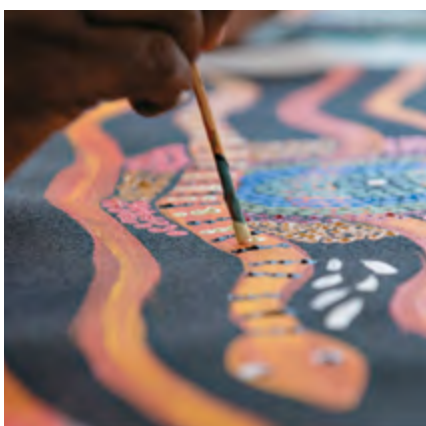


Tourism NT
Annual Report
2015-16



The increase in overall visitors to the Northern Territory demonstrates the value of tourism to the Territory economy and the success of our activities over the past year.

About this report

This Annual Report identifies successes and outcomes achieved during 2015-16 against our strategic objectives as set out in *Tourism Vision 2020: Northern Territory's Strategy for Growth* and the goals articulated in our *2015-16 Operational Plan*.

In accordance with section 28 of the *NT Public Sector Employment and Management Act* and section 12 of the *Financial Management Act*, this report provides information to Parliament (through the responsible Minister), Territorians and other interested parties about our primary functions and responsibilities, performance and significant activities, future business directions and an analysis of our financial performance during the year.

Disclaimer

We have taken due care and attention in ensuring the information contained in this annual report was true and correct at the time of publication, however changes in circumstances after the time of publication may impact upon its accuracy. We do not warrant that it is correct, complete or suitable for the purposes for which it is intended to be used. We disclaim all liability associated with the use of the information.

Aboriginal and Torres Strait Island readers and viewers should be aware that this material may contain images or names of deceased persons.

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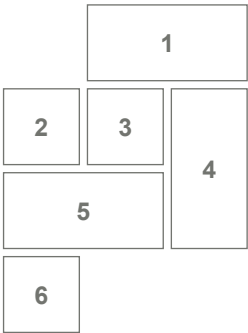
ISSN: 1835-1387 (Online)

Further information about Tourism NT and an electronic copy of this report is available online at tourismnt.com.au

Visitor information about the Northern Territory can be obtained from our consumer website northernterritory.com

Cover images

- 1 Fishing on Yellow Water Billabong, Kakadu National Park.
- 2 Cultural experiences in Arnhem Land.
- 3 Getting up close to the Territory's wildlife.
- 4 Eating out in Alice Springs.
- 5 Exploring Nyinkka Nyunyu Art and Culture Centre, Tennant Creek.
- 6 Dot painting in Central Australia.



Contents

2	Transmittal Letter
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01

3	Introduction
4	From the Chair and CEO
6	2015-16 Highlights
10	Key Output Reporting
12	Regional Snapshot

02

14	Our Organisation
15	About Tourism NT
16	Organisational Chart
17	Our Divisions and Executive Team
18	Our People

03

24	Our Performance
25	Grow Value
40	Address Supply Constraints
42	Improve the Visitor Experience
46	Improve Business Sustainability
50	Corporate Responsibility

04

52	Corporate Governance
53	Board of Commissioners
58	Planning Framework
59	Information Management
59	Insurance Arrangements

05

60	Financial Statements
-----------	-----------------------------

06

94	Appendices
-----------	-------------------

114	Contact Us
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30 September 2016

The Hon Lauren Moss MLA
Minister for Tourism and Culture
Parliament House
DARWIN NT 0800

Dear Minister

In accordance with section 28 of the *Tourism NT Act*, I present you with the annual report for Tourism NT for the 2015-16 financial year.

Pursuant to my responsibilities as the Accountable Officer under the *Public Sector Employment and Management Act*, the *Financial Management Act*, the *Information Act*, and the system of internal controls within Tourism NT, I advise that to the best of my knowledge and belief:

- a) Proper records of all transactions affecting Tourism NT are kept and employees under my control observe the provisions of the *Financial Management Act*, Financial Management regulations and the Treasurer's Directions;
- b) Procedures within the Agency afford proper internal control and these procedures are recorded in Tourism NT's Accounting and Property Manual, which has been prepared in accordance with the requirements of the *Financial Management Act*;
- c) There is no indication of fraud, malpractice, major breach of legislation or delegation, major error in, or omission from, the accounts or records;
- d) In accordance with section 15 of the *Financial Management Act*, the internal audit capacity available within the Agency is adequate and the results of internal audits have been reported to me, the Chief Executive Officer;
- e) The financial statements in this annual report have been prepared from proper accounts and records and are in accordance with the Treasurer's Directions;
- f) All Employment Instructions issued by the Commissioner for Public Employment have been satisfied; and
- g) In respect of my responsibilities pursuant to section 131 of the *Information Act*, I advise that Tourism NT has implemented processes to achieve compliance with the archives and records management provisions prescribed in Part 9 of the *Information Act*.

Yours sincerely



ALASTAIR SHIELDS

Chief Executive Officer

Department of Tourism and Culture

Darwin office: GPO Box 1155, Darwin NT 0801
Alice Springs office: PO Box 2532, Alice Springs NT 0871
Sydney office: GPO Box 2721, Sydney NSW 2006

www.tourismnt.com.au

ABN 17 435 764 236

4	From the Chair and CEO
6	2015-16 Highlights
10	Key Output Reporting
12	Regional Snapshot

From the Chair and CEO



MICHAEL BRIDGE

Although we have arrested the decline in tourist visitation, there is much more to do to return the tourism industry to a position of growth and truly achieve its potential as a driving force of the NT economy.

The signs for tourism across the Territory over the past 12 months are encouraging. Increased numbers of Australian visitors travelling for business and holiday purposes contributed to total overnight expenditure of \$2.22 billion in the Northern Territory during 2015-16.

Overall, the total number of visitors to the Northern Territory last financial year grew by 28 percent to 1.735 million. Looking just at holiday visitors, the segment on which Tourism NT has the greatest impact, numbers were up 18 percent to 815 000 visitors.

This demonstrates both the value of tourism to the Territory economy along with the success of our marketing and broader activities over the past year.

Our marketing efforts across the Territory saw great success from our 'Do the NT' brand campaigns, cooperative campaigns with airlines and other partners that generated highly competitive and attractive sale fares



ALASTAIR SHIELDS

driving more people to book a holiday to the NT sooner, enhanced personalised and digital marketing initiatives, and the first year of our award-winning Million Dollar Fish campaign.

An increase in more affordable, new accommodation supply in Darwin further supported this work, enabling more competitive rates and helping us achieve our highest ever number of successful business events bids secured.

Increased capacity and low airfares offered by Jetstar into Uluru contributed to strong results across Central Australia. Two thirds of interstate holiday visitors to Uluru also dispersed to Alice Springs and surrounds; this underlines the value of The Rock as a drawcard to the Centre region. Overall holiday visitors to Central Australia rose 9 percent for the year, to 432,000.

This year saw the delivery of a range of other initiatives designed to help the tourism sector continue on track to achieve the Tourism Vision 2020 goal of growing the visitor economy to \$2.2 billion by 2020; examples of which can be found in the Our Performance section of this report (see page 24-51).

“The present value of the Australian dollar, recent growth in holiday visitation and delivery of improved visitor experiences funded under previous tourism grant programs will present opportunities in the year ahead.”

Highlights include:

- Stimulated investment in infrastructure and experience development through various tourism infrastructure grants programs (page 44, 96-103) and innovative strategic product initiatives such as the new Royal Flying Doctor Service tourist facility in Darwin (page 44).
- Strong advocacy to the Australian Government on policy issues impacting tourism in the Territory such as the ‘backpacker tax’ and labour and skills needs (page 41).
- Expanded delivery of a coordinated network of free WiFi hotspots across the Territory and the improvement to gateway services and infrastructure (page 43).

While we have seen positive results this year there is no denying we face challenges moving forward.

The Tourism Vision 2020 goal of growing the visitor economy to \$2.2 billion has been achieved, with \$2.22 billion reached this year. Much of this expenditure was associated with strong growth in domestic business travel (+46 percent) and an increase in intra-territory holiday travel, coinciding with the construction phase of major projects in the Top End. This level of year-on-year growth will be difficult to sustain. The winding back of construction over the next 18 months is expected to see a contraction in overall performance of the visitor economy due to reduced demand from business travellers and those visiting friends and family.

To ensure we stay on track to achieve our 2020 target we will need the holiday market to continue to grow to fill these gaps.

The competitiveness and quality of the Territory’s tourism experiences has seen little change over the past decade. Funding for tourism businesses to upgrade their offerings over the past two years has assisted, however significant further investment in game-changing and drawcard infrastructure is needed to ensure the Territory stands out from the crowd and is responsive to the changing needs and interests of travellers.

International visitation also remains a challenge with limited direct international aviation access, less regional dispersal to the NT from Australia’s major gateways and fewer youth holiday makers visiting the NT. Year-on-year international holiday market performance remained steady at 238,000 visitors however this result was weaker than those achieved by all other Australian jurisdictions.

We have already taken significant steps to address these issues and will rise to the challenge in the year ahead focusing on: aviation route development including gaining direct flights from China (with a priority on Hong Kong) to boost holiday visitation from Asia; highly targeted domestic campaigns that leverage drawcard events; working with industry to grow awareness of the Territory; and investment in nationally iconic tourism attractions leveraging our destination and brand strengths including Indigenous and arts and culture experiences.

The present value of the Australian dollar, recent growth in holiday visitation and delivery of improved visitor experiences funded under tourism grant programs will present opportunities in the year ahead.

We are confident that ongoing support from our Board, industry and our staff will see tourism benefits across the Territory.

An internal priority will be shifting to our new structure working under the Department of Tourism and Culture. This will provide great opportunities for collaboration with other areas of Government – the Parks and Wildlife Commission of the NT, the NT Major Events Company, Arts and Museums, Sports and Recreation and the Heritage branch – towards achieving our shared Tourism Vision 2020.

On behalf of the Board and staff we acknowledge outgoing CEO Tony Mayell for his dedication and leadership over the past four years of service, during which he introduced a new marketing approach and returned the tourism sector to growth. We also wish to thank our Board members for their strategic advice and direction, our team of staff for their professionalism, hard work and commitment, and the industry for their perseverance in pursuit of our shared goal of growing the visitor economy.

We look forward to rising to the challenges ahead and boosting the Northern Territory’s tourism industry under the new direction set by the Labor Party, elected in August 2016. Developments made in 2015-16 position us well to capitalise on the new Government’s objectives.

Michael Bridge
Chair



30 September 2016

Alastair Shields
Chief Executive Officer



30 September 2016

2015-16 Highlights

\$2.22 ^{BILLION}

OVERNIGHT SPEND BY TRAVELLERS

1.735 ^{MILLION}

TOTAL VISITORS TO THE NT

\$1,280

AVERAGE SPEND PER TRIP

+19 percent



+28 percent



-\$94 per trip



2.0%

NT MARKET SHARE OF HOLIDAY VISITORS

7.1 ^{NIGHTS}

AVERAGE LENGTH OF STAY

77 ^{BIDS}

SUCCESSFUL BUSINESS TOURISM EVENTS BIDS

+1.9 percent



-2 nights

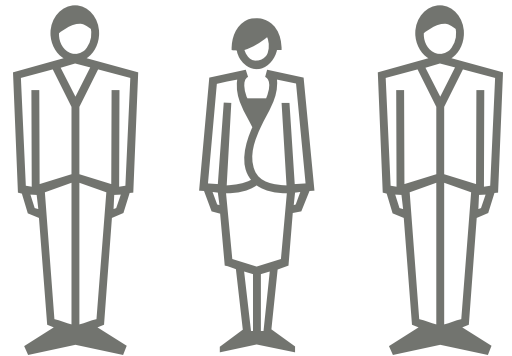


+8 bids



15,500

JOBS CREATED BY TOURISM



62,429

CRUISE SHIP PASSENGERS

436,684

FACEBOOK FANS

2.01^{MILLION}

INBOUND AIRLINE SEATS

+26 percent



+21 percent



+37,000 Seats



45

CRUISE SHIP VISITS

148,800

INSTAGRAM FOLLOWERS

8,859

ACCOMMODATION ROOM SUPPLY

+9 visits



+50 percent



+411 rooms





HIGHLIGHTS

Overnight expenditure in the Northern Territory reached \$2.22 billion, a 19 percent year-on-year increase, which was greater than the national average of +8.6 percent.

Total visitors grew by 28 percent to 1.735 million, with year-on-year growth that outperformed all other states and the national average due to double digit growth from the domestic market.

A record number of 577,000 domestic holiday makers travelled to the Territory, an increase of 27 percent on the previous year.

The number of international holiday visitors to the Territory remained steady at 0.4 percent this year.

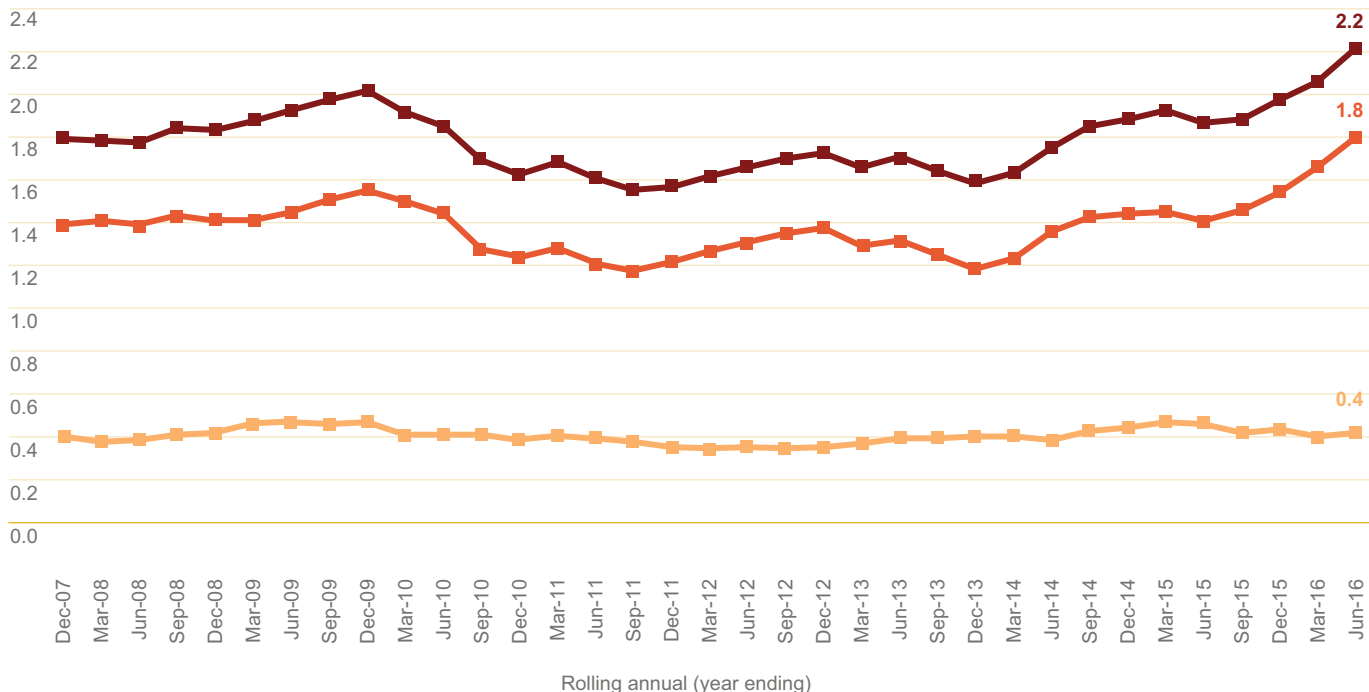
Our key target markets of interstate and international holiday visitors had a combined increase of 6.4 percent.

◀ Visiting an Aboriginal art centre, Tiwi Islands.

Total visitor expenditure in the NT

Combined (total) Domestic International

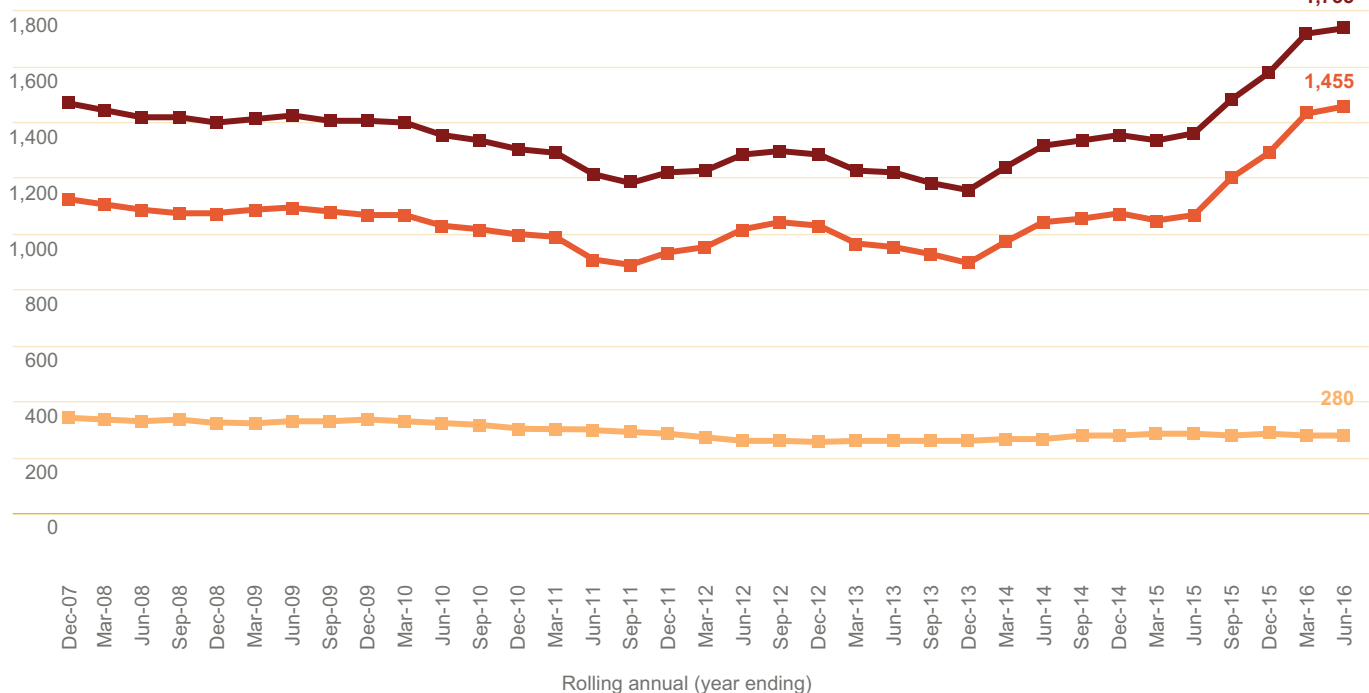
Overnight visitor expenditure (\$ billion)



Total visitors to the NT

Combined (total) Domestic International

Overnight visitor numbers ('000s)



Graphs derived by Tourism NT from Tourism Research Australia's National and International Visitor Surveys, year ending June 2016

In accordance with section 28 of the *NT Public Sector Employment and Management Act*, the following table provides an overview of our reporting against the output structure of Budget Paper 3, which lists all NT Government agencies' deliverables. Reporting in this format is a requirement for NT Government agencies. Budget figures for the following year are typically set in the first quarter of a calendar year, well before actual results are known for the current year.

