \$4.2 million to expand the Employment Pathways program;
 - \$3.7 million to support students accessing secondary boarding schools; and
 - \$2.3 million towards professional learning and accreditation for Aboriginal assistant teachers.
- \$8 million for early intervention and support to tackle challenging behaviours and support students with additional needs and mental health issues.
- \$7.1 million to continue the Back to School Payment scheme, providing \$150 per student to assist parents and families with back-to-school expenses.
- \$7.1 million to provide nationally accredited vocational education and training (VET) and support for employment pathways in schools.
- \$6 million to continue the early childhood services subsidy for long day care, three-year-old kindergarten and family day care services to assist parents and families with child care costs.
- \$2 million to implement a Healthy Life Creative Life program to improve education outcomes in the Katherine and Barkly regions through an integrated program of sport, arts, social and emotional learning, culture, language and learning on country for remote secondary students at risk of disengaging from school and their communities.
- \$1.2 million to continue to improve educational outcomes of all middle years students and ensure the effective transition between primary, middle and senior school, to better prepare students to succeed.

- \$1 million to continue and strengthen the Families as First Teachers program at five urban sites to improve developmental and learning outcomes of vulnerable and disadvantaged children from birth to three years of age.
- \$1 million to support and develop school business managers through enhancing training programs and other support mechanisms.
- \$0.5 million to upskill teachers in digital literacy and introduce computer coding training into primary and secondary schools as an emerging essential literacy.
- \$0.4 million to commence training and skilling programs for teachers and emerging and aspiring principals, including the Early Years of Teaching mentoring program that supports senior and experienced teachers to pass on the skills they have learned over the course of their careers to early career teachers.
- \$0.3 million to expand enterprise education and innovation programs within schools to ensure students across the Territory are able to access advice and training in new technologies and emerging industries.

	\$M
2017-18 New Capital Works	
Darwin High School – redevelopment and expansion	18.0
Ludmilla Primary School – stage 1 master plan	6.0
Tennant Creek integrated pre-school centre	6.5
Transportable classrooms	3.5
Zuccoli school stage 1 – government primary school and shared facilities	9.0

Output Groups and Outcomes

Government Education

Outcome: Improved education outcomes for students, particularly Aboriginal students, in all key learning areas.

Early Years

Provide assistance to and regulate early childhood education and care services. Provide targeted and integrated early childhood services, family support and capacity-building programs to give children the best possible start in life.

Preschool Education

Provide non-compulsory part or full-time preschool education services for children aged from four years in urban areas and three years in remote areas.

Primary Education

Provide quality and evidence-based learning programs for government primary school students from transition to year 6. Deliver a contemporary curriculum that promotes children’s learning and development and prepares them for further schooling.

Middle Years Education

Provide quality and evidence-based learning programs tailored to the specific needs of students in government schools from year 7 to year 9, which promote and enhance educational outcomes, personal and social development and facilitate the transition of students from primary to senior years of education or to employment.

Senior Years Education

Provide full or part-time secondary schooling for students from year 10 to year 12. Deliver quality education, including VET and employment pathway programs to promote and enhance the personal and social development, and education and employment outcomes of senior years students.

International Education

Provide services and advice to strengthen international education partnerships and increase the number of full-fee paying international students studying in the Territory.

Tertiary Education

Provide funding to Charles Darwin University to support the tertiary education sector.

Non-Government Education

Outcome: Quality choice in education for Territory students.

Primary Education

Provide Commonwealth and Territory government grants to, and regulation of, non-government primary schools, including registration, monitoring and reviewing compliance.

Middle Years Education

Provide Commonwealth and Territory government grants to, and regulation of, non-government middle schools, including registration, monitoring and reviewing compliance.

Senior Years Education

Provide Commonwealth and Territory government grants to, and regulation of, non-government senior schools, including registration, monitoring and reviewing compliance.

Corporate and Governance

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

Corporate and Governance

Provide a range of corporate and governance services to support the agency's functions including financial services, human resource management, performance information and data management, information and communication technology, planning and infrastructure services, strategic policy, intergovernmental relations, governance and risk management services, and corporate communications services.

Key Performance Indicators

	2016-17 PEFO	2016-17 Estimate	2017-18 Budget
Government Education			
Subsidised early childhood places ¹	5 489	4 944	5 394
Total preschool student enrolments ^{2,3}	3 539	3 396	3 287
Aboriginal preschool student enrolments ^{2,3}	1 349	1 302	1 331
Preschool attendance rates:			
– non-Aboriginal	88%	87%	88%
– Aboriginal	61%	59%	61%
Total primary, middle and senior student enrolments ^{2,3}	29 966	29 914	30 913
Aboriginal primary, middle and senior student enrolments ^{2,3}	13 287	13 306	13 704
Primary, middle and senior attendance rates:			
– non-Aboriginal	90%	89%	90%
– Aboriginal	71%	67%	71%
Primary, middle and senior students attending at least four days per week or more:			
– non-Aboriginal	89%	86%	89%
– Aboriginal	43%	36%	43%
NAPLAN – students achieving national minimum standard: ⁴			
Reading – non-Aboriginal students:			
– year 3	90%	92%	94%
– year 5	90%	90%	92%
– year 7	94%	89%	94%
– year 9	91%	88%	91%
Reading – Aboriginal students:			
– year 3	45%	48%	52%
– year 5	50%	31%	50%
– year 7	55%	40%	55%
– year 9	37%	41%	45%
Numeracy – non-Aboriginal students:			
– year 3	94%	94%	94%
– year 5	94%	92%	92%
– year 7	95%	93%	93%
– year 9	94%	93%	93%
Numeracy – Aboriginal students:			
– year 3	54%	56%	58%
– year 5	54%	46%	54%
– year 7	61%	50%	61%
– year 9	61%	52%	61%
Students attaining a Northern Territory Certificate of Education and Training (NTCET) ⁵	872	919	939
Aboriginal students attaining a NTCET ⁵	139	155	159
Students who achieved one or more VET competencies ⁶	1 030	1 379	1 406
Students who completed a Certificate I, II, III or IV qualification ⁷		931	949
Students who enrolled in school-based apprenticeships or traineeships	100	84	86

(continued)

	2016-17 PEFO	2016-17 Estimate	2017-18 Budget
Full fee-paying overseas students (government schools)	56	43	51
Operating grant to Charles Darwin University	\$7.4M	\$7.4M	\$7.1M
Charles Darwin University Waterfront grant	\$2.1M	\$2.1M	\$2.1M
Non-Government Education			
Total primary, middle and senior student enrolments ^{2,3}	11 763	11 602	11 395
Aboriginal primary, middle and senior student enrolments ^{2,3}	3 408	3 259	3 166
Primary, middle and senior attendance rates: ⁸			
- non-Aboriginal ⁷		92%	92%
- Aboriginal	72%	66%	72%
Students attaining a NTCET	516	480	489
Aboriginal students attaining a NTCET	63	66	69
Students who achieved one or more VET competencies ⁶	690	795	810
Students who completed a Certificate I, II, III or IV qualification ⁷		394	401
Students who enrolled in school-based apprenticeships or traineeships	75	65	67
Full fee-paying overseas students (non-government schools)	97	82	98

1 Approved long day care and family day care places, excluding budget-based remote services funded by the Commonwealth. The variation in 2016-17 reflects lower demand for family day care services.

2 Enrolment numbers are sourced from the Age Grade Census, which is taken on the same day each year and is not comparable to average attendance data.

3 The variation in 2017-18 reflects enrolment trends.

4 National Assessment Program – Literacy and Numeracy (NAPLAN) results, year to year, are volatile, due to small cohorts of students. Projections for the 2017-18 Budget are based on trend data.

5 The increases reflect a focus on targeted support for secondary school aged students in government schools.

6 The increase in 2016-17 reflects an expanded data collection, including additional registered training organisations.

7 New measure.

8 Average attendance rates across the school year.

Operating Statement

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
INCOME		
Taxation revenue		
Grants and subsidies revenue		
Current	7 472	5 264
Capital		
Appropriation		
Output	579 136	577 643
Commonwealth	339 064	349 680
Sales of goods and services	2 762	1 466
Interest revenue		
Goods and services received free of charge	16 091	16 096
Gain (+)/loss (-) on disposal of assets		
Other revenue	220	100
TOTAL INCOME	944 745	950 249
EXPENSES		
Employee expenses	481 881	511 499
Administrative expenses		
Purchases of goods and services	61 994	64 160
Repairs and maintenance	37 952	34 088
Depreciation and amortisation	37 066	40 164
Services free of charge	16 091	16 096
Other administrative expenses		
Grants and subsidies expenses		
Current	345 734	327 285
Capital	23 649	5 751
Community service obligations		
Interest expenses	300	300
TOTAL EXPENSES	1 004 667	999 343
NET SURPLUS (+)/DEFICIT (-)	- 59 922	- 49 094

Income Administered for the Central Holding Authority

INCOME		
Taxation revenue		
Commonwealth revenue		
Current grants		
Capital grants	823	300
Fees from regulatory services	514	514
Interest revenue		
Royalties and rents		
Other revenue		
TOTAL INCOME	1 337	814

Balance Sheet

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
ASSETS		
Cash and deposits	49 315	40 385
Receivables	2 918	2 918
Prepayments	1 403	1 403
Inventories		
Advances and investments		
Property, plant and equipment	1 245 021	1 204 857
Other assets		
TOTAL ASSETS	1 298 657	1 249 563
LIABILITIES		
Deposits held		
Creditors and accruals	6 381	6 381
Borrowings and advances	8 178	8 178
Provisions	54 657	54 657
Other liabilities	100	100
TOTAL LIABILITIES	69 316	69 316
NET ASSETS	1 229 341	1 180 247
EQUITY		
Capital		
Opening balance	1 253 679	1 434 365
Equity injections/withdrawals	180 686	
Reserves	194 933	194 933
Accumulated funds		
Opening balance	- 340 035	- 399 957
Current year surplus (+)/deficit (-)	- 59 922	- 49 094
Transfers to/from reserves		
Accounting policy changes and corrections		
TOTAL EQUITY	1 229 341	1 180 247