Key deliverables	Budget 2014-15		Budget 2015-16		Budget 2016-17
Marketing Output	Estimate	Actual	Estimate	Actual	Estimate
Holiday visitor expenditure¹					
Domestic	\$507 million	\$531 million	\$580 million	\$682 million	\$626 million
International	\$330 million	\$326 million	\$357 million	\$306 million	\$362 million
Holiday visitors¹					
Domestic	413,000	456,000	447,000	577,000	579,000
International	243,000	237,000	257,000	238,000	277,000
Holiday visitors to regions					
Central Australia	337,000	396,000	349,000	432,000	453,000
Top End	389,000	415,000	425,000	513,000	500,000
Proportion of holiday visitors outside the peak season²	67%	66%	67%	67%	67%
Number of successful business tourism event bids³	72	69	72	77	72
Corporate and Governance Output					
Client satisfaction with services	80%	80%	80%	80%	80%
Staff satisfaction with leadership and direction	80%	80%	80%	80%	80%

KEY VARIATIONS

Visitation: actual results for 2015-16 differed from the estimate set in the 2015 Budget:

- Domestic results for holiday visitation and expenditure were better than estimated, up 29 percent and 18 percent respectively. The 2015-16 estimates did not anticipate the overwhelming success of the 'Do the NT' campaign on both the interstate and intra-territory holiday markets. An increase in more affordable, new accommodation supply in Darwin as well as Jetstar's \$99 sale flights to Yulara from Melbourne and Sydney also contributed to the growth.

- International results for both holiday visitation and expenditure were lower than estimated, down 7.4 percent and 14 percent respectively. Despite the large variation between the budget and actual, when comparing year on year performance, international holiday visitor numbers held steady at 0.4 percent. Attracting international visitors to the NT for a holiday continues to be a challenge for the Northern Territory. All other states reported more international visitors dominated by growth from Chinese visitors who tend not to disperse from the major east coast gateways.

- Combined domestic overnight and international results for holiday visitation in both the Top End and Central Australian regions outperformed the 2015-16 estimate; up 20 percent and 24 percent respectively. The Top End result was influenced by a strong increase in intra-territory holiday travel, which overtook interstate holiday travel for the first time. The number of interstate holiday visitors grew across Central Australia, with both the Lasseter and Alice Springs MacDonnell regions in particular benefitting from increased capacity and low airfares offered by Jetstar.

Business Events: Successful bids exceeded our target of 72 with a total of 77 event bids secured. At the time of writing there are also a further 41 decisions for 2015-16 bids still pending.

1 All information unless otherwise indicated is derived by Tourism NT from Tourism Research Australia's National and International Visitor Surveys and Regional Expenditure Model.

2 The peak tourism season in the Territory is the September quarter.

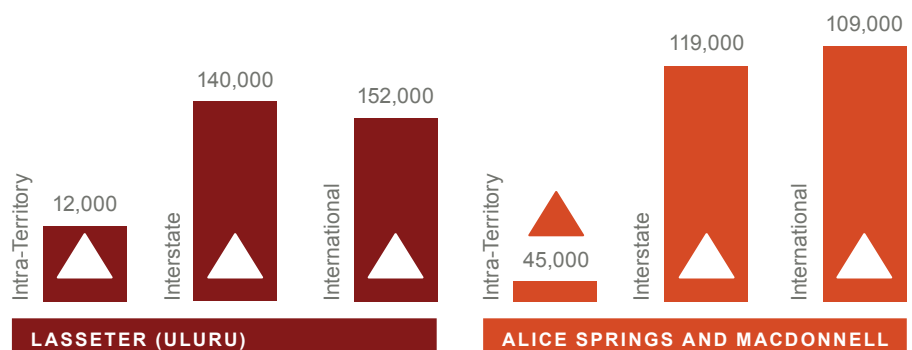
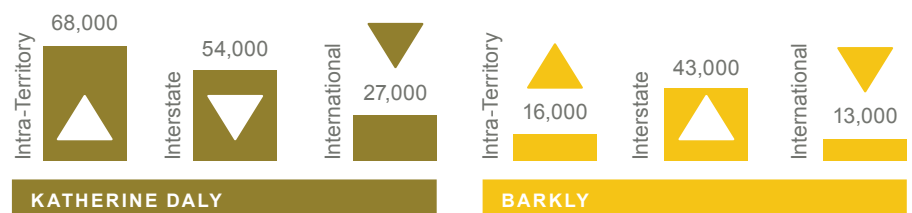
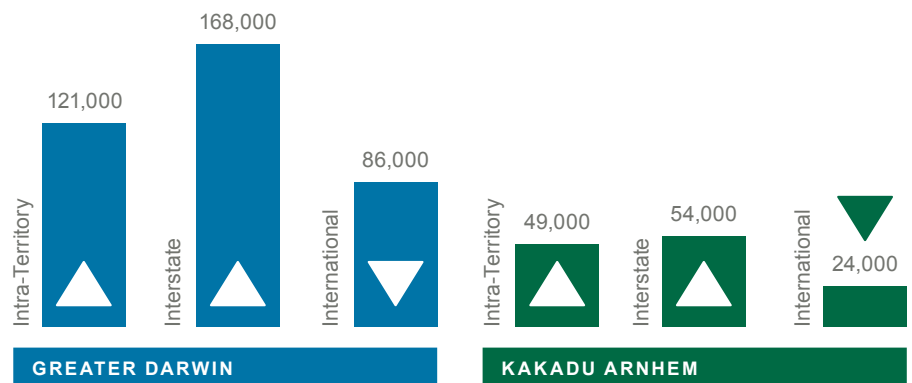
3 Business tourism is travel undertaken for the purpose of attending or participating in a convention, meeting, exhibition or incentive.

📍 Exploring Litchfield National Park.



Regional Snapshot

All regions across the Territory saw growth in overall domestic holiday visitors.



↓ Shopping at the Mindil Beach Markets.



↓ Taking part in cultural experiences in north-east Arnhem Land.



Overall, the total number of visitors to the Northern Territory last financial year grew by 28 per cent to 1.735 million.



- 15 About Tourism NT
 - WHO WE ARE
 - OUR VISION
 - WHO WE WORK WITH
 - WHAT WE DO
 - OUR VALUES
- 16 Organisational Chart
- 17 Our Divisions and Executive Team
- 18 Our People

About Tourism NT

WHO WE ARE

Tourism NT is a statutory authority constituted by the NT Government under the *Tourism NT Act 2012*, responsible for:

- Marketing the Territory as a desirable visitor destination
- Encouraging and facilitating the sustainable growth of the tourism industry in the Territory
- Advising the Minister on all matters relating to tourism in the Territory.

We are governed by a Board of Commissioners who report to and advise the Minister for Tourism.

OUR VISION

Our vision is to grow the visitor economy in the NT to \$2.2 billion by 2020 as measured by overnight visitor expenditure.

To achieve this vision the NT must address the four strategic requirements articulated in *Tourism Vision 2020: Northern Territory's Strategy for Growth*.

WHO WE WORK WITH

We work with the following key stakeholders and partners:

- The NT tourism industry, to market the Territory as a visitor destination interstate and overseas and to facilitate appropriate tourism development
- The travel industry, to influence and coordinate partnerships that facilitate distribution of the Territory's tourism product through wholesalers and retail agents
- The Northern Territory Government, through the Minister for Tourism, by providing policy and other advice (see Appendix 5 - Secretariat)
- The Board of Commissioners, on strategic issues facing the Northern Territory's tourism industry
- Regional Tourism Organisations – Tourism Top End and Tourism Central Australia – to create opportunities for their members and ensure consistent branding and messaging that attracts visitors to 'Do the NT'.

WHAT WE DO

Our activities are guided by Tourism Vision 2020 which details a partnership approach between Tourism NT, government and industry to achieve this vision. Tourism Vision 2020 recognises the value of the whole visitor economy to the tourism sector, this includes all visitors who come for leisure, business events, corporate travel, to visit friends and relatives and other purposes. Tourism NT is charged with leading delivery of this vision and, as a marketing agency (rather than a regulatory body), has the particular responsibility of growing the holiday and business events markets.

OUR VALUES

Shared by our Board, the following values underpin the way we work:

Continual Improvement

We will strive for continual improvement through efficiencies and streamlined processes that minimise costs and avoid duplication of effort.

Innovation

We will think laterally, applying our commercial acumen, to make a difference through innovation, creativity and motivational actions.

Collaboration

We will work collaboratively across the organisation and with external parties, leveraging strengths and learning from each other, to address the challenges that lie ahead.

Partnership

We will listen to and work with our industry, partners, consumers and stakeholders to shape our offering and support.

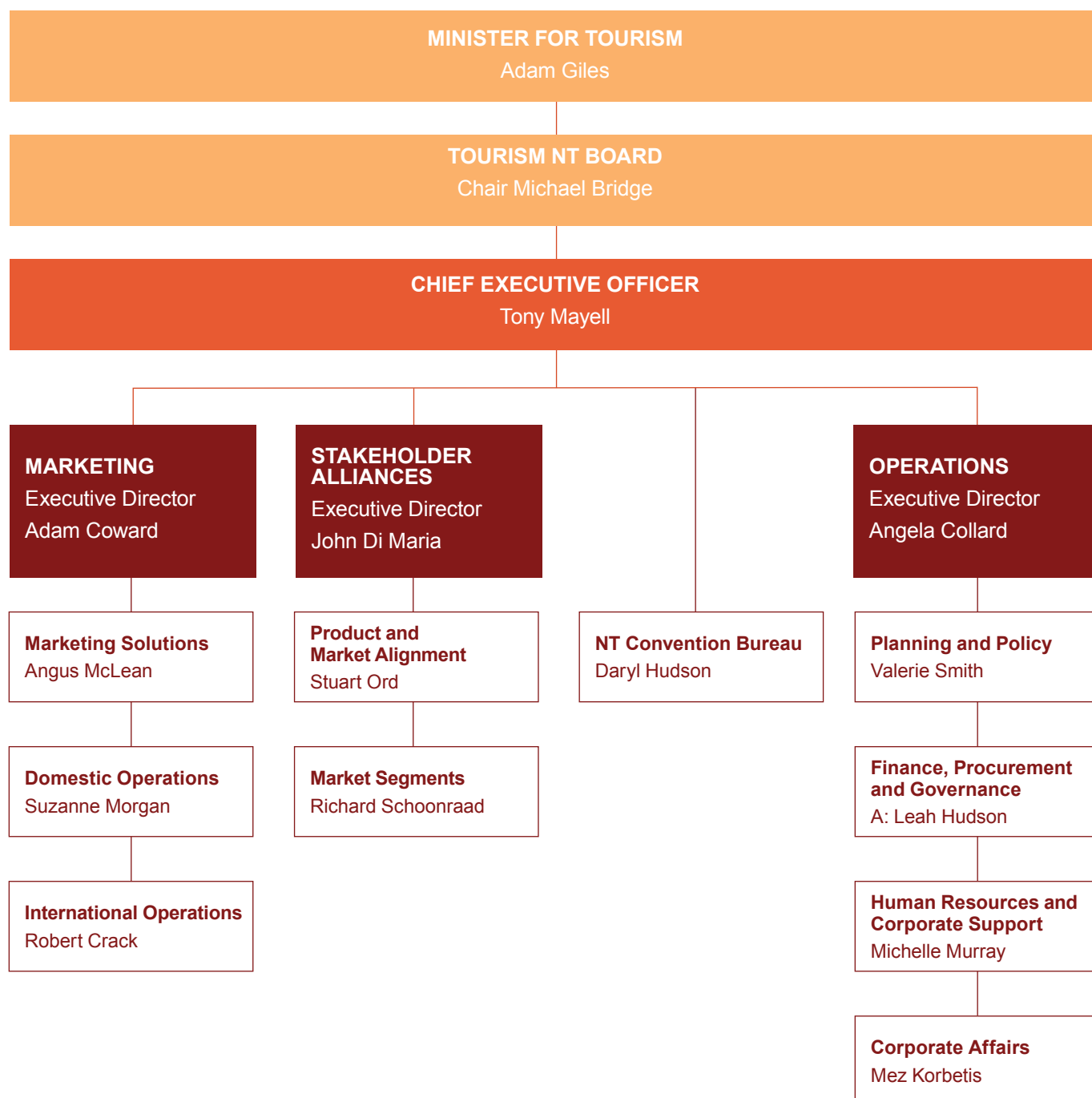


Organisational Chart

As at 30 June 2016

The Minister for Tourism and the Board of Commissioners guide the strategic direction and objectives of Tourism NT.

The Chief Executive Officer is responsible for implementing the strategic direction set by the Board and managing the day-to-day operational, administrative and marketing functions of the Agency. The Agency comprises key operational areas and personnel detailed in the organisational chart.



Our Divisions and Executive Team

As at 30 June 2016



CHIEF EXECUTIVE OFFICER

Tony Mayell

Tony Mayell has over 35 years' experience in tourism in both the private and public sector. He has held leadership positions with the (former) Northern Territory Tourist Commission, Tourism Tasmania, Voyages Ayers Rock Resort, AOT Group, World Travel Headquarters and the Australian Tourist Commission. He was appointed CEO of Tourism NT and Executive Director Southern Region for the Department of the Chief Minister in November 2012. During the year, Tony was a Board member of the Australian Standing Committee on Tourism, the Australian Tourism Data Warehouse and the Kakadu Board of Management.



EXECUTIVE DIRECTOR MARKETING

Adam Coward

The Marketing division promotes the Northern Territory as a holiday destination through integrated marketing activities including advertising, public relations, digital communication, consumer and trade shows and cooperative marketing relationships with key trade partners and airlines. The division is also responsible for developing the Northern Territory's tourism brand and enhancing its application in the domestic and international market places.

Adam Coward brings a strong focus on conversion as part of a successful career spanning 15 years in the private sector marketing national and international brands such as Westfield, Colorado and Virgin Blue before joining Tourism NT in 2012. Adam's ongoing focus is creating a balanced approach to marketing to drive increased visitor numbers across all tourism regions and sectors. Innovation will be key for Adam moving into 2017, utilising the latest digital marketing techniques to unlock growth by reaching more customers with more personalised messages.



EXECUTIVE DIRECTOR STAKEHOLDER ALLIANCES

John Di Maria

The Stakeholder Alliances team is charged with building strong working relationships with external stakeholders, particularly regional tourism organisations and visitor centres. It assists in developing Local Tourism Advisory Committees in regional areas and supports the Indigenous Tourism Advisory Council. It provides on the ground support to industry to foster tourism experiences including within niche sectors such as the cruise, education, mountain biking, bush walking, fishing and bird watching.

True-blue Territorian John Di Maria started out in hospitality before progressing to Qantas management in Central Australia. John has worked in a range of leadership roles across Tourism NT for more than 15 years, including being the General Manager of Territory Discoveries from 2010 to 2014. As the Executive Director of Stakeholder Alliances he continues his close work with industry through partnerships with the regional tourism organisations, specialist market development, and the successful delivery of the free tourism WiFi hotspots across the Territory.



EXECUTIVE DIRECTOR OPERATIONS

Angela Collard

The Operations division facilitates the strategic growth of the tourism industry including research, investment attraction and aviation route development and provides input into policy and strategy at national and local levels. The division also plays a key role in leading and supporting the people, systems and structure of the organisation including corporate services (e.g. human resources, finance), corporate communications, ministerial liaison and Board secretariat.

Territory born and raised, Angela has over 20 years' experience in senior management positions within the NT public service, predominantly in tourism. Angela brings a wide breadth of experience to Tourism NT including valuable knowledge gained while working at the Australian Tourist Commission in London. Holding a Master of Business Administration (Executive) from RMIT, Angela has a particular focus on strategic development and leads a dedicated team responsible for working across all levels of government to drive sustainable growth of the tourism industry in the NT.

We offer employees a professional, friendly and supportive environment in which to develop and progress. We encourage employees to stretch themselves, be challenged and become leaders at all levels of Tourism NT.

↓ Enjoying a camp fire at Nitmiluk Gorge campground.



HIGHLIGHTS

We exceeded our Indigenous employment target of 3.8 percent by June 2016, with 6 percent of staff identifying as from Indigenous backgrounds.

Two Indigenous Tourism Intern programs were established with participation in both Darwin and Alice Springs.

In recognition of our proximity to Asia and China's emerging commercial potential for tourism, Chinese language classes were offered in both the Darwin and Alice Springs offices.

Our staff are employed under the *Northern Territory Public Sector 2013 - 2017 Enterprise Agreement*. Our Human Resources team is responsible for the continued development of our workforce. They strive to ensure staff are appropriately skilled and informed, to enable them to deliver business outcomes in a safe work environment. They:

- Identify and implement strategic initiatives to improve retention and increase employee satisfaction
- Advise on conditions of service and human resource processes
- Develop and review human resources policies
- Coordinate recruitment and selection activities
- Provide work health and safety advice (in conjunction with work health and safety committees)
- Devise and monitor individual case management strategies as required
- Coordinate performance management cycles
- Provide corporate training and development.

83

people were employed
by Tourism NT
across the Northern
Territory and Australia.



67%

of our workforce is female.

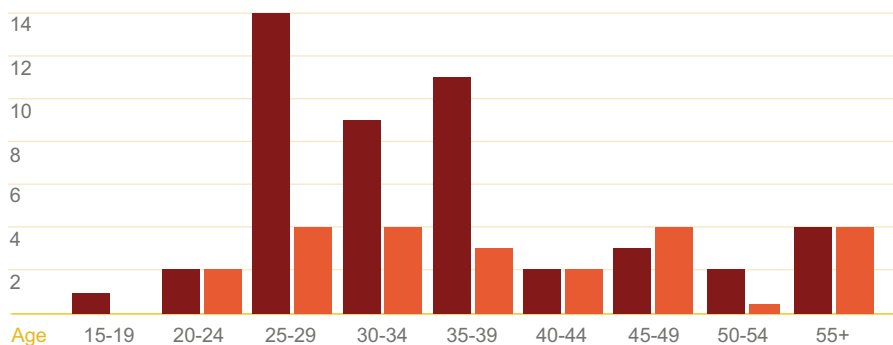


SNAPSHOT

- Eighty-three people were employed across the Northern Territory and Australia.
- Contracted representatives are in place in nine overseas offices, looking after 14 international markets.
- Seven percent of our staff are employed as Executive Contract Officers.
- Eight percent of our staff are part-time or casual workers.
- Twenty-eight percent of our staff are aged under 30 years.
- Forty-five percent of our staff work in the Marketing division.
- Sixty-seven percent of our staff are female.
- Fifty percent of our Executive Contract Officers are female.
- Approximately \$93,000 was spent on learning and development activities.
- Eleven employees accessed formal flexible work arrangements.
- No redundancies were recorded.
- No new workers' compensation claims were made.
- Sixteen employees or their family members accessed free, confidential counselling services under our Employee Assistance Program.
- No formal discipline processes were invoked.