Cash Flow Statement

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
CASH FLOWS FROM OPERATING ACTIVITIES		
Operating receipts		
Taxes received		
Grants and subsidies received		
Current	7 472	5 264
Capital		
Appropriation		
Output	579 136	577 643
Commonwealth	339 064	349 680
Other agency receipts from sales of goods and services	2 982	1 566
Interest received		
Total operating receipts	928 654	934 153
Operating payments		
Payments to employees	481 881	511 499
Payments for goods and services	97 282	98 248
Grants and subsidies paid		
Current	345 734	327 285
Capital	23 649	5 751
Community service obligations		
Interest paid	300	300
Total operating payments	948 846	943 083
NET CASH FROM OPERATING ACTIVITIES	- 20 192	- 8 930
CASH FLOWS FROM INVESTING ACTIVITIES		
Investing receipts		
Proceeds from asset sales		
Repayment of advances	2 000	
Sales of investments		
Total investing receipts	2 000	
Investing payments		
Purchases of assets		
Advances and investing payments		
Total investing payments		
NET CASH FROM INVESTING ACTIVITIES	2 000	
CASH FLOWS FROM FINANCING ACTIVITIES		
Financing receipts		
Proceeds of borrowings		
Deposits received		
Appropriation		
Capital		
Commonwealth		
Equity injections		
Total financing receipts		
Financing payments		
Repayment of borrowings		
Finance lease payments		
Equity withdrawals		
Total financing payments		
NET CASH FROM FINANCING ACTIVITIES		
Net increase (+)/decrease (-) in cash held	- 18 192	- 8 930
Cash at beginning of financial year	67 507	49 315
CASH AT END OF FINANCIAL YEAR	49 315	40 385

Revenue Statement

	2016-17 Estimate	2017-18 Budget	Variation	Note
	\$000	\$000	\$000	
Current grants and subsidies revenue				
Commonwealth grants	7 366	5 158	- 2 208	1
Remote School Attendance Strategy (Indigenous Advancement Strategy)	3 643	3 805	162	
Connected Beginnings Program	1 462	753	- 709	
Learning on Country Program (Indigenous Advancement Strategy)	1 200	600	- 600	
Community Support Program – remote area mobile early childhood services	543		- 543	
Education for immigration detainee children	371		- 371	
Other	147		- 147	
Other grants	106	106		
Output appropriation	579 136	577 643	- 1 493	
Commonwealth appropriation				
Specific purpose payments	299 718	312 250	12 532	1
Students First – non-government schools	164 294	174 210	9 916	
Students First – government schools	135 424	138 040	2 616	
National partnership agreements	39 346	37 430	- 1 916	1
Northern Territory Remote Aboriginal Investment	32 725	32 938	213	
Universal Access to Early Childhood Education	5 111	3 637	- 1 474	
National School Chaplaincy Program	483	483		
Independent Public Schools Initiative	460		- 460	
National Quality Agenda for Early Childhood Education and Care	315	296	- 19	
Other	252	76	- 176	
Sales of goods and services	2 762	1 466	- 1 296	
School contributions	1 110		- 1 110	2
Headleasing	580	580		
Training centres	253	253		
Nhulunbuy Regional Boarding Facility – boarder contributions	200	200		
Callistemon House – boarder contributions	138	138		
Building a Bridge into Preschool in remote Territory communities	130	130		
Visible learning workshops	100		- 100	
Other	251	165	- 86	
Goods and services received free of charge	16 091	16 096	5	
Other revenue	220	100	- 120	
OPERATING REVENUE	944 745	950 249	5 504	

1 The variations are in line with the relevant Commonwealth agreements.

2 The decrease reflects school contributions received in 2016-17.

Territory Families

Output Group/Output	2016-17 PEFO	2016-17 Estimate	2017-18 Budget	Note
	\$000	\$000	\$000	
Children and Families	199 513	221 396	232 584	1, 2, 3
Child Protection	23 569	23 679	20 792	
Out of Home Care	100 546	113 953	109 411	
Family Support	25 570	25 440	30 112	
Youth Justice	25 608	33 301	43 211	
Domestic Violence	24 220	25 023	29 058	
Community Engagement and Programs	4 064	4 066	3 961	1
Gender Equity	1 361	1 364	1 248	
Social Inclusion	2 703	2 702	2 713	
Seniors and Carers	31 672	34 924	33 906	1, 4
Seniors and Carers	31 672	34 924	33 906	
Corporate and Governance	18 283	16 478	16 565	1
Corporate and Governance	16 422	14 879	15 054	
Shared Services Received	1 861	1 599	1 511	
Total Expenses	253 531	276 863	287 016	
Appropriation				
Output	226 985	247 358	260 762	
Commonwealth	16 910	16 910	12 567	

2017-18 Staffing: 782

- 1 The 2016-17 PEFO allocations between outputs have been revised following a review of the agency's attribution methodology to better reflect the impact of machinery of government changes for youth justice and domestic violence and enable a consistent comparison between years.
- 2 The variation in the Out of Home Care output in 2016-17 is due to additional funding to meet the rising costs of these services. The variation in the Youth Justice output in 2016-17 is due to additional funding for outreach and re-engagement programs.
- 3 The decrease in the Child Protection output in 2017-18 mainly reflects one-off funding in 2016-17 for the Royal Commission into the Protection and Detention of Children in the Northern Territory and cessation of Commonwealth funding for Mobile Child Protection teams. The decrease in the Out of Home Care output in 2017-18 is due to cost containment strategies including the planned transition of services to the non-government sector. The increase in the Family Support output in 2017-18 is due to additional funding for after hours youth activities in Alice Springs and Tennant Creek. The increase in the Youth Justice output in 2017-18 mainly reflects additional funding for outreach, re-engagement and bail support programs and youth detention facilities. The increase in the Domestic Violence output in 2017-18 mainly reflects additional funding for the Alice Springs Women's Shelter, partially offset by cessation of Commonwealth funding for the Alice Springs Transformation Plan.
- 4 The variation in 2016-17 reflects additional funding for the Northern Territory Pensioner and Carer's Concession Scheme.

Agency Profile

Territory Families is responsible for delivering care and protection of children, youth justice, multicultural affairs, senior and pensioner concessions, social policy relating to children, family and sexual violence, men, women, seniors and young people, and family and sexual violence reduction services.

Strategic Issues

Investing in Children

- Improving the quality and affordability of out of home care services by planning the transition of out of home care services to the non-government sector.
- Addressing the increasing number of child protection notifications by providing alternative pathways to child protection, investing earlier in children and providing support to vulnerable families.
- Increasing the number of children in care who remain in their community by growing and developing the Aboriginal non-government sector.
- Improving outcomes for children in care by ensuring they receive tailored, effective and trauma-informed support and services.
- Improving, planning and support for children in care transitioning to independent living.

Building Safer, Fairer and Stronger Communities

- Designing a youth justice system focused on diversion and rehabilitation.
- Addressing the issues in the Territory's youth justice and child protection systems and responding to the recommendations from the Royal Commission into the Protection and Detention of Children in the Northern Territory.
- Engaging young people in the community and workforce by providing activities and opportunities that engage them positively.
- Reducing the prevalence of domestic, family and sexual violence by improving and aligning strategy and service delivery.
- Ensuring senior Territorians are respected and supported.

Budget Highlights

Creating Jobs

- \$4.13 million repairs and maintenance funding, including an additional \$2.78 million as part of the economic stimulus program.

Investing in Children

- \$5.59 million to address the increasing cost of delivering out of home care services.
- \$3 million to establish a referral dual pathway to provide an alternate service response to prevent vulnerable children and their families from entering the statutory child protection system.
- \$0.38 million for three dedicated positions to transition from care to independent living arrangements.
- \$0.15 million to extend Aboriginal family care for Aboriginal children.

Building Safer, Fairer and Stronger Communities

- \$33.9 million to deliver the Pensioner and Carer's Concession Scheme.
- \$18.28 million to improve the youth justice diversion system including:
 - \$8.05 million to support youth outreach and re-engagement;
 - \$4.95 million for youth diversion including boot camps;
 - \$4.86 million for bail support programs; and
 - \$0.42 million to establish a legislative framework for the development of a contemporary youth justice and rehabilitation system, including an independent oversight mechanism.
- \$6.21 million to continue to support the Domestic and Family Violence Reduction Strategy.

- \$6 million to redevelop the Alice Springs Women's Shelter.
- \$1.75 million to expand after-hours youth activities in Alice Springs and Tennant Creek.
- \$0.18 million to develop a sexual violence prevention and response framework, and to work with Our Watch to develop evidence-based strategies to prevent family violence.

	\$M
2017-18 New Capital Works	
Alice Springs Youth Detention Centre – urgent rectification works	0.9
Bail support accommodation:	
across the Territory	2.6
Alice Springs	11.5
Greater Darwin	1.2
Don Dale Youth Detention Centre – urgent rectification works	4.7
Galiwin'ku safe house	1.0

Output Groups and Outcomes

Children and Families

Outcome: Safe and strong environments for children, young people and families.

Child Protection

Respond to notifications about harm to children, including undertaking investigations, child safety planning, family assistance and taking children into care.

Out of Home Care

Support children in the care of the agency's Chief Executive Officer including placement, case management and the recruitment and support of carers.

Family Support

Provide support to families and parents to assist them to raise strong, healthy and safe children.

Youth Justice

Provide targeted youth programs and services that contribute to community safety and reduce offending and re-offending by young people.

Domestic Violence

Work collaboratively across government agencies and non-government organisations to deliver services that reduce, and address the negative affects, of domestic, family and sexual violence.