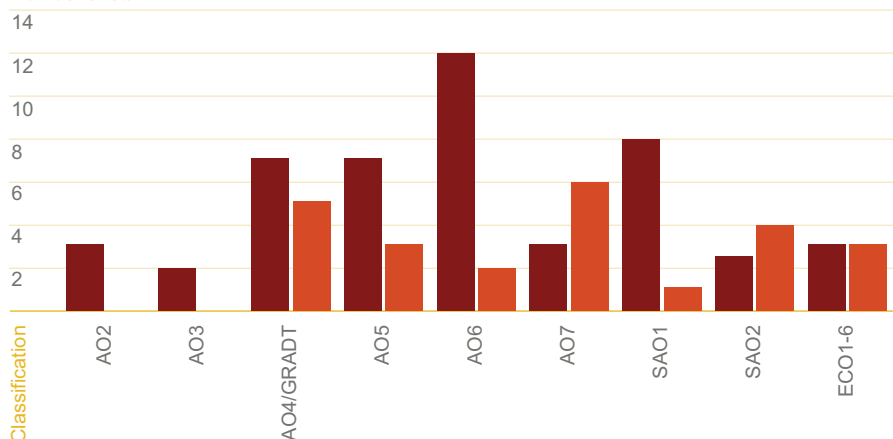
Age and gender

Number of staff



Classification and gender

Number of staff

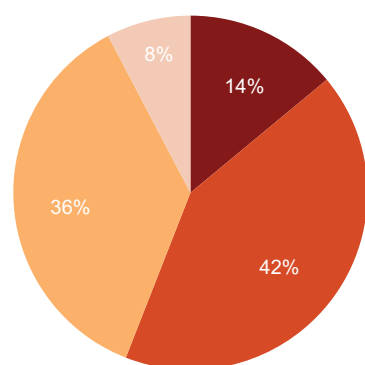


Employment related staff statistics

	2015-16	2014-15	2013-14	2012-13	2011-12
Total staff head count	83	79	87	116	134
Full-time equivalent staff	71.5	70.9	70.2	99.5	117
Staff turnover	33.7%	35.4%	37%	34%	28%
Staff redundancies	0	1	23	1	2
Average age of employees	38 years	38 years	38 years	35 years	36 years
Percent of female employees	67%	73%	72%	73%	75%
Employees of Aboriginal or Torres Strait Islander background	5	2	0	1	3
Employees with a disability	0	0	1	0	0
Employees from a non-English speaking background	4	4	4	3	1
Sick leave days per person	5.3	5.8	8.2	4.5	5.2
Recreation leave days per person	18.8	23.7	30.9	18.7	20.3
Long service leave days per person	0.2	4.8	0.2	1.4	1.3
Miscellaneous leave days per person	26.6	50.2	33.9	34.9	35.5
New workers' compensation claims	0	0	0	0	0
New industrial relations claims	0	0	0	0	0

Employees by Division

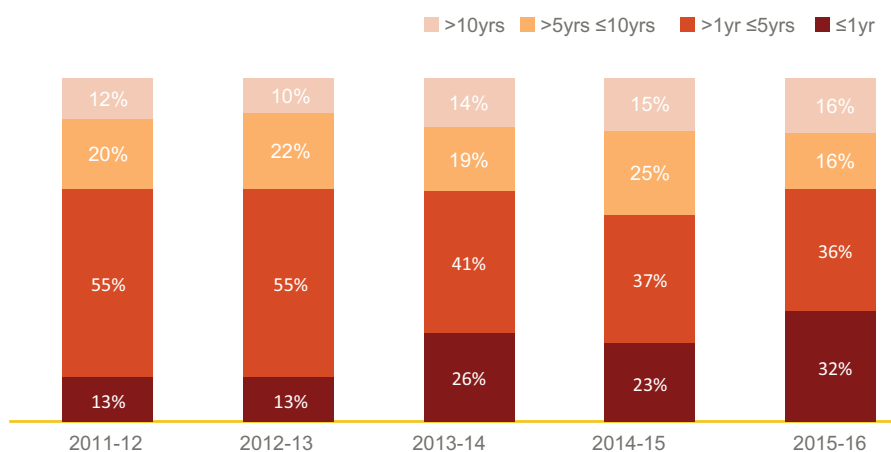
Our staff composition reflects the nature of the work as a marketing agency, with almost half of staff directly employed within the Marketing division.



- Marketing
- Operations
- NT Convention Bureau
- Stakeholder Alliances

Length of Service

The past year saw the exit of staff with more than five years' service and a corresponding increase in new commencements. The majority of the exiting staff moved interstate for family or career reasons.



Various initiatives were implemented during the year to build and strengthen our workforce capability and retain staff.

INDIGENOUS TOURISM INTERN PROGRAMS

In recognition of both a need to increase our Indigenous representation of staff and an opportunity to increase Indigenous employment within the tourism industry through development within our agency, we commenced two Indigenous Tourism Employment programs this year. Success of these programs will be measured predominantly by three indicators being: 12 month contract completion, feedback gathered from participants throughout their employment and continued engagement with Tourism NT or the tourism industry on program completion.

The first is an internal program involving structured placements across five teams in the agency: Domestic Operations, International Operations, Marketing Solutions, Planning and Policy and the NT Convention Bureau. Upon completion of the 12 month program the intern will have gained a comprehensive understanding of the different components of tourism marketing from a government perspective.

The second is a hybrid model with work experience gained both within Tourism NT and through placements with the tourism industry giving them general tourism background and commercial experience. Through this program two interns were employed within our Stakeholder Alliances team, one in Darwin and one in Alice Springs. These interns also benefit from mentoring from a member of the Indigenous Tourism Advisory Council.

EXTERNAL STUDY

We strongly support employees to gain new skills applicable to their roles. These opportunities are considered at least annually as part of the Performance Enhancement Program and can range from time off work to attend examinations or lectures and/ or financial assistance. Our support for external study this year included:

- Two staff who were granted leave to attend exams
- A staff member who received \$1,500 in financial support for their studies
- Two staff who were supported to complete the Australian Tourism Export Council's inaugural Emerging Leaders of Inbound Tourism Excellence program from August to December 2015. This program was designed to foster and develop tourism industry future leaders through workshops, professional networking and mentor sessions
- One staff member was supported with \$7,000 to complete a Professional Management Program from the University of Adelaide as intensive learning in Darwin, which can contribute towards a Masters of Business Administration.

TRAINING AND DEVELOPMENT

We facilitate several training packages each year, such as workplace behaviour workshops. Other training activities coordinated this year included:

- Recruitment and merit selection with targeted staff encouraged to attend face-to-face training run by the Office of the Commissioner for Public Employment rather than completing an online version available. Forty-two percent of current staff completed this training
- Advanced copywriting training delivered in house by the Association for Data-driven Marketing and Advertising
- Chinese language classes delivered in-house over ten weeks to both Alice Springs and Darwin staff by the Alice Springs Language Centre and Charles Darwin University respectively
- Cross cultural training delivered in Darwin.

A staff member from Alice Springs was nominated to participate in the inaugural Future Leaders Program offered across the NT Public Sector. This strategic program focussed on developing leaders to enhance capability and create a vibrant and innovative public sector. In addition to supporting our staff member through regular release and travel to attend related program activities she was also invited to attend Tourism NT Management meetings as an observer.

On the job training and product familiarisations remain critical elements of learning and development in the tourism industry. We spent \$93,000 on learning and development activities, equating to approximately \$1,300 per full-time employee which is consistent with our commitment last financial year.

SUPPORTED STUDENTS IN-HOUSE

We offered a work experience placement for a year 12 student from Good Shepherd Lutheran College upon completion of a Certificate III in Tourism from Charles Darwin University. Working within the NT Convention Bureau this placement gave the student experience in events and marketing and was an excellent complement to her studies. We were excited to hear that she was a finalist for the Vocational Education and Training in Schools Student of the Year in the NT Training Awards for 2016.

DEVELOPING TEAM SPIRIT

At the commencement of each financial year, individual units hold business planning workshops to identify the key actions required in order to deliver on our Tourism Vision 2020 objectives. These workshops also provide an opportunity to reflect on past and current team dynamics and growth, with time dedicated to constructive team-building activities.

FLEXIBILITY AND DIVERSITY

We pride ourselves on being supportive of staff in finding an appropriate work-life balance. We offer flexible working arrangements negotiated directly between managers and employees, which can be on a permanent or temporary basis. Such agreements have been used to support graded return to work programs for employees returning from maternity leave, to provide assistance to employees with family care responsibilities and to assist employees with career transitions.

During 2015-16, 12 percent of our staff took up the opportunity of a flexible work arrangement. Examples of the types of support provided are:

- One full-time employee worked from home
- Three full-time employees worked partially from home or on a casual basis from home
- Two employees job shared
- Two permanent staff worked part-time hours
- One staff member temporarily adjusted their full-time hours to enable study attendance
- One staff member temporarily adjusted their work hours and location due to changing carer responsibilities in the family.

Employee Work Arrangements

	Percent
Casual	1
Temporary	24
Permanent	75
Part-time	5
Full-time	95

We are also proud to have increased our Indigenous representation of staff to six percent, which is due to implementing two Indigenous Tourism Intern programs.

We have maintained the number of staff who identify as coming from a non-English speaking background at almost five percent, however did not have any staff identifying as having a disability during the year.

SPECIAL MEASURES

We had a Special Measures plan approved by the Office of the Commissioner for Public Employment in place during the year. Under this plan, we were able to consider Indigenous applicants who met the selection criteria for specified vacancies before other candidates. The plan was introduced to promote equality of employment opportunities for Indigenous applicants given the disparity between representation in our workforce and the NT population.

We advertised four roles under the Special Measures plan, with all roles being filled by Indigenous applicants.

PROBATION

Fifteen staff were subject to probation during 2015-16, with two appointments confirmed after three months in recognition of staff performance. There were no terminations of staff during probationary periods.

WORK HEALTH AND SAFETY

We continued to operate an agency Work Health and Safety (WHS) committee in Darwin as part of our commitment to the health, safety and welfare of our staff. This Committee focused on a range of initiatives including evacuation plans, fire wardens, first aid officers, health and wellbeing programs, and formed a point of contact for staff to raise and resolve workplace WHS issues. The Chair of the Darwin group and a staff member from Alice Springs participated in building specific WHS meetings at their locations and reported back to Human Resources on matters that required attention. Our *Work Health and Safety Management Framework* is current and ensures our compliance with legislation.

To assist in meeting our duty of care obligations we provided fire warden training to four staff and first-aid training to 14. Fire warden training was required to ensure adequate numbers of staff were available to provide support in the Alice Springs and Darwin offices, whereas first-aid training was provided predominantly to staff that regularly travel independently whilst on work familiarisations.

In Sydney, our staff are co-located with Tourism Australia. Given its greater numbers their staff took on WHS responsibilities, fulfilling the first aid officer and fire warden roles. One of our staff is a nominated contact who liaised with Tourism Australia and our Human Resources staff on WHS matters as required.

We continued to form the Cyclone Response Team at the commencement of each cyclone period. They reviewed cyclone procedures and circulated this information to staff prior to the 2015-16 wet season to ensure our staff were aware of actions required in the event of a cyclone.

Darwin Fire Safety and WHS Team

WHS Committee Members

Michael Richardson
Cerisse Denhardt
Hannah Brodie-Hall
Susan Webb

Fire wardens

Don Duthie
Michael Richardson

First-aid officers

Bev Bury
Suzanne Morgan

Alice Springs Fire Safety and WHS Team

WHS Committee Members

Michelle Nuske

Fire wardens

Sara Jentsch
Hannah Weir

First-aid officers

Chrissy Gorey
Kirsten Clarke

WORKERS' COMPENSATION

No workers' compensation claims were made this year, which we considered to be a result of our early intervention program. This initiative allows staff to access our support mechanisms (payment of invoices, case management services etc) in the event of injury, without needing to lodge a workers' compensation claim immediately. Utilising the early intervention program does not preclude any employee from lodging a workers' compensation claim at a later date.

Whether application of the early intervention program is appropriate depends on a range of factors including employee preference, the severity of the injury and whether there has been any time off work.

There were no incidents reported during 2015-16.

Reported Incidents and Claims

	Incidents	New claims	Cost
2011-12	0	0	Nil
2012-13	0	0	Nil
2013-14	0	0	Nil
2014-15	2	0	Nil
2015-16	0	0	Nil

5 STAFF

We employed five staff of Aboriginal or Torres Strait Islander background in 2015-16.

↓ Taking in the sunset with Uluru Camel Tours.

EMPLOYEE ASSISTANCE

We provide a formal employee assistance program (EAP), offering a confidential counselling service for employees and their family members who might be seeking assistance with personal, family and workplace issues that have the potential to affect their work performance, productivity or wellbeing.

Staff can choose from six providers: Darwin Psychology Services, Darwin Consulting Psychologists, Employee Assistance Service NT Incorporated, Industry Health Solutions, Relationships Australia and Wisemind Psychology. They are able to access up to three visits for any particular matter, in order to ensure they are supported in finding a satisfactory resolution to their issue.

Sixteen employees or their family members accessed this program, with 18 sessions attended. The increase this year in the program is not considered a concern as the vast majority were not seeking support for a work-related matter. The increase may have also been influenced by two additional providers being added to the panel contract to provide these services, increasing the counselling options available to staff.

Employees Accessing the EAP

	No. of employees	% of total employees
2011-12	12	8.9
2012-13	11	9.4
2013-14	30	30
2014-15	9	11
2015-16	16	19



FLU VACCINATIONS

In order to promote wellness amongst our employees, we continued our flu vaccination program in Darwin, Alice Springs and Sydney. Participation increased, with 45 percent of staff volunteering for vaccinations. It is pleasing to see the gradual increase in staff uptake of the vaccination offerings over time.

Employee Flu Vaccination Uptake

	No. of employees	% of total employees
2011-12	34	20
2012-13	29	25
2013-14	20	29
2014-15	29	37
2015-16	37	45

INDUSTRIAL RELATIONS AND ENTERPRISE BARGAINING

No new industrial relations claims were lodged against us by employees during 2015-16. The last industrial relations claim was in 2007-08.

LEGISLATIVE REQUIREMENTS

Under the *NT Public Sector Employment and Management Act*, we are required to report our performance against each Employment Instruction (see Appendix 6).

► FUTURE FOCUS

- Transitioning to an electronic system for the Performance Enhancement Program
- Reviewing our existing Indigenous Tourism Intern Programs to determine whether they met the intended outcomes and adapting accordingly for future implementation
- Striving to maintain or increase our Indigenous representation of staff
- Assessing the results of the NT Public Sector People Matter survey, which closed in June and taking action on any identified areas of concern or opportunities for celebration
- Achieving an overall satisfaction level of 80 percent or higher in our next staff opinion survey planned for June 2017.

- 25 Grow Value
- 40 Address Supply Constraints
- 42 Improve the Visitor Experience
- 46 Improve Business Sustainability
- 50 Corporate Responsibility

Grow Value

We achieved our growth target of \$2.2 billion in overnight visitor expenditure this year.

We achieved our growth target of \$2.2 billion in overnight visitor expenditure this year, however there is still work to do to maintain this and continue to achieve our year-on-year targets. We constantly check our approach to ensure we employ innovative market growth strategies that increase visitor numbers, attract visitors that stay longer and spend more, encourage repeat visitation and regional dispersal and address seasonality.

HIGHLIGHTS

Total visitors grew by 28 percent to 1.735 million, with year-on-year growth that outperformed all other jurisdictions and the national average.

Total expenditure of \$2.22 billion, up 19 percent, seen largely as a result of domestic visitation.

All regions across the Territory saw growth in domestic holiday visitors.

Exceeded our business events bids target.

STRATEGY

Increase the desirability of the NT as a travel destination, inspiring more people to visit, stay longer and spend more.

DO THE NT

We built on the groundwork laid over recent years to maximise the 'Do the NT' brand to create innovative campaigns that reached the right people with the right message at the right time. With a focus on our target markets of the 55+ market, 18 to 35 year olds and families, we promoted travel to the NT through promotional campaigns in broadcast media, print, online, through brand partnerships, out of home advertising and using advocates. We continued to deliver our 'always on' digital approach to ensure we were in front of consumers 365 days a year, in addition to specific booking campaign periods.

Some key campaigns were:

Phase 6 of 'Do the NT' – 'It's About Time' campaign

This campaign captured the NT's sense of humour and irreverence to create a sense of urgency letting consumers know 'It's About Time' they booked a holiday to the NT. We worked with cooperative partners including Virgin Australia, Territory Discoveries and Flight Centre.

The Summer Well Spent campaign

This campaign promoted travel to the NT from December to February using barrier-busting 'Tweetbuster' videos that dispelled myths about travel to the NT at the time of year when visitation is at its lowest and value for money is at its highest.



▼ Case study

Million Dollar Fish campaign

Seeing a unique opportunity to leverage the Top End's world class barramundi fishing season, which coincides with the low tourism season when traditionally only 10 percent of people visit, we encouraged visitors to stay, play and fish in the Territory through our Million Dollar Fish campaign.

Seventy-six barramundi were tagged and released across Top End fishing locations from Arnhem Land to Timber Creek and the Tiwi Islands; one worth a whopping \$1 million.

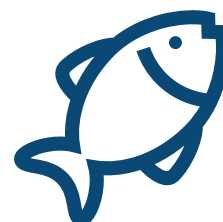
The campaign was supported by a microsite, a fish and win game, brand partnerships, an ambassadorship with Matt Hayden, targeted online advertising and public relations activity throughout, including new news every time a prize barra was caught.

We worked across Government, with project partners and with industry to overcome complex challenges to deliver:

- Positive business outcomes - 59 percent of fishing tour operators, 65 percent of the fishing retail sector, accommodation partners and local suppliers reported positive impacts on their business from the campaign.
- Economic returns for the Territory - 6,000 interstate visitors came to the NT as a result of the campaign; equating to \$8.3 million in overnight visitor spend.
- A database of more than 40,000 people to target for an NT holiday was generated.
- Ten winners that created public relations opportunities every time a fish was caught.

Based on the campaign's success a second season was announced on 1 March 2016, with 101 prize fish and a total prize pool of \$2.17 million.

6,000 VISITORS



Million Dollar Fish campaign: 6,000 interstate visitors came to the Northern Territory as a result of the campaign, equating to \$8.3 million in overnight visitor spend.

COOPERATIVE MARKETING CAMPAIGNS

We focussed both our domestic and international cooperative campaigns to concentrate on demonstrated times of the year when people 'look and book'.

Designed to leverage awareness generated through the broader NT brand campaigns in market and promote the range of experiences available across the Territory, our digital activities drove conversion, encouraged longer stays and regional dispersal and enabled us to build our own consumer databases for future promotion.

We worked with cooperative partners including airlines, inbound tour operators, wholesale and retail travel agents like Virgin Australia, SilkAir (Singapore Airlines), Qantas, Jetstar, Territory Discoveries, Britz Campervans, AAT Kings, Apollo Motorhomes, Turu.com.au and Expedia to ensure consumers were reached across display advertising, email newsletters, Facebook, Google and YouTube.