Community Engagement and Programs

Outcome: Informed strategic, economic and social policy decisions and programs that encourage social harmony, equity, inclusion and diversity.

Gender Equity

Promote the safety, equality and participation of women in the Territory, and improve coordination of policy and services for Territory men.

Social Inclusion

Support the participation and input into government decision making and policy development by key multicultural, youth and seniors community groups.

Seniors and Carers

Outcome: The contribution of seniors and carers to the community is recognised and supported.

Seniors and Carers

Assist pensioners, carers and other eligible Territorians with living expenses and provide an incentive for senior Territorians to remain living in the Territory following their retirement.

Corporate and Governance

Outcome: A capable and contemporary agency that fulfils its statutory responsibilities.

Corporate and Governance

Provide corporate and governance services to support the agency's functions, including financial services, human resource management, information and communication technology, governance, risk services and communications.

Shared Services Received

Corporate and governance services received from the Department of Health.

Key Performance Indicators

	2016-17 PEFO	2016-17 Estimate	2017-18 Budget
Children and Families			
<i>Child Protection¹</i>			
Child protection notifications received	21 000	22 000	25 000
Child protection investigations commenced	7 500	9 200	10 000
Child protection investigations finalised	7 500	9 400	10 000
Child protection investigations substantiated	2 000	2 400	2 500
<i>Out of Home Care</i>			
Children in out of home care ²	1 100	1 100	1 050
Children admitted to out of home care ²	350	240	200
Children exiting out of home care ²	300	210	250
Foster places of care ³	270	290	300
Kinship places of care	250	230	250
Permanent care orders granted ⁴		0	10
<i>Family Support</i>			
Number of children whose families received family support casework services ⁵	1 100	1 100	2 000
<i>Youth Justice</i>			
Number of young people with a youth diversion case management plan ^{4,6}		50	300
Number of young people diverted to a restorative youth justice conference ^{4,6}		35	200
Number of young people completing a restorative youth justice agreement ^{4,6}		25	150
Daily average number of young people in detention	59	50	52
Number of youth receptions into a youth detention facility ⁴		550	570
<i>Domestic Violence</i>			
Number of women and children provided with crisis accommodation services	5 500	5 500	5 500
Number of non-government organisation services funded to reduce domestic, family and sexual violence ⁴		40	40
Number of bed nights in women's safe houses ⁴		97 500	97 500
Community Engagement and Programs			
Number of community events for young Territorians supported ⁴		140	140
Number of multicultural community events supported ⁴		100	100
Number of initiatives to enhance gender equity and diversity supported ⁴		35	35
Seniors and Carers			
Pensioner and carer's concession recipients ⁷	19 700	19 700	22 000
Number of community events for senior Territorians supported ⁵		45	45

1 The variations in 2016-17 reflect an increase in notifications and efficiencies in administrative practices. The figures in 2017-18 are based on trend data.

2 The number of children entering out of home care was lower than anticipated in 2016-17, which also impacts the number of children exiting care. This may reflect an increased focus on early intervention and family preservation services. The figures in 2017-18 are based on trend data.

3 The variation in 2016-17 and increase in 2017-18 is due to improved carer retention.

4 New measure.

5 The increase in 2017-18 is due to the introduction of a dual pathways model and a focus on early intervention.

6 The increase is due to new youth diversion programs.

7 The increase is due to additional funding.

Operating Statement

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
INCOME		
Taxation revenue		
Grants and subsidies revenue		
Current	307	
Capital		
Appropriation		
Output	247 358	260 762
Commonwealth	16 910	12 567
Sales of goods and services	34	34
Interest revenue		
Goods and services received free of charge	7 700	7 700
Gain (+)/loss (-) on disposal of assets		
Other revenue	838	107
TOTAL INCOME	273 147	281 170
EXPENSES		
Employee expenses	92 059	94 525
Administrative expenses		
Purchases of goods and services	26 587	23 937
Repairs and maintenance	1 475	4 132
Depreciation and amortisation	3 818	5 016
Services free of charge	7 700	7 700
Other administrative expenses		
Grants and subsidies expenses		
Current	120 726	121 204
Capital	298	6 302
Community service obligations	24 200	24 200
Interest expenses		
TOTAL EXPENSES	276 863	287 016
NET SURPLUS (+)/DEFICIT (-)	- 3 716	- 5 846

Balance Sheet

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
ASSETS		
Cash and deposits	12 988	12 158
Receivables	1 260	1 260
Prepayments	171	171
Inventories		
Advances and investments		
Property, plant and equipment	64 642	59 626
Other assets		
TOTAL ASSETS	79 061	73 215
LIABILITIES		
Deposits held		
Creditors and accruals	7 494	7 494
Borrowings and advances		
Provisions	9 253	9 253
Other liabilities		
TOTAL LIABILITIES	16 747	16 747
NET ASSETS	62 314	56 468
EQUITY		
Capital		
Opening balance	26 883	38 619
Equity injections/withdrawals	11 736	
Reserves	51 132	51 132
Accumulated funds		
Opening balance	- 23 721	- 27 437
Current year surplus (+)/deficit (-)	- 3 716	- 5 846
Transfers to/from reserves		
Accounting policy changes and corrections		
TOTAL EQUITY	62 314	56 468

Cash Flow Statement

	2016-17 Estimate	2017-18 Budget
	\$000	\$000
CASH FLOWS FROM OPERATING ACTIVITIES		
Operating receipts		
Taxes received		
Grants and subsidies received		
Current	307	
Capital		
Appropriation		
Output	247 358	260 762
Commonwealth	16 910	12 567
Other agency receipts from sales of goods and services	872	141
Interest received		
Total operating receipts	265 447	273 470
Operating payments		
Payments to employees	90 503	94 525
Payments for goods and services	27 795	28 069
Grants and subsidies paid		
Current	120 726	121 204
Capital	298	6 302
Community service obligations	24 200	24 200
Interest paid		
Total operating payments	263 522	274 300
NET CASH FROM OPERATING ACTIVITIES	1 925	- 830
CASH FLOWS FROM INVESTING ACTIVITIES		
Investing receipts		
Proceeds from asset sales		
Repayment of advances		
Sales of investments		
Total investing receipts		
Investing payments		
Purchases of assets		
Advances and investing payments		
Total investing payments		
NET CASH FROM INVESTING ACTIVITIES		
CASH FLOWS FROM FINANCING ACTIVITIES		
Financing receipts		
Proceeds of borrowings		
Deposits received		
Appropriation		
Capital		
Commonwealth		
Equity injections	6 829	
Total financing receipts	6 829	
Financing payments		
Repayment of borrowings		
Finance lease payments		
Equity withdrawals	2 498	
Total financing payments	2 498	
NET CASH FROM FINANCING ACTIVITIES	4 331	
Net increase (+)/decrease (-) in cash held	6 256	- 830
Cash at beginning of financial year	6 732	12 988
CASH AT END OF FINANCIAL YEAR	12 988	12 158

Revenue Statement

	2016-17 Estimate	2017-18 Budget	Variation	Note
	\$000	\$000	\$000	
Current grants and subsidies revenue				
Commonwealth grants	77		- 77	
Implementation of national outcome standards for perpetrator interventions	40		- 40	
National Youth Week	37		- 37	
Other grants	230		- 230	
Placement of persons over 18	230		- 230	
Output appropriation	247 358	260 762	13 404	1
Commonwealth appropriation				
National partnership agreements	16 910	12 567	- 4 343	2
NT Remote Aboriginal Investment – community safety				
Remote Family Support Service	11 780	7 340	- 4 440	
Women's safe houses	5 130	5 227	97	
Sales of goods and services	34	34		
Fees and charges	34	34		
Goods and services received free of charge	7 700	7 700		
Other revenue	838	107	- 731	
Centrelink	73	73		
Miscellaneous	765	34	- 731	
OPERATING REVENUE	273 147	281 170	8 023	

1 The increase mainly reflects one-off funding for the Alice Spring's Women's Shelter and additional funding for youth justice initiatives.

2 The variations are in line with the relevant Commonwealth agreement.

Part 2
Community Service Obligations

Community Service Obligations

This section details community service obligation (CSO) payments to the Northern Territory's government business divisions and government owned corporations.

CSOs allow the Government to achieve defined community or social objectives that would not otherwise be undertaken or would only be undertaken at higher prices if left to commercial or market forces. Where Government specifically requires a government business division or government owned corporation to carry out such activities, compensation is provided in the form of CSO payments to ensure their financial performance is not adversely affected.

The provision of CSOs is an important feature of the Territory's competitive neutrality policy for government owned businesses. The CSO framework encourages a commercial culture, provides an opportunity for regular review of activities funded as CSOs and ensures transparent budget funding and reporting to demonstrate to competitors that CSOs are not being used to support commercial operations at their expense.

Territory Government CSO payments for 2016-17 and 2017-18 are listed by each purchasing agency and presented in the following table, with a subsequent discussion on individual CSOs and their key components.

Community Service Obligations

PURCHASING AGENCY/Provider/Description	2016-17 Estimate	2017-18 Budget
	\$000	\$000
DEPARTMENT OF TREASURY AND FINANCE	102 555	105 470
Electricity Retailers (including Jacana Energy)		
Regulated retail electricity tariffs	77 910	80 043
Power and Water Corporation		
Regulated retail water and sewerage tariffs	6 645	6 727
Gas Supply Agreement	18 000	18 700
TERRITORY FAMILIES	24 200	24 200
Power and Water Corporation		
Pensioner and Carer's Concession Scheme	8 628	8 628
Jacana Energy		
Pensioner and Carer's Concession Scheme	15 572	15 572
DEPARTMENT OF INFRASTRUCTURE, PLANNING AND LOGISTICS	3 005	
Land Development Corporation		
Strategic projects	3 005	
DEPARTMENT OF TOURISM AND CULTURE	7 824	9 174
Territory Wildlife Parks		
Territory Wildlife Park	3 877	5 227
Alice Springs Desert Park	3 947	3 947
DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT	3 657	3 657
NT Home Ownership		
Home ownership incentives	3 657	3 657
TOTAL	141 241	142 501

The Department of Treasury and Finance provides CSO funding to the Power and Water Corporation and electricity retailers in accordance with government policy regarding the provision of services in urban areas for:

- electricity supply to households and small business customers across the Territory at uniform tariffs;
- electricity supply to customers in Alice Springs and Tennant Creek using between 750 MWh and 2 GWh per annum (primarily medium-sized businesses and other organisations) at a subsidised retail tariff; and
- water and sewerage services to all customers at uniform tariffs.