Domestically we worked with 15 partners to produce 23 cooperative campaigns including a campaign with Virgin Australia during both October 2015 and January 2016 offering sale fares, accommodation and experience packages across the Alice Springs and Darwin routes. These campaigns resulted in a 32 percent and 29 percent year-on-year increase in passenger bookings for the respective periods.

PUTTING THE PRODUCT FIRST

We worked side-by-side with industry to promote the Territory as the destination of choice. We connected NT product directly with consumers and travel trade at both consumer and travel trade events using impactful activations to evoke the Territory's uniqueness and colourful nature (see case study on page 28). Some key events included:

- Australia's largest annual travel and tourism business-to-business event, Australian Tourism Exchange, which hosted 27 NT operators.
- Our inaugural 'Backpack the Outback' roadshow to Melbourne, Byron Bay and Sydney. This coincided with our two-day 'Outback Pub' activation in the high foot traffic Federation Square, showcasing NT wildlife, food, music and tourism experiences and engaging with thousands of Victorians.
- Twenty-eight NT operators joined us at our annual domestic trade roadshow 'NT Muster' as we showcased destinations, products and experiences to hundreds of key online, retail and wholesale travel agents in our two biggest domestic markets, Sydney and Melbourne.



25 OPERATORS

joined us at the Victorian Caravan, Camping and Touring Supershow in Melbourne.

▼ Case Study

Driving the market

We targeted the drive market by taking part in the Victorian Caravan, Camping and Touring Supershow in Melbourne from 24-29 February.

Our highly engaging and welcoming 'NT Waterhole' stand won the Best State Tourism Stand award with its exceptional offering, which included NT-themed food and beverages, an interactive 'croc jumping' experience, live NT animals like camels, lizards, baby crocodiles and a contingent of 25 passionate NT operators showcasing the best of the NT first-hand.

In addition to interacting with more than 50,000 consumers who attended the show, the activity generated a public relations reach of nearly 2.5 million across platforms like Channel 9, NT News and Royal Auto.

CREATING NT ADVOCATES

We brought trade representatives to the Territory on familiarisations (famils) to experience the NT and our product first hand. Some key famils included:

- Fifty domestic travel agents visited the Red Centre to meet with NT tourism industry at NT Round UP workshops, followed by a famil of the Centre
- Stella Amazing Adventure/ Travel 2 brought 80 buyers from North America to the Red Centre for their annual 'Amazing Adventure' workshop
- The major European wholesaler FTI Desti Pro brought 80 front line travel agents to the NT to experience all regions on famils and meet with NT industry over two workshops
- China Adventure NT brought 20 buyers from across Greater China to the NT to meet with industry and experience a famil across the Top End and Centre
- The major Australian wholesaler Helloworld brought 175 of their top sellers to Darwin for their annual Global Achievers conference with pre and post famils.

↑ NT operators celebrating the Best State Tourism Stand win for the NT at the Victoria Caravan, Camping and Touring Supershow in Melbourne.

BRAND SPONSORSHIPS

We revised our sponsorships approach this year to elicit the best value for both the corporate business events sector and the leisure market. All our sponsorships are guided by the objectives to:

- Increase awareness of the NT as a holiday and/ or business events destination
- Drive bookings and visitation to the NT through direct access to and engagement with sponsor networks
- Identify business event leads and opportunities through their third-party communities
- Create advocacy and 'talkability' for the NT through the sponsor's visibility in the form of traditional press activity, social media campaigns and through the sponsors' own trusted events, activations and related activity.

We maintained six sponsorship agreements with the Melbourne Football Club (see case study opposite), Brad Jones Racing, Business Chicks, the Adelaide United Football Club, the Parramatta Eels and the Melbourne International Flower and Garden Show.

▼ Case Study

Melbourne Football Club

The Melbourne Football Club (MFC) provided a platform to promote trips and conferences in the NT to their high-end membership of nearly 40,000 people. Through the 2014-2016 sponsorship deal we received:

- Branding on uniforms and media walls that generated exposure during games and media events
- Naming rights of their Chairman's Club and an associated luncheon on agreed dates attended by nearly 200 VIP members
- Promotions to their fan base to travel to the NT, which included hosted 'Dees Supporter Tours' each time they played a match in the Territory, providing a strong economic boost to key regions

- Access to databases generated through 'Win a trip to the NT' promotions
- An MFC partners conference held in the NT encouraging their co-sponsors to do business here. Some of their key brand partners that attended this conference included New Balance, Hertz, and China Southern Airlines
- Social media takeover in the lead up and during games that integrated NT messaging to their more than 120,000 Facebook fans.



↑ An example of a post used during our social media 'takeover' of the Melbourne Football Club's Facebook page.



↑ Coverage from our global public relations activity.

GETTING NT MESSAGES OUT

Public relations activity included media familiarisations, broadcast opportunities, pitching stories to media, working alongside key hero and regional campaigns and events to create cut through. Some key activity included:

Field of Light

Central Australian tourism operators and attractions received global attention with national and international journalists and photographers from the US, China, France, Italy, Germany, Japan and the United Kingdom, covering the artist installation 'Field of Light' exhibition run by Voyages that opened at Uluru on 21 March.

Land Rover Experience

Nineteen Land Rovers, 90 media representatives and six competition winners from more than 100,000 entries spent three weeks in October and November 2015 making their way from Arnhem Land to Uluru. To be chosen to host the Land Rover Experience Tour was a golden opportunity for the Northern Territory, with an estimated \$60 million worth of exposure for the NT across Europe.

30th anniversary of Crocodile Dundee

National media shone the spotlight firmly on Kakadu National Park to mark the 30th anniversary of the iconic Crocodile Dundee film release. Coverage included live weather crosses with top-rating breakfast news programme, Sunrise, and a media famil with some of the nation's key travel publications such as News Corp, Fairfax and The Guardian. The total reach of these domestic activities was estimated in excess of 10 million people.

A famil of five media from the UK also generated print and digital stories for the anniversary in The Independent (circulation 60,000) and online (circulation 47 million visitors a month), the Irish Examiner (circulation 35,000), the Irish Sunday World (circulation 175,000) and a story published through the Press Association that rippled through 24 regional newspapers including some of the UK's most influential local papers.

STRATEGY

Work with Tourism Australia and gateway destinations to maximise our investment in identified priority international markets, with a focus on growing the NT's share of high growth Eastern markets.

INDUSTRY IN MARKET: ITB AND NT EUROPEAN MISSION

To maximise the NT Government's continued investment to attract European visitors, we incentivised operator participation in an NT European Mission 2016 ensuring they could promote their products to travel trade first hand.

Thanks to key in-market partnerships, such as Tourism Australia, Qantas and travel partners, the mission was a success. It visited 12 cities across the UK, Germany, France and Italy, included participation in the world's largest tourism and travel trade fair, Internationale Tourismus-Börse Berlin (ITB) and trained 626 agents.

Fourteen NT operators represented tour companies and accommodation providers from across the Territory on the Mission. They were ATG Downunder, Banubanu Wilderness Retreat, Darwin Central Hotel, Glen Helen Lodge, Intrepid / Adventure Tours Australia, Maruku Arts, On Tour NT, Outback Ballooning, Outback Tour Services, Pudukul, SEIT Outback Australia, Territory Expeditions, The Youth Shack and Wildman Wilderness Lodge. Four national operators with an NT presence also exhibited on the Tourism Australia stand: Voyages Ayers Rock Resort, AAT Kings, THL and Sealink.

CONNECTING THE OUTBACK

Following the signing of a Memorandum of Understanding (MOU) between the Northern Territory and South Australian Governments in 2015, Tourism NT and the South Australian Tourism Commission (SATC) worked together on a number of key marketing initiatives in markets like the UK, France, Italy and Germany. For example Tourism NT and SATC were the only Australian destination exhibitors at the world's largest wine buying fair, Vinitaly Fair, held in Italy over 10-13 April offering exposure to the 130,000 people who attended.

Other joint initiatives facilitated through this MOU included collaborative marketing campaigns to the youth/ backpacker, drive (showcasing the Explorer's Way) and birding markets and a cooperative with National Geographic.



◀ Our in-market representatives and NT industry on the road at ITB Berlin.

和吉丽一起漫游北领地

吉丽，云南昆明人，演员，目前常驻北京。2012年，吉丽作为首位及唯一的中国留学生毕业于澳大利亚国家戏剧学院NIDA表演本科。吉丽一直以来的梦想，能亲眼见证日落时乌鲁鲁（艾尔斯岩）的神奇。如今她梦想成真了，你还在等什么！
[了解更多>](#)

探索发现北领地

这里，每天的日落都是独一无二的。无论是颜色，云朵或是景色都不尽相同。短片“追赶日落”将让您跟随吉丽一起在北领地标志性的景点，享受追赶日落的探险历程。

CATCH THE SUNSET

With a target to attract 30,000 Chinese visitors by 2020 we recognise the need to build brand awareness and cut through in Greater China. We secured the high-profile Chinese actress, model and TV presenter Lily Ji (吉丽) to film a 'journey of discovery' in the NT.

Filmed across Darwin, Arnhem Land, Alice Springs, including the West MacDonnell Ranges, Uluru-Kata Tjuta and Litchfield National Parks, the documentary 'Catch the Sunset' was broadcast in prime time on QTV1, one of the main TV networks in Qingdao, to a mass Chinese audience exceeding 1.4 million viewers per night across 12 nights in May and June 2016.

We leveraged the documentary through paid digital advertising that drove the target audience of affluent and educated independent travellers between 25 and 50 years old with an interest in nature and culture and who wanted to 'Do the NT' to a dedicated Northern Territory website. Wanting to follow in Lily Ji's footsteps, these people were served with NT travel content including featured itineraries into Darwin on SilkAir via a 'shopover' in Singapore, Territory product and how-to information.

We will continue to capitalise on Lily Ji's popularity in China by expanding the 'Catch the Sunset' documentary, with future plans to film segments around Katherine and Kakadu National Park.

目的地 - 北领地各区域

来到北领地，您会不知不觉被这里古老的原住民艺术和绝美的地形所深深吸引。地处热带的达尔文是通向世界遗产卡卡杜国家公园，郁郁葱葱的李治特国家公园，凯瑟琳峡谷，提维岛部落及阿纳姆地的门户。从爱丽丝泉出发，您就会看到红土中心令人向往的乌鲁鲁-卡塔丘塔，国王峡谷，魔鬼岩石，拉勒平塔路径及历史悠久的宁特诺瓦。

吉丽的乌鲁鲁之行小贴士

- 骆驼很温顺哦！
- 喝着香槟，在夕阳下观赏艾尔斯岩，真的超赞。
- 记得制作一副属于自己的点画带回家。
- 卡塔丘塔公园能让人感到平静，惊叹于5亿年风化侵蚀的面貌，需仔细体味原住民的文化。

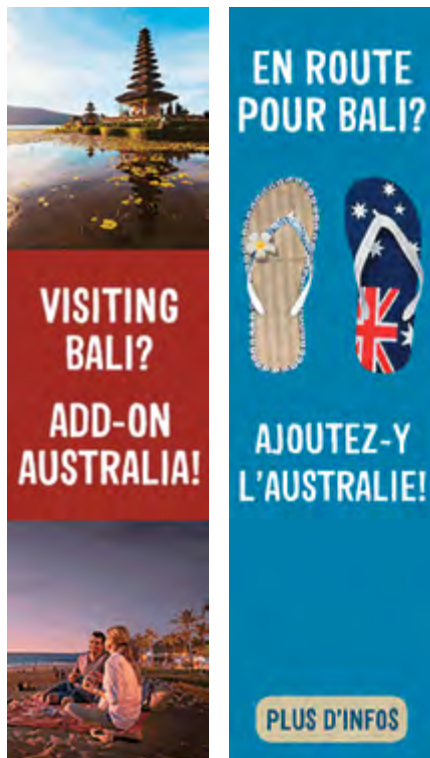
[探索各区域>](#)

北领地探险之旅

北领地有着古老的文化，标志性的自然景观，多样的地形，漫天繁星夜空，独特的动植物以及多彩的陆地。

[精彩体验>](#)

◀ Website featuring Lily Ji's Catch the Sunset content – northernterritory.cn



↑ 'Add on the NT' campaign creative

ADD ON THE NT

Through our market research we found that 25 percent of European travellers to Bali would consider adding Darwin onto a Bali holiday once they became aware of the proximity and price.

To capitalise on this opportunity we launched the 'Add on the NT' campaign in February 2016, encouraging European travellers already in or planning a visit to Bali to extend their holiday with a visit Darwin.

This digital campaign targeted youth and backpacker travellers searching Bali travel content – flights, accommodation and packages. The campaign ran across key UK, French and Dutch websites, including Tripadvisor, Expedia, Opodo, Ebookers, Lastminute.com, Flight Centre, Kayak, Lonely Planet, Booking.com, Hostelworld and Facebook, with in-language travel packages and sale fares travelling with our partners AirAsia and Jetstar.

The success of this campaign will see an extension in 2016-17 to target Italian and German markets and a partnership with STA Travel in the UK, France and Germany.

INTERNATIONAL BUSINESS EVENTS

Our focus on growing international business events is to target key markets in our region and leverage key partnerships, such as with Business Events Australia and Singapore Airlines.

We maximised opportunities in the Singapore market, connected by non-stop services to Darwin, to bring six planners to the Top End in May. Building the NT profile in China, including through our partnership with Voyages Uluru Meeting Space, we participated in buyer training workshops in Shanghai in April 2016 and brought five planners from China to the Top End and Alice Springs in June.

In partnership with Business Events Australia, Virgin Australia and Voyages Indigenous Tourism Australia we hosted two international groups to Uluru, a group of seven buyers from the USA and a group of nine buyers from China. We exhibited at the Pacific Area Incentives and Conferences Expo in New Zealand and educated 30 planners on the NT as a business events destination. We targeted other international markets at the Business Events Australia Dreamtime in Adelaide.



↑ Planners at Crocosaurus Cove, Darwin as part of the SilkAir (Singapore Airlines) Discover Darwin Famil in May.

STRATEGY

Grow the visitor economy by focusing on niche market and product segments with the greatest propensity to travel.

BUSINESS EVENTS

Our 2015-16 target of 72 successful bid decisions was exceeded with a total of 77 event bids secured. These 77 events will take place over the next three years representing 38,000 room nights, 15,239 delegates and an estimated business visitor spend of \$40.4 million for the NT economy. There are also a further 41 decisions still pending for 2015-16 bids.

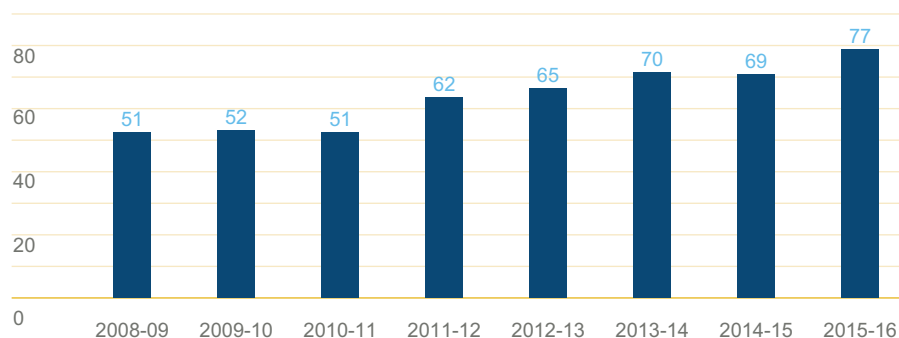
THINK UNCONVENTIONALLY

We developed a new NT Business Events brand this year, using insights from our Business Events Positioning Study conducted in 2014-15 which identified the need to hero the NT's distinct business events destinations. 'Think Unconventionally' was launched in February at the annual Asia-Pacific Incentives and Meetings Expo (AIME), the premier business events industry trade show.

Following the launch we delivered a digital campaign targeting the Australian market via the business focussed social media site LinkedIn. The campaign saw audience engagement of 27 percent, well above LinkedIn's average and growth in the NT Convention Bureau's followers of 60 percent.

The Positioning Study also indicated that our business events marketing could be more effective if we heroed lead venues from our distinct business events destinations. To achieve this we consolidated our invitations to AIME to lead venue partners: Darwin Convention Centre, Alice Springs Convention Centre and Voyages Uluru Meeting Space. This strengthened these partnerships, enhancing our joint activity at other trade events and on familiarisation programs and joint bids.

Successful business tourism bids



↑ The new NTCB 'Think Unconventionally' brand showcasing the events capacity of the Territory's key business events destinations.



↑ NT Convention Bureau at AIME 2016 with Ambassador Lisa Wilkinson.

“The experience was amazing. It provided me with a much better understanding of the potential for taking school groups to NT. It also enabled me to clearly link the experiences with how they could meet standards in the Australian curriculum.”

Interstate Teacher

A TERRITORY WELCOME

After the successful launch of the Darwin Welcomes Delegates program in partnership with Tourism Top End and Darwin Convention Centre last year, we worked with Tourism Central Australia to launch the Alice Welcomes Delegates program on 5 July 2016. Managed by Tourism Central Australia, the program aims to increase total business event visitor spend and generate positive word-of-mouth promotion for Alice Springs as a business event destination.

The Business Events Ambassador Program was relaunched in February 2016 based on recommendations from a 2014-15 review. Designed to leverage their extensive business networks and influence, 16 new Ambassadors were inducted into the program in Darwin in May and then met with event planners at the annual Meet Darwin destination showcase, a major familiarisation program run jointly with the Darwin Convention Centre. They were quick off the mark in assisting to secure a 400-delegate conference for 2017 and to date have progressed five business event opportunities.

TEACHING THE TEACHERS

We continued to implement our *Australian School Education Tourism Activation Plan*, targeting domestic secondary schools to take excursions in the Territory that deliver real education outcomes aligned to the Australian National Curriculum. In addition to hosting a targeted education fam to the Red Centre, we partnered with key education tour distribution partners to promote the NT and offered travel grants of up to \$1,000 per school to attract more schools and larger school groups to stay longer in the Territory and experience more products while they were here. \$29,091 was awarded to 32 schools through this program. For a full list of schools supported see Appendix 1.

We surveyed our consistent education partners over the past three years, with results showing that survey respondents sent 11 percent more students to the NT in 2015-16 compared to 2014-15.

To assist in attracting international student groups to visit the NT, we established a working alliance with Study NT (Department of Education). In June 2016, we hosted a delegation from Kansas State University on a Red Centre fam to showcase social service and anthropology study tour itinerary options. Two professors visited Alice Springs, Watarrka, the Lilla Community near Kings Canyon and Uluru. Subsequently a 2017 study tour has been secured.

CRUISE CONTINUES TO DELIVER

2015-16 was the busiest ever cruise season for the NT with 45 ship visits to Darwin plus five visits to remote Aboriginal communities at Yirrkala, and on Elcho and the Tiwi Islands.

Darwin hosted the Australian Cruise Association's annual Cruise Conference in September 2015, with 120 cruise experts and executives from around Australia attending to discuss important challenges and opportunities facing the sector in Australia. We hosted key decision makers and cruise sector executives on pre and post fams to showcase the region's offering.