The CSO payment associated with the provision of regulated electricity retail tariffs under the Uniform Tariff Policy Pricing Order (for customers using below 750 MWh per annum) continues to be available to all electricity retailers in the Territory, in order to remove barriers to competition in the Territory's retail electricity market.

The CSO applies to the domestic and commercial customer classes under the Uniform Tariff Policy Pricing Order in the Territory's three regulated power systems (Darwin-Katherine,

Alice Springs and Tennant Creek), and is administered by the Department of Treasury and Finance.

In addition to the CSO provided in urban areas, the Territory subsidises utilities services in remote areas through the Indigenous Essential Services (IES) grant paid by the Department of Housing and Community Development. In 2017-18, the IES grant is budgeted to be \$75.1 million.

Power and Water Corporation and electricity retailers also receive CSO payments from Territory Families to fund subsidised electricity, water and sewerage tariffs under the Northern Territory Pensioner and Carer's Concession Scheme (\$24.2 million in 2017-18).

The Department of Infrastructure, Planning and Logistics provides CSO funding to the Land Development Corporation for a number of non-commercial activities related to government's strategic economic development objectives, including support to progress the Marine Industry Park, Katherine Business Park and Tiwi Islands development projects. It is estimated that \$3 million will be provided in CSO funding for these projects in 2016-17.

The Department of Tourism and Culture provides CSO funding (\$9.2 million in 2017-18) for five non-commercial functions carried out by Territory Wildlife Parks, including:

- maintaining the parks' assets to a high standard to assist the growth and development of the Territory's tourism industry;
- supporting the Territory's biodiversity through captive breeding of endangered, rare and threatened species;
- enhancing the education of school children through teaching the benefits of the natural environment;
- managing the Botanic Gardens at the Alice Springs Desert Park; and
- undertaking additional repairs and maintenance as part of the economic stimulus program.

The increase in the CSO for Territory Wildlife Park in 2017-18 is mainly due to additional funding for repairs and maintenance as part of the economic stimulus program.

The Department of Housing and Community Development provides CSO funding to the NT Home Ownership government business division, which provides incentives for people with low to medium incomes to purchase their own home, thereby increasing home ownership in the Territory. It is estimated that a total of \$3.7 million in CSO funding will be paid for this service in 2017-18.

Appendix

Glossary

Accrual Accounting

Accrual accounting is the accounting basis where assets, liabilities, equity, income and expenses are recognised in the reporting periods to which they relate, regardless of when cash is received or paid.

Agency

A unit of government administration, office or statutory corporation, nominated in an Administrative Arrangements Order for the purposes of the *Financial Management Act* and including, where the case requires, a part or division (by whatever name called) of an agency.

Business Line

Goods and services produced by government business divisions that are sold to the community and agencies on a fee-for-service basis, similar to a commercial enterprise.

Capital Appropriation

Capital appropriation represents an increase in the Government's investment in an agency for asset purchases and capital works projects. Capital appropriation is provided to agencies by the Central Holding Authority.

Capital Grants

Capital grants are provided to fund the construction or upgrade of significant assets that are owned by entities outside the budget sector (grant recipients). Works may either be managed by the grant recipient, to which the grant is provided directly, or by the Department of Infrastructure, Planning and Logistics, in which case grant funds are held by the agency that is providing the grant and the asset is handed over to the grant recipient on completion of construction.

Capital Works

Capital works are defined as building and engineering works that create an asset, as well as constructing or installing facilities and fixtures associated with, and forming an integral part of, those works. This definition focuses on capital projects where construction activity is required in order to create an asset. Capital works projects typically include constructing buildings, roads and bridges, installing large airconditioning plants or lifts, upgrading or extending existing buildings, and major roadworks that upgrade existing roads. Budget Paper No. 4 provides information on the split between major and minor new works.

Carry Forward

Funding that has not been fully expended within a financial year and is carried over to be utilised in the following or future years.

Commonwealth Appropriation

Commonwealth appropriation is a form of appropriation that commenced in 2008-09 as a result of the Intergovernmental Agreement on Federal Financial Relations agreed by the Council of Australian Governments in late 2008 and effective from 1 January 2009. The arrangements result in specific purpose and national partnership payments from the Commonwealth being received by the Department of Treasury and Finance, on behalf of the Central Holding Authority. In order to pass these on to relevant agencies, a new form of appropriation, Commonwealth appropriation, was required.