↓ Interstate school group on tour in the Territory.



↓ Cruise ship visitors arriving at the Tiwi Islands.



We attended the largest bird fair in the world, UK Bird Fair, in August 2015, taking three local birding specialist tour operators to the event to promote birding experiences to this key international market.



↑ Birdlife magazine double page advertisement promoting Bird Week in the NT.

FISHING

To support the Million Dollar Fish campaign we worked with licensed fishing tour operators to grow the range of experiences available throughout the Top End (see a case study on this campaign on page 26).

Million Dollar Fish was featured at Tourism Australia's launch of their 'Best of Fishing' experience initiative at the Australian Tourism Exchange in May, where the NT was positioned as Australia's barramundi mecca. This initiative will grow new international markets to Australia, through specialist fishing tourism partners who currently do not sell Australia.

BIRDING

We attended the largest bird fair in the world, UK Bird Fair, in August 2015, taking three local birding specialist tour operators to the event to promote NT birding experiences to this key international market.

We continued to work with stakeholders to develop and promote birding in the NT. Bird Week events were held in the shoulder season in the Red Centre and Kakadu National Park to coincide with the best birding season. We sponsored a competition for a trip to Kakadu Bird Week, hosted by local birding tour operator Luke Paterson.

HIGH-END TRAVELLERS

We attended the Luxperience trade event in Sydney in September 2015, meeting with 60 luxury specialist travel providers from key international markets to showcase the Territory's range of wilderness lodge and bespoke private touring experiences. Twelve buyers from the event went on to visit the NT on famils to the Red Centre and the Top End.

MOUNTAIN BIKING

We developed a *Master Plan for Mountain Biking in the NT* to create a road map for investment and development of the NT into a world-class mountain biking (MTB) destination.

The Plan was developed with assistance from the Parks and Wildlife Commission of the NT following extensive stakeholder engagement, including with regional MTB clubs, tourism businesses and other stakeholder groups with an interest in MTB. Forums were held in Alice Springs and Darwin in October 2015.

The Plan was launched on 5 July 2016 and helped secure NT Government funding of \$1.33 million over two years for trail development throughout the NT, including in Alice Springs, Darwin and within Watarrka, West MacDonnell Ranges and Litchfield National Parks.

STRATEGY

Increase NT brand and product presence across digital channels, creating desire for the destination and connecting consumers with experiences they want to purchase in real time.

IMPROVING OUR CONSUMER WEBSITE

The redevelopment and redesign of our consumer website under the new domain of northernterritory.com was our largest digital project undertaken this year. As the official NT visitor destination online, receiving an average of over 3,000 unique visits per day, it was also the highest profile digital project.

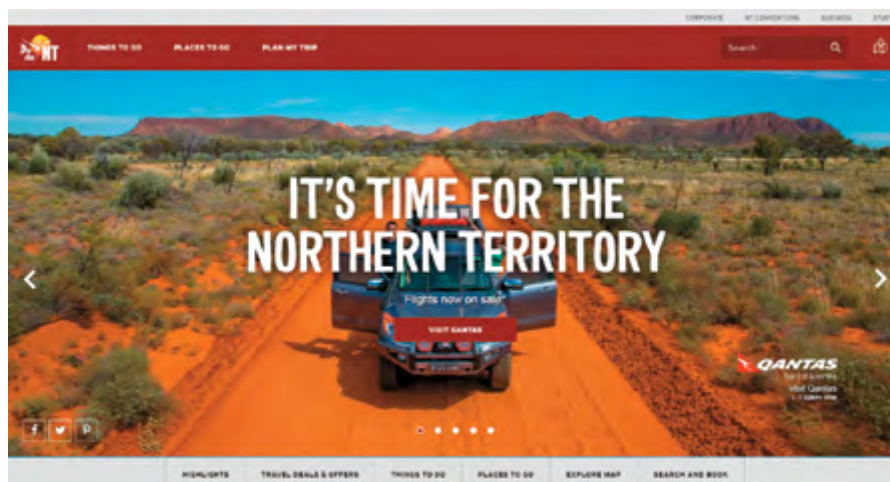
These updates centred on improving the user experience to create a strong sense of what the NT has to offer and providing clear links to operators. Key updates to the site included a simplified navigation menu, improved maps, ability to create depth of content through articles, stronger use of imagery and video, enhanced design and prominence of Australian Tourism Data Warehouse (operator) listings, a webserver upgrade to meet new web service standards and making the entire site mobile responsive.

The majority of design and build work was undertaken in 2015-16 ahead of the official launch in August 2016.

The Australian Tourism Data Warehouse (ATDW) underwent a system rebuild in 2015-16 to meet changing consumer needs by enhancing the capability of the underlying database. We were active in the system development and during testing and deployment, before leading NT operators to create and update their ATDW listing(s) ready for the launch of the new consumer website northernterritory.com.

CONNECTING WITH OUR AUDIENCE

We reached more people and attracted more fans across our markets on Facebook. We also continued to see exponential growth on Instagram and Twitter and attained our 100,000th Instagram follower this year. These channels continue to be relevant to communicate with our fans, to integrate brand messaging and to provoke word of mouth through the reach of fan posts, likes and shares to their communities.

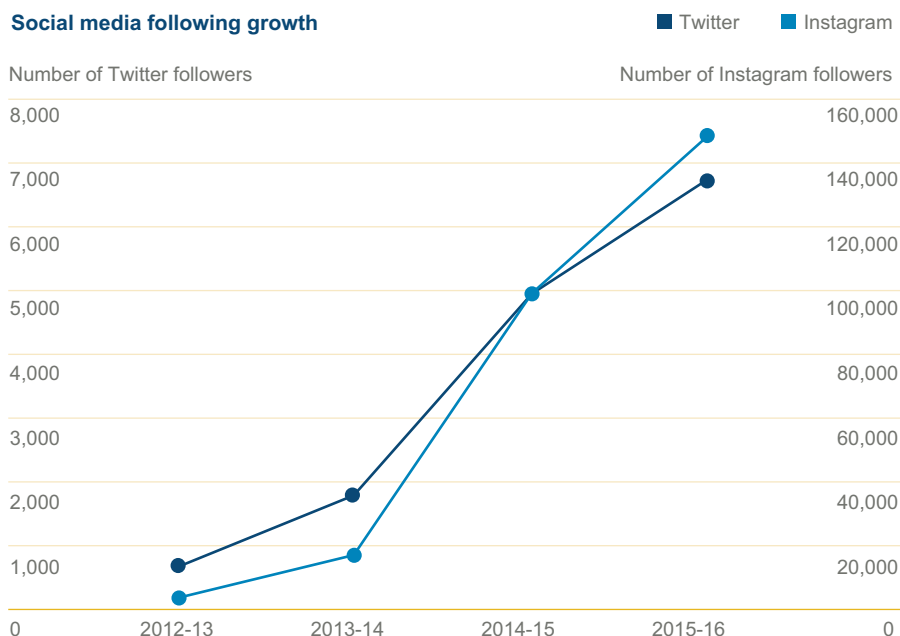


↑ The redesigned consumer website northernterritory.com.

Facebook growth across our markets

Total number of Facebook fans year ending June			
Market	2015-16	2014-15	2013-14
Australia	224,687	189,663	234,393
Americas	19,437	17,729	15,119
China (Weibo)	41,301	39,908	36,798
France	33,608	30,540	15,067
Germany	35,694	30,910	13,500
Italy	22,872	21,079	15,554
Japan	6,730	5,989	5,621
UK	52,355	25,115	21,034

Social media following growth



STRATEGY

Develop a long-term comprehensive strategic approach to major events, festivals and regional events that leverages the NT Brand, activates infrastructure, energises local communities and drives visitation and yield.

Knowing that events impact positively on visitation, regional dispersal and spend, we initiated a Territory-wide campaign from April to July aimed at attracting interstate visitors, giving them time to plan and book before the peak events period.

We produced videos under the event themes of sport, art, music and culture with complimentary packaged content that showed destination experiences. This multimedia campaign across digital and broadcast with Imparja allowed us to customise our messages to our audiences, their specific interests and their media consumption. The new approach was a success, with Google tracking a unique audience of 1,222,327 and 3.5 million views.

Nineteen events were featured by Google across relevant viewer sites including Ticketek, YouTube, Facebook and Tube Mogul. The most popular theme was culture.

MAJOR EVENTS SUPPORT: BRAD JONES RACING

Given the strength of their following (including 54,000 followers on social media), Brad Jones Racing was targeted for a two year sponsorship, in partnership with the Department of the Chief Minister and the Department of Transport, aimed at driving conversion to the NT's major motorsports events, such as the Finke Desert Race, Red CentreNATs and V8s Darwin Triple Crown.

Our new marketing approach in 2016 was led by a digital campaign launched to coincide with the V8s in Perth. The campaign targeted racing communities through digital channels promoting 'Ultimate Mates Weekend' travel packages for the upcoming V8s Darwin Triple Crown.

As part of the sponsorship the 'Do the NT' logo was also placed on the drivers' suits, merchandise and car dash to create awareness of the NT during television and media coverage of participating supercar events through the four week campaign period.

EVENTS MARKETING SPONSORSHIP PROGRAM

Each year, we provide sponsorship funding to assist events held in the Territory with marketing initiatives. Events are evaluated on their ability to satisfy our strategic objectives against a set of benchmarks. This year 32 applications were received, exceeding the target of 20 and making it the largest number of applications ever received. In 2015-16 we were able to support 18 events. For a full list of events supported see Appendix 1.

↓ Video screenshots from our multimedia events campaign



✚ Taking part in the Henley on Todd Regatta, Alice Springs.



► FUTURE FOCUS

In the year ahead we will:

- Continue to implement our proven leisure 'Do the NT' and business events 'Think Unconventionally' brands to drive awareness and intent and to convert travel to the NT across digital and social media, print, broadcast and media partnerships, and in partnership with industry
- Refine our 'always on' strategy by investing more in programmatic buying, which utilises audience insights and digital technology to tailor personalised messaging to the right person, at the right time, in the right context. This approach will see us respond to real-time signals, adapting the messaging, images, products and deals we use accordingly. A key part of this work will be to continue building on our market research and customer profiling
- Focus on driving international visitation using our global positioning – Your Australian story is not complete until you've done the NT – and airpasses to encourage more people to 'Add on the NT' to their trip in our region
- Continue to use special interest markets to promote the NT as a destination where those interests can be experienced, with a focus on maximising special events during the year. For example we will leverage growing interest in and our position as a leader in military heritage in the lead up to the 75th anniversary of the Bombing of Darwin in February 2017
- Conduct strategic and market research critical to the advancement of Tourism NT's capability from which we, along with industry, can make evidence-based decisions. Future priorities for strategic research include identifying ways to better leverage iconic drawcard events as well as identifying opportunities to develop ourselves as a major art and culture destination centred around Indigenous art
- Continue to monitor visitor performance, key marketing metrics, brand values and consumer behaviour patterns in our key markets to continue to be effective converting holiday intenders to visit the Northern Territory.

HIGHLIGHTS

Tracked accommodation trends and provided tourism investment related data to facilitate informed investment decisions, including through the expression of interest process for a luxury hotel in Darwin.

Delivered a range of business cases and proposals to airlines that contributed to a growth in aviation capacity into the NT.

STRATEGY

Encourage a supply of commercial accommodation to both support and induce the growth in visitor demand.

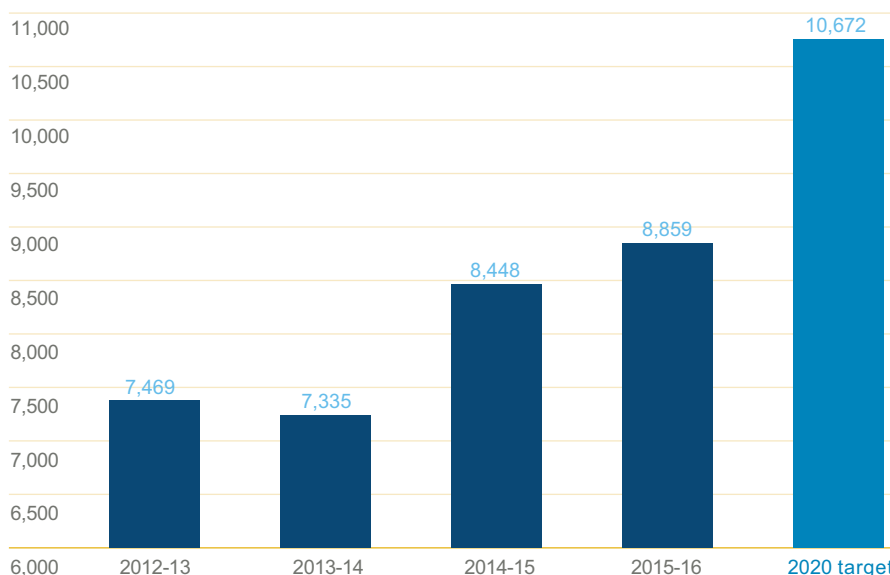
An estimated 8,859 short-term accommodation rooms (in establishments of 15+ rooms) were available in the NT as at 30 June 2016 compared to 8,448 rooms the year prior. This is an additional 411 rooms delivering five percent year-on-year growth. Due to the increase in room supply more competitive room rates were released into the market, with the average daily rate for Darwin at \$189 per night in June 2016 compared to \$202 per night the year prior. The return of room rates to more sustainable levels from the peaks experienced in 2013 and 2014 stimulated demand from the leisure tourism and business events markets this year.

NATURE-BASED ACCOMMODATION INVESTMENT OPPORTUNITY

We released the 'Lhilpa' Red Mallee nature-based accommodation opportunity at the North Australia Investment Forum in November 2015. The development of this project on Aboriginal land 140 kilometres from Alice Springs was significant in strengthening relationships with the Traditional Owners through the Ntaria Land Trust, Central Petroleum, the Parks and Wildlife Commission of the NT, the Department of Lands and Planning and the Central Land Council. As a suitable proponent was not identified through the expression of interest stage, Traditional Owners advised for the opportunity to remain available on our website to be explored with investors based on interest.

Northern Territory accommodation supply toward Tourism Vision 2020 target

Rooms available (supply)



STRATEGY

Support the growth of sustainable aviation services to the Territory.

AVIATION DEVELOPMENT

A range of business cases and proposals were put to airlines during the year to expand services into the Territory and to improve scheduling, open jaw and interlining arrangements. Cooperative marketing activities supported this work. Some highlights include:

- High-level meetings held with a range of international airlines including Etihad, Emirates, China Southern Airlines, Hong Kong Airlines and Hainan Airlines.
- Strengthened relationships with airlines already invested in the Northern Territory, such as through cooperative marketing with Qantas, Virgin Australia, Jetstar, Airnorth, Tigerair, AirAsia, Malaysia Airlines, Philippine Airlines and SilkAir (Singapore Airlines).
- Driving demand for existing and new services by amplifying airline fare promotions and promotions for new and expanded routes, including up-weighting our media spend to support the Qantas announcement of two extra flights per week between Alice Springs and Brisbane from July to September 2016 and continuing to promote Jetstar fares into Yulara.
- The 'Add on the NT' campaign (see page 32).

STRATEGY

Ensure visitor needs for access are considered in transport planning, including for roads, public transport and cruise ship facilities.

ROADS

We contributed to the progress of projects already underway, such as the sealing of the (inner) Mereenie and Litchfield tourist loops, and consulted on tourism signage needs, such as contributing to the Batchelor, Litchfield, Adelaide River Tourism Road Signage Audit managed by the Department of Transport.

We continued to advocate across Government for road priorities from a tourism perspective including providing detailed analysis covering issues, rationale and economic benefits. We were delighted with the level of road infrastructure funding supporting tourism across the NT that was committed as part of the 2016-17 budget including improvements to the Arnhem Link Road.

CRUISE

We continued to implement the *NT Cruise Sector Activation Plan 2015-2020*, centred on cruise ship attraction, infrastructure and facilities and experience development.

We saw the busiest cruise season on record with 45 cruise ship visits bringing 62,429 passengers to the Top End. Tourism NT grant recipient, Darwin Waterfront Corporation, completed its Stokes Hill Wharf signage project this year. A \$1.2 million shaded walkway from the Darwin Cruise Ship Terminal to the Darwin Waterfront Precinct was also completed in April 2016 with administrative support from Tourism NT.

STRATEGY

Deliver a viable and efficient workforce that meets industry demand and supports a globally competitive and sustainable tourism sector.

We advocated heavily to the Australian Government against policy changes that would limit the attractiveness of Australia as a working holiday destination including increasing the cost of the Working Holiday Maker (WHM) visa and proposed changes to the tax free threshold for WHM visa holders aka the 'backpacker tax'.

Positive outcomes in this area this year include working holiday makers in the NT being able to work for up to 12 months for one employer (up from 6 months) and tourism/ hospitality being added as an eligible industry for a second year work and holiday visa.

We continued to support the whole-of-government approach to addressing workforce and skills shortages in the NT. We responded to findings of the *Australian Tourism Labour Force Report 2015-2020*, released late 2015 from a survey conducted in May and June 2015, which provided information of vacancy rates, labour force shortages and issues across Australia and its regions. Our work on an inter-governmental working group, developing responses to areas of concern identified in the Report will continue as an action plan to be implemented from December 2016.

FUTURE FOCUS

A key focus for us over the next year will continue to be aviation route development. Priorities include attracting a direct service from China (either Hong Kong or mainland China), improving connectivity to Middle East aviation hubs, improving connectivity with New Zealand, working with airlines on yield management practices especially during the Territory's peak periods and improving access to Central Australia especially from

the Eastern seaboard. Attracting a Chinese airline to the Territory will be a game-changer for the tourism industry and will drive sustained economic development across a diverse range of industries.

Our work to improve access into the Territory will include continued efforts with Darwin Port to develop Darwin's cruise ship terminal to support home-base cruising.

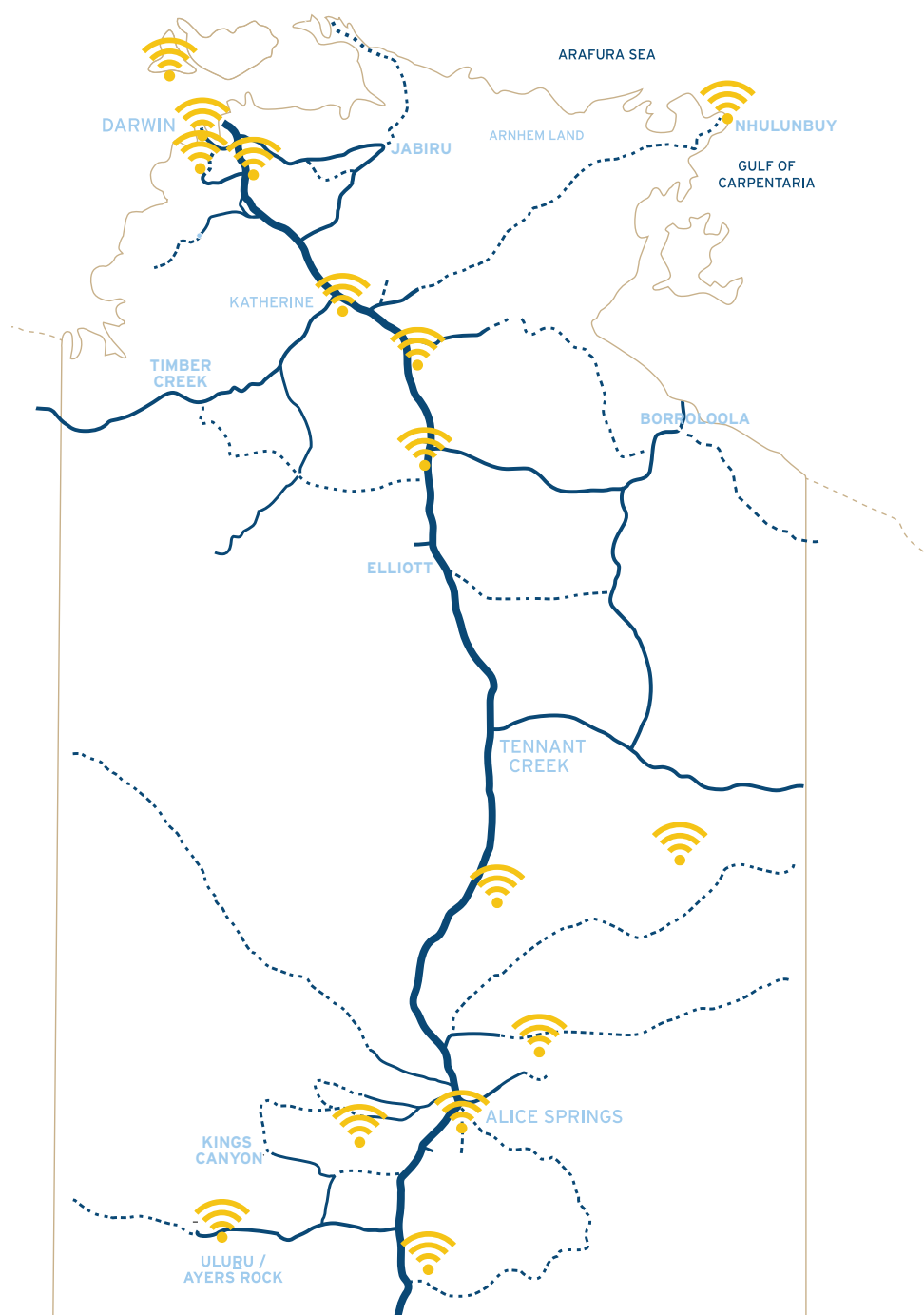
We will continue to work at a national policy level within Australian Government frameworks and with key industry associations advocating for the Northern Territory industry on issues like visa reform, including working holiday visa programs, the 'backpacker tax' and labour and skills needs.

Improve the Visitor Experience

HIGHLIGHTS

Funded 194 tourism infrastructure projects through tourism grants programs, including 44 Aboriginal business projects.

Delivered 15 new free WiFi hotspots across the Territory.



Fifteen new free WiFi hotspots were established at the Alice Springs Telegraph Station, Darwin Waterfront, Mindil Beach Market, Mary River Homestead, Barkly Homestead, Devils Marbles Hotel, Curtin Springs, Glen Helen Lodge Homestead, Kulgera Roadhouse, Gove Information Centre, Gemtree Caravan Park, Katherine Hot Springs, Mataranka Homestead, Tiwi Designs and Daly Waters Pub.

STRATEGY

Ensure visitor services across the Territory are provided in a coordinated manner reflective of current and emerging consumer behaviour.

FREE WIFI HOTSPOTS FOR VISITORS

As social channels continue to grow, so does the need for consumers to access free WiFi.

To meet this demand, and to create word-of-mouth promotion opportunities through visitors' real time updates, we were allocated \$1 million over two years to install free public WiFi hotspots at key visitor locations across the Territory.

This year we delivered 15 new free WiFi hotspots on top of the six sites established in 2014-15. These WiFi hotspots are located at the Alice Springs Telegraph Station, Darwin Waterfront, Mindil Beach Market, Mary River Homestead, Barkly Homestead, Devils Marbles Hotel, Curtin Springs, Glen Helen Lodge Homestead, Kulgera Roadhouse, Gove Information Centre, Gemtree Caravan Park, Katherine Hot Springs, Mataranka Homestead, Tiwi Designs and Daly Waters Pub.

In 2014-15 there were 40,521 unique users of our WiFi hotspots which grew to 84,089 in 2015-16. We also co-funded with Parks Australia to deliver free WiFi at Uluru-Kata Tjuta and Kakadu National Parks.

GATEWAY INFRASTRUCTURE

Improving visitor information service provision through the delivery of a high-quality network of gateways across the Territory continued to be a focus. This year a new wall display was installed at the BP Service Station in Tennant Creek, which is a key gateway centre for the self-drive market between Queensland and the NT. A new arrivals passage display at the Alice Springs Airport and digital enhancements at the Darwin International Airport, such as the installation of an interactive Jumping Croc Experience and large video projections in the arrivals and immigration halls, were also installed.

194

Tourism infrastructure projects were funded through tourism grants programs.



← Map showing the 15 new WiFi hotspot locations across the Territory.

↑ Jumping Croc Experience at the Darwin International Airport.

STRATEGY

Build the experience base of our destination to meet visitor expectations and drive growth.

INFRASTRUCTURE DEVELOPMENT

Tourism Infrastructure Development Fund grant programs

Through the Tourism Infrastructure Development Fund (TIDF) and TIDF Accelerator grant programs we supported 186 projects across the Northern Territory.

The development of innovative tourism experiences through new and enhanced product offerings was a focus of these programs, including projects on regional, remote and aboriginal businesses, projects that implement new technology and projects focussed on attracting and improving services for Chinese visitors.

Some of the infrastructure projects funded included:

- Site preparation for a boutique resort that will offer views of crocodiles near the Finnis River
- The build and installation of 12 luxury safari tents and the creation of a luxury restaurant at Murwangi station near Ramangining
- The development and promotion of a Chinese cultural training hub at Berrimah Business Park
- Development of new signage and displays, including an augmented reality tour for Djilpin Arts near Katherine

↓ New safari tent at Murwangi station near Ramangining.



- Modifications to a double-decker coach to become a restaurant for a new 'Uluru Fork and View' tour
- Darwin's first international lounge at the Darwin International Airport to create and meet demand from international business delegations and international travellers.

For a full list of projects supported under these programs see Appendix 1.

Tourism Demand-Driver Infrastructure program

We secured \$775,000 under the Australian Government's Tourism Demand-Driver Infrastructure Program for projects that provide broad supply-side benefits in the NT. Eight projects were supported this year, they included:

- A permanent Borella ride exhibition at the Battery Hill Visitor Information and Mining Centre commemorating the Territory's only Victoria Cross recipient, Albert Borella, who walked and rode from Tennant Creek to Darwin to enlist in WWI
- Gove Boat Club upgrades to become an entry point for marine based tourism on the Gove Peninsula
- Lorella Springs accommodation expansion to increase supply and cater for more high-end visitors
- Ngurratjuta/ Pmara Ntjarra Aboriginal Corporation to construct a multi-purpose, amphitheatre style space at Glen Helen Lodge for presentations, performances and other functions.

STRATEGIC PRODUCT INITIATIVES

A number of strategic tourism product initiatives to develop visitor experiences based on the Territory's strengths were completed through \$2 million in funding from Budget 2015-16. Projects included:

- An Expression of Interest to fit out, lease and operate a major new commercial wartime tourist attraction at Stokes Hill Wharf was released in November 2015. The Royal Flying Doctor Service was announced as the successful proponent in February. They invested more than \$4 million in the 'Bombing of Darwin Harbour' experience to open in July 2016
- A new heritage experience to showcase the story of the Overland Telegraph using Australian-first mist hologram technology was unveiled in Darwin and Alice Springs in June
- A contribution towards the Katherine Town Council's Katherine Hot Springs revitalisation project.

We were also instrumental in a \$20 million Parks-led initiative to build adventure experiences, including skywalks, in Territory national parks allocated in Budget 2016-17 and look forward to being a key contributor to this project moving forward.

STRATEGY

Grow the visitor economy by building on the NT's reputation for the delivery of quality authentic Indigenous cultural experiences.

INDIGENOUS TOURISM ADVISORY COUNCIL (ITAC)

Established in March 2015 to advise on sustainable and prosperous Aboriginal tourism development opportunities across the Territory, the ten members of the ITAC met six times during the year.

In addition to providing operational and administrative support, e.g. providing an ITAC Secretariat role, we worked across Government to implement ITAC's recommendations.

Some of ITAC's key activities and recommendations included:

- Lobbying for improved aboriginal walking tours, particularly in CBD areas, to be implemented in 2016-17
- Helping to secure funding from the Office of Aboriginal Affairs to conduct master planning for the Hermannsburg Historic Precinct.

ITAC meetings were held in Alice Springs (two), Darwin (two), Kakadu (one) and Bremmer Island in North East Arnhem Land (one), plus site visits to indigenous tourism operators were held following three meetings.

In addition, we supported 44 Aboriginal business projects through our grants programs.



↑ Chair of ITAC, Helen Martin, with Council members Paul Ah Chee 'Ngala' and Peter Renehan at the Hermannsburg Historic Precinct.

FUTURE FOCUS

Significant funding over the past two years for tourism businesses to upgrade their offerings has assisted the competitiveness and quality of the Territory's tourism offering. Yet major infrastructure investment still needs to be made to ensure the Territory stands out from the crowd and is responsive to the changing needs and interests of travellers. To address this we will commence work on a strategic project to identify what the Territory would look like if the right products and infrastructure

were in place over the next 10 to 20 years, and what game-changing initiatives leveraging our destination and brand strengths will achieve this.

Development of game-changing infrastructure investment to drive demand and improve the Territory's global competitiveness will be a focus moving forward.

Improve Business Sustainability

HIGHLIGHTS

Industry satisfaction with our performance is growing.

Continued to deliver our Industry Roadshow across the Territory.

STRATEGY:

Continue our partnership approach between industry and Government to grow the visitor economy.

We continued the Industry Roadshow, which commenced in 2012, as an opportunity to share upcoming marketing plans and insights with industry and for local tourism operators to provide feedback. The roadshow travelled to Alice Springs, Tennant Creek, Katherine, Kakadu, Uluru-Kata Tjuta and Litchfield National Parks, Darwin and Gove in North East Arnhem Land during April. In total more than 200 industry personnel attended.

We continued to drive the Local Tourism Advisory Committees (LTACs) in Katherine and Tennant Creek and worked closely with the East Arnhem Land Tourist Association to enable local tourism operators to help shape the tourism marketing of their region. Each LTAC is represented by members consisting of tourism operators, local council and the NT Government. A minimum of four meetings are held each year.

Two Aboriginal tourism interns were appointed during the year to work within Tourism NT and on industry placements. These one year placements aimed to upskill interns and increase indigenous employment within the tourism industry upon completion (see more about our intern programs on page 21).

“I like the presentation and the direction. Without question the Tourism NT marketing team provide one with a lot of confidence in their strategy.”

Top End operator testimonial from the Industry Roadshow



↑ Winners group at the 29th Brolga Awards.

STRATEGY:

Build a vibrant, sustainable and profitable industry to deliver on the NT brand promise.

We continued to demonstrate our commitment to industry excellence by encouraging participation in industry accreditation schemes and award programs such as the Brolga Northern Territory Tourism Awards (Brolga Awards) and the Qantas Australian Tourism Awards (QATA).

The 29th Brolga Awards gala event was held on 21 November 2015 at the Alice Springs Convention Centre. This year's Brolga Awards saw the introduction of a new category - Self-Contained Accommodation - in line with the growing trend for this style of accommodation. Business category winners won a \$10,000 marketing package which included a \$2,000 cash component to be used for digital marketing.

Brolga winners go on to represent the NT at the national awards. NT operators were represented in 22 business categories in the QATA 2015 held in Melbourne in February 2016 where they were awarded three gold, three silver and two bronze awards, demonstrating the strength and quality of

NT tourism product nationally. In June 2016 it was announced that the QATA 2016 will be hosted by Darwin for the first time in February 2017, estimated to bring more than 800 people to the Territory.

To continue to deliver meaningful and easily accessible information to operators we refreshed our corporate website in 2016 which:

- Created a more engaging homepage with more imagery and a new 'Latest News' feature giving people a snapshot of what is occurring in the Northern Territory tourism industry as soon as they hit the site
- Improved delivery of content to our audience
- Reshaped the tone of content to make it easier to read, follow and action.

This year also saw 'The Chatroom' video series expanded to include regional operators from Litchfield, Ooraminna Station and Hermannsburg. A special three-part Chatroom series on the Indigenous Tourism Advisory Council and the work it does to help develop sustainable indigenous tourism enterprises across the Territory was also produced.

3
GOLD

3
SILVER

2
BRONZE

National awards won by NT operators at the 2015 QATA.



↑ Filming an episode of 'The Chatroom' at Ooraminna Station.

LISTENING TO INDUSTRY

Every two years we conduct research to determine the level of satisfaction the NT's tourism industry has with our recent performance. The 2016 Stakeholder Satisfaction Survey was conducted by independent market research company ORIMA Research during March-April.

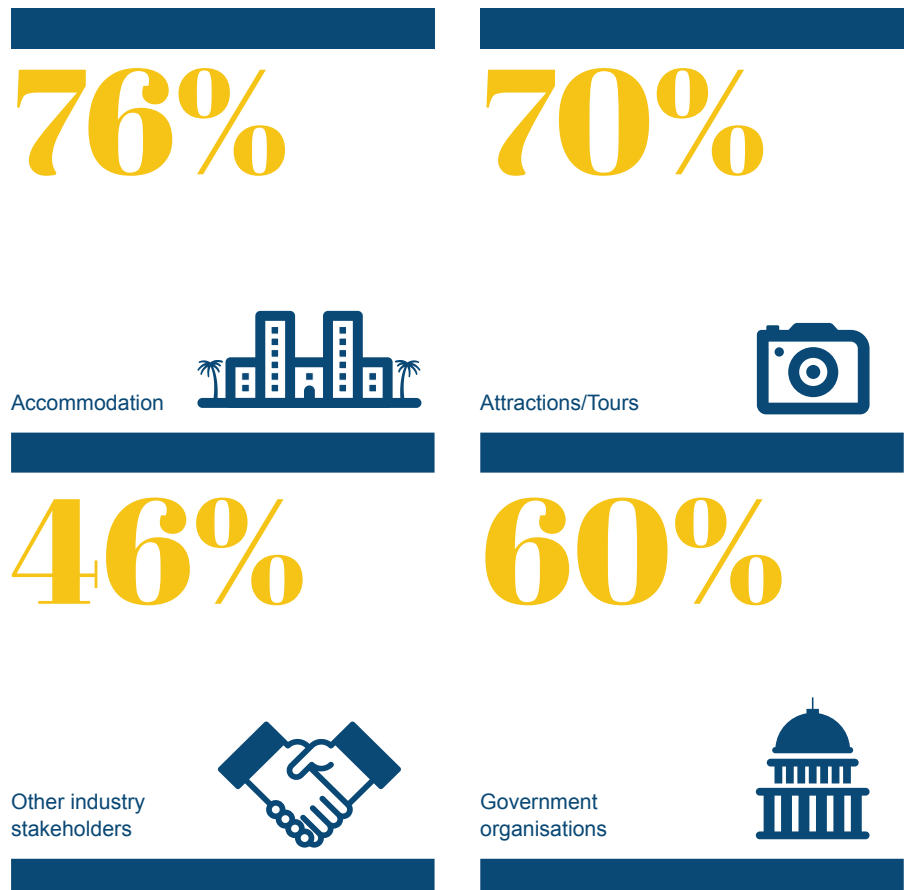
The survey found that overall satisfaction with Tourism NT was driven by perceptions of our performance. Nearly all (93 percent) stakeholders felt that our work was critical in marketing the Territory as a desirable visitor destination.

The survey also found that overall more respondents are satisfied with our performance. Satisfaction has increased over time, from 51 percent in 2012 to 61 percent in 2014 and to 65 percent in 2016. Contributing to this increase is a higher proportion of respondents who were 'very satisfied' (31 percent) in 2016, almost a fourfold increase from 2012 (8 percent).

Respondents in the accommodation sector were most satisfied with us compared to other sectors (76 percent 'very satisfied' or 'satisfied').

To maintain this growth going forward we will continue to focus on improving efforts in marketing and promoting the NT and raising awareness of the services we provide for stakeholders.

Overall satisfaction by sector 2016



Industry satisfaction with our performance is growing... Nearly all stakeholders felt that our work was critical in marketing the Territory as a desirable visitor destination.

📌 Learning about local wildlife at The Kangaroo Sanctuary.



► FUTURE FOCUS

Maximising the use of our customer relationship management systems to facilitate enhanced partnerships with industry will be a focus in the coming year. These systems aim to facilitate stronger operator engagement in and understanding of our programs and opportunities, such as by enabling industry to collaborate with us directly on corporate business event lead and bid development.

Part of our approach for excellence in engaging with operators will be a continued focus on building and strengthening our profile with industry using corporate communications to generate feature stories through our own channels and via media.

To assist NT operators to develop their digital capacity and skills we will deliver a new support program in the coming year. In addition to developing digital capacity, this program aims to support the Territory's tourism industry leaders and continue to develop a culture of leadership across the sector.

We are committed to sustainable management of our operations and reducing the impact of our practices on the environment, our staff and the organisation.

We measure our environmental sustainability through air travel, vehicle emissions, paper consumption and recycling. For information on our staff management practices see the Our People section (page 18-23) and organisational risk management practices (page 55-57).