Community Service Obligation

A community service obligation (CSO) arises when the Government requires a government business division or government owned corporation to carry out activities that it would not choose to do on a commercial basis or would only do so at higher commercial prices. CSOs allow the Government to achieve identifiable community or social objectives that would not be achieved if left solely to commercial considerations.

Consumer Price Index

A general comparative indicator of the prices paid by household consumers for a specific basket of goods and services in one period relative to the cost of the same basket in a base period.

General Government Agency

An entity or group of entities mainly engaged in providing services or producing goods for the general public, such as education, health and policing services, which are provided free of charge or at nominal charge.

Goods and Services Received Free of Charge

Resources received by an agency from another entity without charge. Revenue and a corresponding expense are recorded when the goods and services can be reliably measured, and goods and services would have been purchased if they had not been provided free of charge.

Government Business Division

A Territory-controlled trading entity that follows commercial practices and is required to comply with competitive neutrality principles.

Government Owned Corporation

An entity whose objectives are to operate at least as efficiently as any corporate business and maximise sustainable returns to government. The *Government Owned Corporations Act* adopts the shareholder model of corporate governance. The Territory has three government owned corporations: Power and Water Corporation, Territory Generation and Jacana Energy.

Headworks

Provision of infrastructure to the boundary of a property relating to services such as power, water, sewerage and access roads.

Key Performance Indicators

An indicator or measure of the main activity or achievements that contribute to a particular output. Performance indicators may include measures of quantity, quality, timeliness and cost-effectiveness where these are relevant to production of the output.

Minor New Works

Minor new works are construction projects that relate to improvements or construction of a new Territory Government asset with an estimated value of \$0.5 million or less.

National Agreements

National agreements are agreements between the Commonwealth, states and territories with defined objectives, outcomes, outputs and performance measures that guide service delivery across a particular sector. There are currently six national agreements: Education; Health; Skills and Workforce Development; Affordable Housing; Disability; and Indigenous Reform, but only three associated specific purpose payments (SPPs), as the National Healthcare SPP was replaced by National Health Reform funding from 1 July 2012, the National Schools SPP was replaced by funding under the Students First program from 1 January 2014, and the Indigenous Reform National Agreement is intended to receive funding through each of the three service delivery SPPs.

National Partnership Agreements

National partnership agreements are agreements between the Commonwealth, states and territories with defined objectives, outcomes, outputs and performance measures related to the delivery of specified projects or to facilitate reforms of national significance.

National Partnership Payments

National partnership payments are tied Commonwealth grants provided to states and territories to enable them to achieve the outcomes and outputs of a national partnership agreement.

Outcome

Outcomes are expressions of the intended results, impacts or consequences on the Territory community of outputs provided by agencies. Outcomes represent the objectives that the Government is seeking to achieve.

Output

Outputs are the services provided or the goods produced by an agency for users external to the agency. The Government purchases outputs in order to achieve policy objectives or outcomes.

Output Appropriation

Output appropriation is provided to fund the delivery of outputs and is determined at the whole of agency level. Output appropriation provides the Government's funding for agency operations after taking into account funding from agency revenue. Although output appropriation is based on accrual costs, it does not encompass non-cash accrual costs, such as depreciation. This will result in deficits generally being reported by agencies.

Output Group

An output group is an aggregate of similar or related agency outputs and is applied primarily for reporting purposes.

Parameters

Parameters are also referred to as inflators and deflators. They are used to develop forward estimate projections. The parameters used to adjust the forward estimates are the consumer price index, wage increases and efficiency dividend.

Purpose

The *Appropriation Act* provides the Central Holding Authority with the authority to pay appropriations for Purposes. Purposes are appropriations for output, capital, Commonwealth appropriation, employee entitlements, interest, taxes, other administrative payments and Treasurer's Advance.

Repairs and Maintenance

Repairs and maintenance works are undertaken to maintain existing assets in working condition. Repairs and maintenance keep an asset functioning at its current capacity and do not enhance the asset significantly or extend its useful life. This is in contrast to capital works on existing assets, which will substantially change or improve the asset through expansion or upgrade.

Repairs and maintenance works are recorded as operational expenses by agencies. Repairs and maintenance grants may also be provided to non-government entities to enable them to maintain their assets.

Specific Purpose Payments

SPPs are grants tied to a government service delivery sector from the Commonwealth to support states and territories' efforts in delivering services. The Commonwealth currently makes payment under three national SPPs: Skills and Workforce Development, Disability and Affordable Housing.

Tax Equivalents

The mechanism to ensure GBDs and government owned corporations incur tax liabilities similar to privately owned organisations to ensure greater parity exists between the cost structures of government-controlled trading entities and the private sector, aiding in the achievement of competitive neutrality.

Treasurer's Advance

An appropriation purpose of that name, as specified in an *Appropriation Act*, which provides a pool of funds specifically set aside in each Budget to meet operational contingencies that arise during the year.

User Charge

A charge applied to end users of a service provided by a government agency or business division, calculated on a cost-recovery basis.