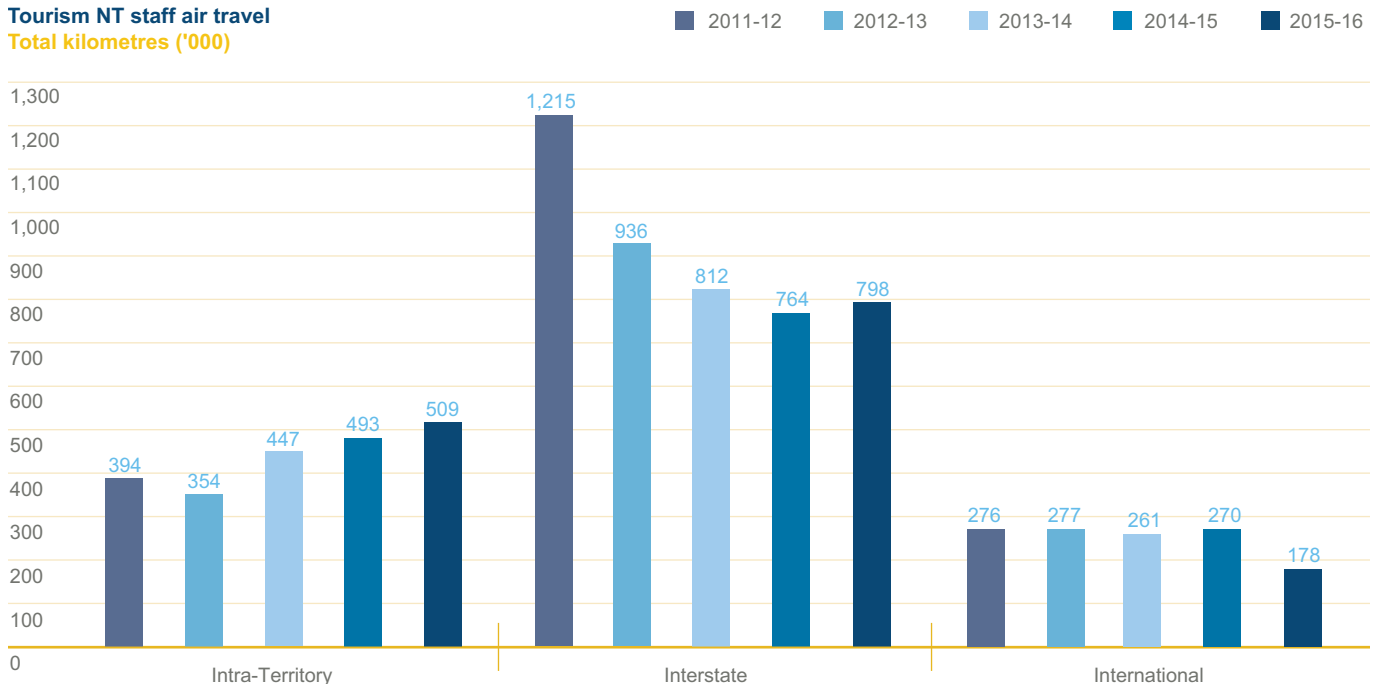
ENERGY USE

Energy use at all our office locations is reported for the building, not each individual organisation. Consequently we are unable to measure or assess our energy use with any degree of certainty.

AIR TRAVEL

Overall, kilometres travelled by air by our staff remained steady across all areas of travel – intra-territory, interstate and international and in total – reflecting our dedication to the NT Government's commitment to reduce air travel. We conducted virtual meetings via Lync and Skype with video conferencing equipment in our Darwin, Alice Springs and Sydney offices whenever possible.

Tourism NT staff air travel
Total kilometres ('000)



PAPER CONSUMPTION

To minimise our paper consumption and the impact of our paper consumption we maintained measures, such as utilising electronic filing in place of hard copy, setting default print settings to print double-sided and purchasing recycled paper.

Our paper consumption, both total and per person, in Darwin was the lowest it has been since we began to track it. Our total paper consumption in Alice Springs has been relatively consistent over the years, however disappointingly our consumption per person was the highest it has been since we began to track it.

RECYCLING

To encourage recycling, every staff member was provided with a dedicated paper recycling box beneath their desk. Our offices contain co-mingled recycling bins which enabled recycling of glass bottles and jars, aluminium cans, milk and juice cartons and other plastics. The impact of printer waste was minimised by recycling toner and ink cartridges.

The decrease in waste recycled in the Darwin office this year was due to an office move in October. To ensure the office move 'clean up' was efficient two skip bins were used to collect bulk waste; however recyclable paper and co-mingled waste were also collected in these bins instead of being recycled.

Due to a change in methodology between 2012-13 and 2013-14 we are not able to compare the Darwin data prior to 2013-14.

We are not able to measure our recycling in Alice Springs or Sydney as we co-occupy our offices in these locations meaning reports for each individual organisation are not attainable.

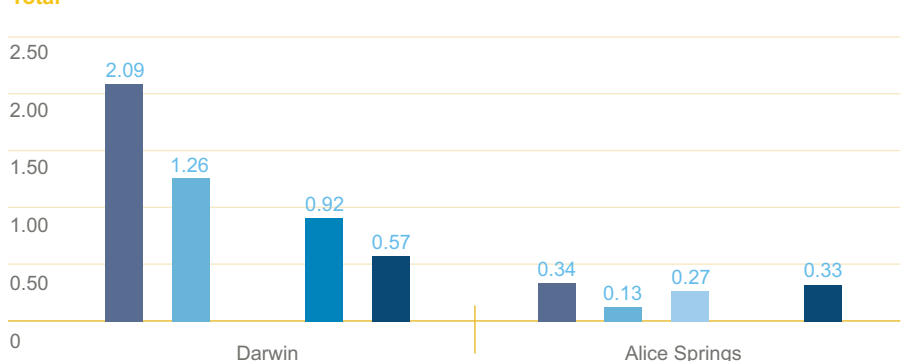
VEHICLE EMISSIONS

Since 2013 the NT Government's vehicle policy has not had a focus on environmental and emissions credentials, rather on low cost and fit for purpose vehicles; however we chose to still monitor our vehicle emissions.

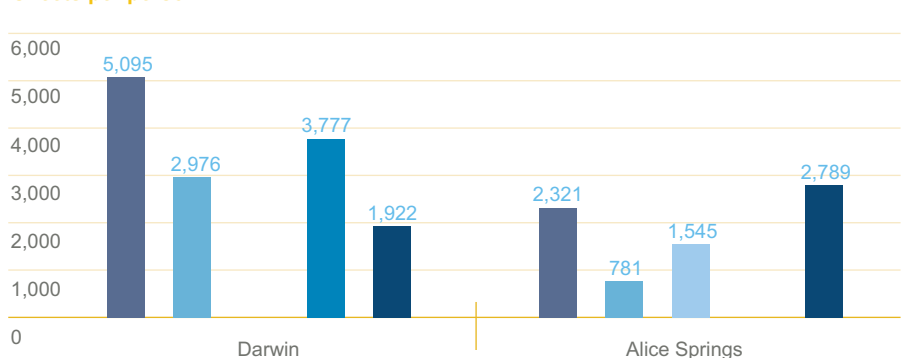
We saw a slight decrease in average vehicle emissions per kilometre to 175 grams, down from 177 grams. The stability of our year-on-year vehicle greenhouse gas emissions is unsurprising given we had the same number of vehicles with the same average greenhouse rating between 2015-16 and 2014-15.

Staff continued to be provided with end-of-trip facilities that enabled and encouraged them to cycle to work as an alternative form of transport. Facilities included bicycle racks, shower facilities and personal lockers.

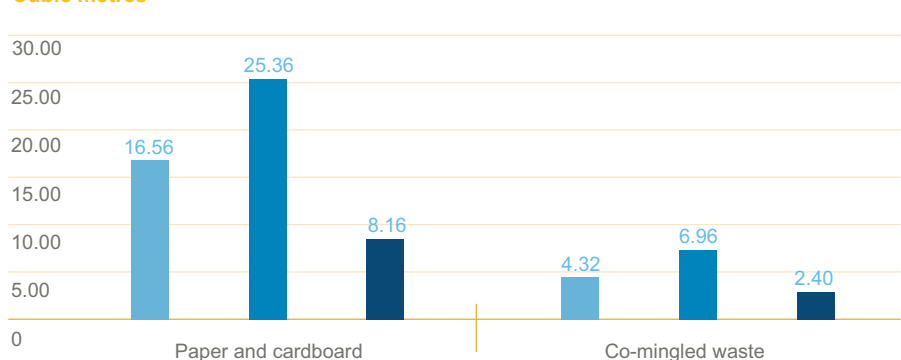
Paper Consumption
Total



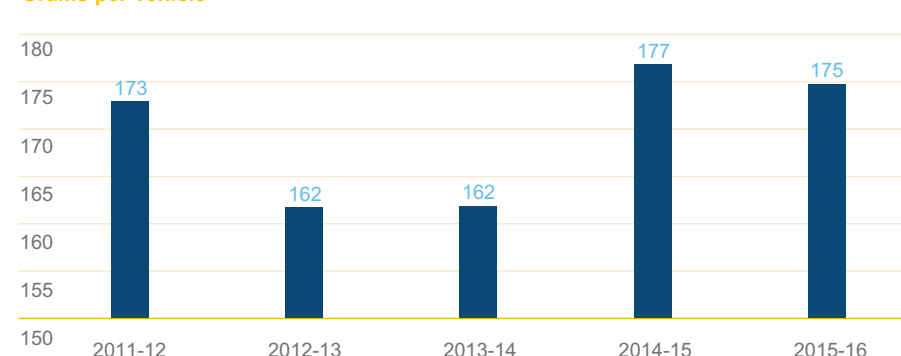
Paper Consumption
Sheets per person



Total volume of recycled waste in Darwin
Cubic metres



Vehicle greenhouse gas emissions per kilometre
Grams per vehicle



53 Board of Commissioners

KEY ACHIEVEMENTS
TERM AND REMUNERATION
PECUNIARY INTERESTS
INTERACTION WITH INDUSTRY

54 PROFILES

56 FINANCE, RISK AND AUDIT COMMITTEE
INTERNAL AUDITS AND REVIEWS
EXTERNAL AUDITS

57 MARKETING STEERING COMMITTEE

58 Planning Framework

59 Information Management

59 Insurance Arrangements

Board of Commissioners

Tourism NT is governed by a Board of Commissioners who report to the Minister for Tourism under the *Tourism NT Act 2012*.

The primary role of the Board is to provide strategic direction to Tourism NT to foster the sustainable growth and success of the Northern Territory tourism industry.

Our Executive Management team is responsible for implementing strategies recommended by the Board. More information about the Executive Management team and their role can be found in the Our Organisation section (page 14-23).

The Board is guided by a charter of operations which sets out the role and responsibilities of the Commissioners. A copy of the charter and the *Tourism NT Act* can be sourced from our corporate website tourismnt.com.au.

Commissioners are appointed by the Minister and are selected with the aim of ensuring that the Board comprises the optimum mix of skills, knowledge and experience necessary to fulfil its role and achieve its objectives

KEY ACHIEVEMENTS

Devised and spearheaded the implementation of the innovative Million Dollar Fish campaign, and was instrumental in successfully negotiating an extended and mutually beneficial arrangement with the underwriter of the competition element, CrownBet

Guided investment attraction activities, championed the positioning of the Northern Territory as a military heritage destination and managed an expression of interest that resulted in the new Bombing of Darwin Harbour and Royal Flying Doctor Service (RFDS) Experience at Stokes Hill Wharf, which opened in July. The RFDS invested over \$4 million to establish the attraction which provided flow-on benefits to the local construction industry and created 15 ongoing jobs for Territorians

Steered the re-branding of the Northern Territory as a business events destination under the 'Think Unconventionally' brand, including the creation of unique business events personas for Darwin, Alice Springs and Uluru and associated marketing activity

Helped secure another \$8 million in additional funding for Tourism NT in the 2016-17 Budget to undertake marketing and strategic product initiatives.

TERM AND REMUNERATION

Members are appointed for a period not exceeding two years. Remuneration is provided in accordance with the provisions of the *Assembly Members and Statutory Officers (Remuneration and Other Entitlements) Act*.

The Chair is remunerated at \$82,363 per annum and the Commissioners at \$44,349 per annum. The Chief Executive Officer is not entitled to additional remuneration for being a Board member.

PECUNIARY INTERESTS

Board members are required to declare direct and indirect financial interests in matters being considered by the Board.

INTERACTION WITH INDUSTRY

The Board continued to leverage opportunities to engage directly with members of the NT tourism industry in order to gain collective insight into local issues and discuss challenges and opportunities. For example:

- The November 2015 Board meeting coincided with the 29th Brolga Northern Territory Tourism Awards, held in Alice Springs.
- Tourism Australia's Darwin industry briefing in June coincided with their Board meeting and a Tourism NT Board meeting, providing NT operators the opportunity to readily engage with both Boards.

PROFILES

as at 30 June 2016

All Commissioners served a term from 1 July 2015 to 30 June 2016. Michael Bridge was appointed as Chair for two years from 16 November 2014. Mick Burns, Denis Pierce, Michael Toomey, Geoff Weeks, and Amanda Wood were re-appointed as Commissioners for an additional two year period from 16 November 2014. Lyndel Gray and Col Fuller were appointed as new Commissioners for a two year period effective from 16 November 2014.



MICHAEL BRIDGE



TONY MAYELL



MICK BURNS



COL FULLER



LYNDEL GRAY



DENIS PIERCE



MICHAEL TOOMEY



GEOFF WEEKS



AMANDA WOOD

CHAIR

Michael Bridge

Michael was appointed Chair of the Board of Commissioners in November 2012. Michael was CEO of Airnorth for 19 years and remains a Director, having overseen the company's growth from a small charter company to Australia's second oldest continuously operating airline brand. He has years of experience on boards including as chair; some examples include the Regional Aviation Association of Australia and the Aviation Industry Superannuation Trust.

Meetings held: 5
Meetings attended: 5

COMMISSIONER

Col Fuller

Col has extensive experience as a CEO in the Northern Territory public sector, across all major infrastructure and business-oriented agencies. He has served on many ministerial and advisory boards in the NT and on a wide range of development orientated boards, including Palmerston Development Authority, Darwin Port Precinct Development Committee, the NT Business Consultative Council and the Northern Territory Tourism Council.

Meetings held: 5
Meetings attended: 4

COMMISSIONER

Michael Toomey

Michael is the General Manager, Central Operations of the Royal Flying Doctor Service. He has developed the tourism, retail, fundraising and hospitality side of the business; including the construction of world-class tourist facilities in Alice Springs and Darwin and a co-branding partnership with RM Williams for a range of high-end merchandise.

Meetings held: 5
Meetings attended: 5

CEO TOURISM NT

Tony Mayell

Appointed as CEO from December 2012, Tony has an inherent understanding of the Territory having previously been the Executive Director Regions for the Department of the Chief Minister in Alice Springs and CEO and Managing Director of the Northern Territory Tourist Commission in Darwin from 1996 to 2001. Tony has also worked for the Australian Tourist Commission in London, the AOT Group, Voyages Ayers Rock Resort and Tourism Tasmania.

Meetings held: 5
Meetings attended: 5

COMMISSIONER

Lyndel Gray

Lyndel is the CEO of the Caravan, Camping and Touring Industry Association NSW and the Manufactured Housing Industry Association of NSW. She has been Head of Tourism NSW, was a member of Tourism Australia's senior executive team responsible for the Western Hemisphere markets and spent 14 years in the USA responsible for the Americas. She is currently the Deputy President, Tourism Division of NSW Business Chamber.

Meetings held: 5
Meetings attended: 5

COMMISSIONER

Geoff Weeks

Geoff Weeks was appointed General Manager of Halikos Hospitality in 2010, having previously worked at a number of prestigious properties around Australia. He has overseen the growth of their portfolio from 230 hotel rooms to over 1,100 rooms including serviced apartments, making Halikos the largest provider of accommodation in Darwin. Geoff is also a member of the Australian Institute of Company Directors.

Meetings held: 5
Meetings attended: 5

COMMISSIONER

Mick Burns

Mick developed Crocosaurus Cove and is the owner-operator of Darwin Crocodile Farm. He has also owned and operated hotels in the NT since 1985 and was a board member of the Australian Hotels Association for over 10 years and President of its NT branch. He is also Chairman of the Tiwi Bombers football club.

Meetings held: 5
Meetings attended: 5

COMMISSIONER

Denis Pierce

As Group Managing Director with inbound tour operator ATS Pacific (Australia, NZ and Fiji) Denis led the company through sustained revenue growth and into a public listing. He has over 40 years of global industry experience including being the current Chair of the Australian Tourism Export Council. He is a former board member of Tourism NSW and Tourism Tropical North Queensland.

Meetings held: 5
Meetings attended: 5

COMMISSIONER

Amanda Wood

Amanda is a senior marketing and communications executive at the NSW Business Chamber with over 18 years' experience across the tourism, financial services, education, health and business services industries. She has earned a reputation for building brands through innovative customer experience strategy and new technology. Having developed Australia's leading youth careers program, Amanda is regarded as a thought leader in youth engagement strategies.

Meetings held: 5
Meetings attended: 5

FINANCE, RISK AND AUDIT COMMITTEE

The role of the Finance, Risk and Audit Committee (FRAC) is to oversee our approach to risk management and audits through its governance framework and internal audit program. The membership of FRAC comprises representatives of the Board of Commissioners and an external member. Our Executive Director Operations also attends meetings as an observer. FRAC held five meetings during the year. A list of members and their attendance is provided at Appendix 3.

HIGHLIGHTS

Reviewed the 2014-15 Annual Report.

Monitored progress of the strategic and operational risk reviews.

Reviewed and monitored the strategic and operational risk registers.

Reviewed and monitored the internal audit plan and audit logs.

Reviewed and endorsed the terms of reference for the internal audits undertaken.

Considered the 2014-15 Tourism Infrastructure Development Fund grant program internal audit report.

Considered the internal audit report on the performance of the Regional Tourism Organisation (RTO) and Visitor Services funding in achieving growth objectives.

Monitored progress on audit recommendations from previous audits.

Internal Audits and reviews

We have an internal audit plan and an internal audit charter which is used to monitor compliance. The internal audit plan is updated and reviewed annually to ensure the most significant risks are being monitored and addressed.

Internal audits are used to monitor compliance, identify and monitor risk, test system performance, safeguard against fraud and drive continuous improvement.

FRAC oversaw the following internal audits and reviews during the year:

2014-15 Tourism Infrastructure Development Fund grant program

The objective of this audit was to review the effectiveness of the 2014-15 Tourism Infrastructure Development Grant program in managing risks identified in the risk register. FRAC noted the findings of the audit, being that a comprehensive framework for management of the grants program with appropriate controls was already in place and that the risk exposure was low.

Performance review of the Regional Tourism Organisation funding and Visitor Services funding in achieving growth objectives

The objective of this audit was to review the effectiveness of the Regional Tourism Organisation (RTO) and Visitor Services funding agreements in achieving growth objectives. This was achieved by reviewing the RTO growth targets, performance against and ability to achieve those targets, the standard and accuracy of RTO reporting and our policies for managing the risks associated with the RTOs funding not achieving growth objectives.

Based on the findings it was recommended that a range of key performance indicators set in the funding agreements and some measurement parameters be revised, such as sales, marketing, visitation and membership and the mystery shopper questions. FRAC accepted the recommendations and added them to the Internal Audit Log for action.

Fuel Card Usage

The objective of this review was to examine transactions for fuel purchases between 1 October 2015 and 31 March 2016. There were no instances where fuel consumption appeared to be unusual and only a small number of incorrect odometer readings were found. Based on the findings FRAC agreed to extend the time between future reviews to six monthly.

External Audits

External audits are required to ascertain our compliance with legislation.

The following external audits were undertaken by the NT Auditor General's Office and overseen by FRAC:

Official Travel

The objective of this audit was to determine whether travel entitlements paid to employees during the period 1 July 2015 to 31 December 2015 were compliant with NT Government policy and legislation.

The audit found a need to clarify the travel policy, including the requirement of prior approval for combinations of official and private travel and for acquittals to be completed within seven days of returning to the workplace.

FRAC accepted the recommendations of the audit, adding them to the Internal Audit Log for action, including that Management reinforce requirements for official travel and acquittals with escalating reminders.

Agency Compliance Audit

The objective of this audit was to test the compliance of our accounting and control systems with NT legislation. In general, the audit found that the implementation of current systems met and will continue to meet our responsibilities.

Some findings from the audit were not implemented, such as an impractical measure that is outdated by operational convention and that would soon be updated in the Treasurer's Directions; these responses were accepted. The recommendation to remind staff of our procurement obligations was implemented.

MARKETING STEERING COMMITTEE

The role of the Marketing Steering Committee is to oversee our marketing activity and provide input on industry engagement.

The committee meets monthly, with membership comprising of three Commissioners. Staff who attend include the CEO, Executive Director Marketing, Director Business and Events and senior marketing managers. Details of the Commissioners and their attendance are provided at Appendix 3.

Topics discussed included:

- Budget expenditure
- Industry engagement
- Burst five of the 'Do the NT' brand campaign
- Campaigns and creative from the concept stage
- Exploring new markets.

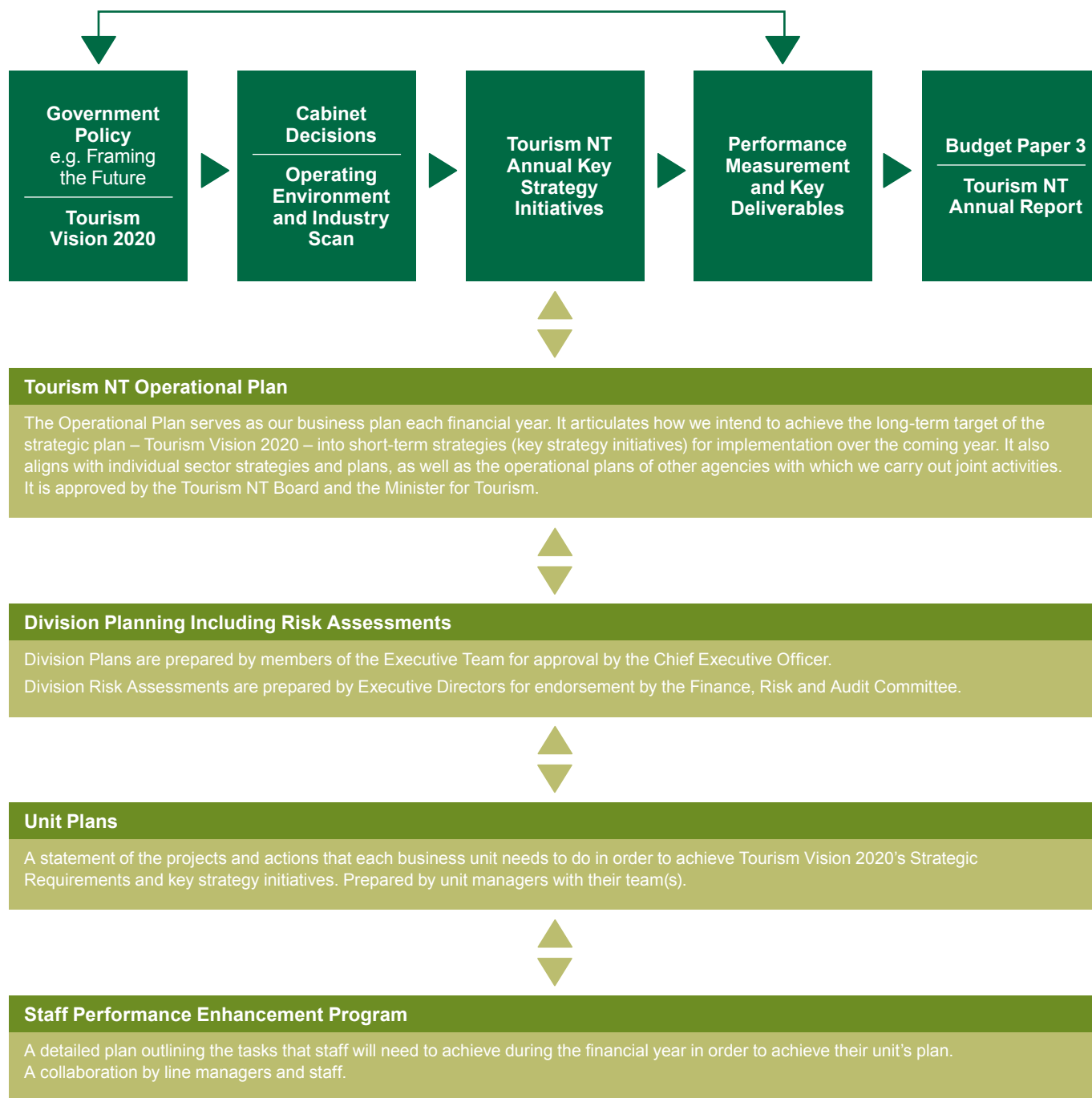
A full day strategy session was held in November 2015 to review outstanding projects for 2016 and to plan the strategic intent for 2016-17. We took the resulting plan on our Industry Roadshow for further input and feedback from operators.

FUTURE FOCUS

Tourism in the Territory has been on an upward trend over the past few years; however these results have not been uniform across the NT with the Top End not growing at the rates seen in Central Australia. A priority for the Board is to continue to provide strategic advice and recommendations that continue this upward trend, which also ensure all regions of the Territory benefit.

This will include encouraging investment in tourism infrastructure to meet the expectations of the modern traveller, along with ongoing efforts to secure a direct aviation service from China into Darwin to activate this market for the Territory and realising the success that other Australian jurisdictions are already enjoying from the influx of Chinese travellers.

Planning Framework



REVIEWING PROGRESS

In addition to the Annual Report, a review of achievements across government and with industry towards delivering Tourism Vision 2020's targets is conducted each year. This Progress Summary insures we are tracking progress towards the vision and that it remains a reference point for business planning and policy development. The Progress Summary and more information about Tourism Vision 2020 can be found on the Strategies section of our website tourismnt.com.au.

Information Management

Our accountabilities under the *Information Act* include responsibilities for records management, freedom of information (FOI) and privacy. Our Chief Executive Officer is the decision-maker in relation to FOI applications we receive.

Details of information held by us, including an outline of how to make an application under the Act, can be found on our corporate website. We received one FOI application during 2015-16, though this request was subsequently withdrawn.

We are committed to adhering to the Information Privacy Principles established under the *Information Act*. These are a list of rules for collecting and handling personal information. We strive to both protect the privacy of personal information we hold and ensure we only collect information necessary for our functions, activities and services. Our Privacy Statement can be found on our corporate website. No requests for access or corrections to personal information were received this year.

We understand our obligations to ensure an adequate record of government activities is maintained in accordance with the records management principles under the *Information Act*.

We maintain a records management unit to implement records management systems and processes, drive improvements and provide service and support. We use TRIM as a key records management tool, along with other information management systems. A major focus for the team this year was to review our records in storage with the aim of disposing unrequired documents and creating cost savings.

Insurance Arrangements

We are a government body, incorporated under the *Tourism NT Act* and are covered by the NT Government's policy of self-insurance.

We maintain separate public liability insurance, business travel insurance and workers' compensation insurance to cover specific insurable risks facing our agency. Specific risks include the commercial nature of the tourism industry and regular participation at public events, such as national and international trade shows and conventions and hosting guests on familiarisation trips.

Details of our insurance arrangements (both self-insured and commercial), mitigation strategies and processes employed to reduce the risk for each category of insurance and the total number, value and average cost of claims are detailed in Appendix 4.

	2015-16	2014-15	2013-14	2012-13	2011-12
FOI applications received	1*	3	Nil	Nil	2
% FOI applications granted	n/a	100%	n/a	n/a	100%
Requests to access or correct personal information	Nil	Nil	Nil	Nil	Nil

* This request was subsequently withdrawn.

61	Financial Overview 2015-16
64	Certification of Financial Statements
65	Comprehensive Operating Statement
66	Statement of Financial Position
67	Statement of Changes in Equity
68	Cash Flow Statement
69	Notes to Financial Statements

We are required to prepare financial statements for the purposes of the *Financial Management Act*. Our financial performance in 2015-16 and comparatives for previous years are reported in four financial statements: the comprehensive operating statement, statement of financial position, statement of changes in equity and cash flow statement.

All are prepared in accordance with the whole of government financial management framework and accounting standards.

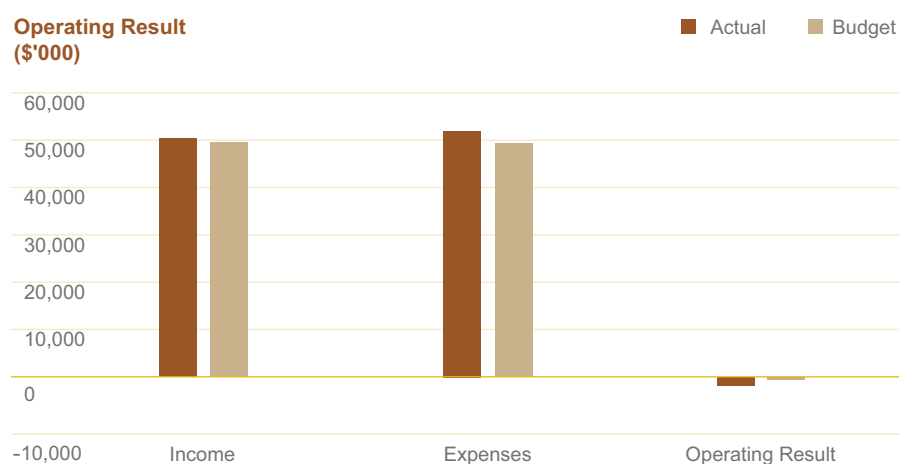
70	OBJECTIVES AND FUNDING	82	PAYABLES
	STATEMENT OF SIGNIFICANT		PROVISIONS
	ACCOUNTING POLICIES	83	NOTES TO THE CASH FLOW
75	COMPREHENSIVE OPERATING		STATEMENT
	STATEMENT BY OUTPUT	84	FINANCIAL INSTRUMENTS
	GROUP	88	COMMITMENTS
76	GOODS AND SERVICES		CONTINGENT LIABILITIES AND
	RECEIVED FREE OF CHARGE		CONTINGENT ASSETS
	PURCHASES OF GOODS AND		EVENTS SUBSEQUENT TO
	SERVICES		BALANCE DUE
77	CASH AND DEPOSITS	89	WRITE OFFS,
	RECEIVABLES		POSTPONEMENTS AND
78	PROPERTY, PLANT AND		WAIVERS
	EQUIPMENT	90	BUDGETARY INFORMATION
80	FAIR VALUE MEASUREMENT		
	OF NON-FINANCIAL ASSETS		

Financial Overview 2015-16

IN SUMMARY

- In 2015-16 Tourism NT's net operating deficit was \$1.8 million
- Income of \$50 million, \$0.4 million more than budget was primarily due to additional revenue for Department of Corporate and Information Services (DCIS) Free of Charge services and from the Department of Arts and Museums for a tourism infrastructure project in Tennant Creek
- Compared to 2014-15 (\$45.7 million), income was \$4.3 million higher and comprised primarily of:
 - \$4.75 million additional funding for a Tourism Infrastructure Development Fund (TIDF)
 - \$0.5 million additional funding for provision of free WiFi hotspots
 - \$1.3 million reduced funding for Cabinet approved savings measures
 - Other minor items.
- Expenses totalled \$51.7 million, which was \$2.1 million more than budget due to additional expenditure against the TIDF and for a Tennant Creek tourism infrastructure project
- Compared to 2014-15 (\$45.7 million), expenditure was \$6 million higher and comprised primarily of:
 - \$4.75 million additional funding for a TIDF grant program
 - \$1.9 million approved overspend in grants against the 2016-17 TIDF
 - \$0.5 million additional funding for provision of free WiFi hotspots
 - \$1.3 million reduced funding for Cabinet approved savings measures
 - Other minor items.
- Total assets decreased by \$2.5 million compared to budget due to the decrease in cash balances of \$2.5 million
- Total liabilities decreased by \$0.6 million compared to budget due to a decrease in payables and provisions
- Total equity decreased by \$1.8 million compared to last year attributable to the current year deficit of \$1.8 million.

Operating Result (\$'000)



OPERATING STATEMENT

The operating statement provides information on our financial performance during the year. A surplus or deficit for the year is calculated by subtracting expenses from income.

Income

Tourism NT received income of \$50 million (2014-15: \$45.7 million), \$0.4 million more than budget.

The main components of this variance were additional revenue for DCIS Free of Charge services and from the Department of Arts and Museums for a tourism infrastructure project in Tennant Creek. Our revenue (with relative percentage of total income in brackets) comprised of the following elements:

- Output appropriation: \$46.2 million (93 percent) funding received from the Northern Territory Government.
- Commonwealth appropriation: \$0.8 million (2 percent) funding received from the Australian Government for the Tourism Demand-Driver Infrastructure program.
- Goods and services received free of charge: \$2.3 million (4 percent), which comprised of \$1.9 million from the DCIS for the provision of a range of corporate support functions and a further \$0.4 million in contra account funding from airline partners. This was \$0.2 million more than budget due to additional unbudgeted DCIS revenue.
- Grants and subsidies, sale of goods and services and other income: \$0.7 million (1 percent) sourced mainly from the Department of Arts and Museums, partnership marketing activities, trade and consumer show participation fees, and other minor items.

Expenses

We incurred expenses of \$51.7 million (2014-15: \$45.7 million) or \$2.1 million more than budget, mainly due to additional expenditure against the TIDF and additional expenditure for a tourism infrastructure project in Tennant Creek.

Expenditure comprised the following:

- Employee expenses: \$9 million (18 percent) was incurred for staffing costs, including salary, payroll tax and fringe benefits tax. This was \$0.2 million less than budget mainly due to unfilled positions.
- Purchase of goods and services: \$30.2 million (58 percent), which primarily reflects activities undertaken by our marketing team including services procured through creative and media-buy agencies. This was \$0.2 million less than budget, primarily due to a grant payment made for the Katherine Hot Springs revitalisation project.

- Grants and subsidies: \$10.2 million (20 percent), the majority of which was passed onto other organisations, such as recipients of the TIDF and the Regional Tourism Organisations and Visitor Information Centres. This was \$2.4 million more than budget mainly due to an approved overspend of \$1.9 million against the 2016-17 TIDF, a grant payment of \$0.3 million for the Katherine Hot Springs revitalisation project which was covered by an underspend in purchase of goods and services and a grant payment for a tourism infrastructure project in Tennant Creek from revenue received from the Department of Arts and Museums.
- Other expenses (including repairs and maintenance, depreciation, impairment decrement and services received free of charge): \$2.3 million (4 percent), representing Tourism NT's non-cash expenses. This was \$0.2 million over budget mainly due to additional DCIS Free of Charge services incurred (the same amount as the Free of Charge services income received, with a nil net effect on the budget overall).

STATEMENT OF FINANCIAL POSITION

This provides a summary of our balances at the end of the financial year for assets, liabilities and equity, including the results of operations for the year.

Assets

We held \$2.6 million worth of assets at 30 June 2016, representing a \$2.5 million decrease compared to 30 June 2015. The main movement was a decrease of \$2.5 million in cash as a result of increased cash payments during the year (refer to Payables on page 82).

Liabilities

Our liabilities at 30 June 2016 totalled \$1.8 million, being a \$0.6 million decrease compared to 30 June 2015. The main movements were:

- A decrease of \$0.2 million in payables as a result of increased payments of expenses during the year and prior to balance date, resulting in fewer outstanding creditors at year end
- A decrease of \$0.4 million in provisions as a result of a reduction in current and non-current leave entitlements and on costs held at year end.

Equity

Equity reflects our net assets, which at 30 June 2016 were \$0.9 million. Accumulated funds increased to a deficit of \$2.9 million, reflecting our performance in the comprehensive operating statement of a \$1.8 million deficit.

STATEMENT OF CHANGES IN EQUITY

The statement of changes in equity discloses the equity movements by category. The equity balance discloses a \$1.967 million decrease arising from the \$1.786 million operating deficit and minor equity capital transfers/ injections of \$0.181 million. These equity capital transactions were for work in progress transfers (\$0.012 million) from the Department of Infrastructure and a transfer of assets to other NT government agencies (\$0.193 million).

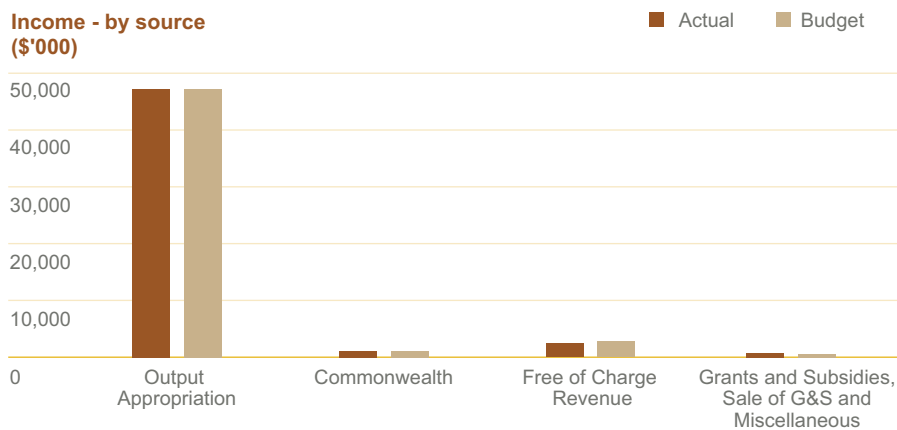
CASH FLOW STATEMENT

The cash flow statement provides information on how cash was received and spent during the year. It differs from the operating statement which also includes a range of non-cash items.

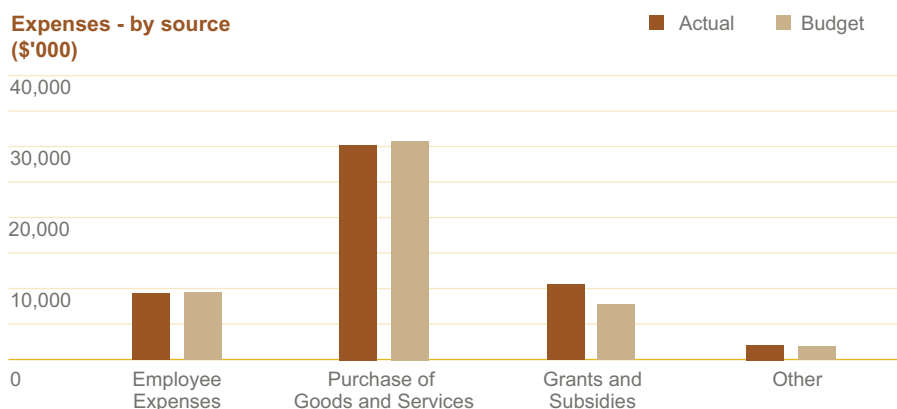
The cash flows are summarised in the table below.

Cash Flow Summary	2015-16 \$'000
Net Cash provided by/ (used in) Operating Activities	(2 287)
Net Cash provided by/ (used in) Investing Activities	(193)
Net Cash provided by/ (used in) Financing Activities	0
Net Increase/ (Decrease) in Cash Held	(2 480)
Cash at Beginning of Financial Year	3 687
Cash at End of Financial Year	1 207

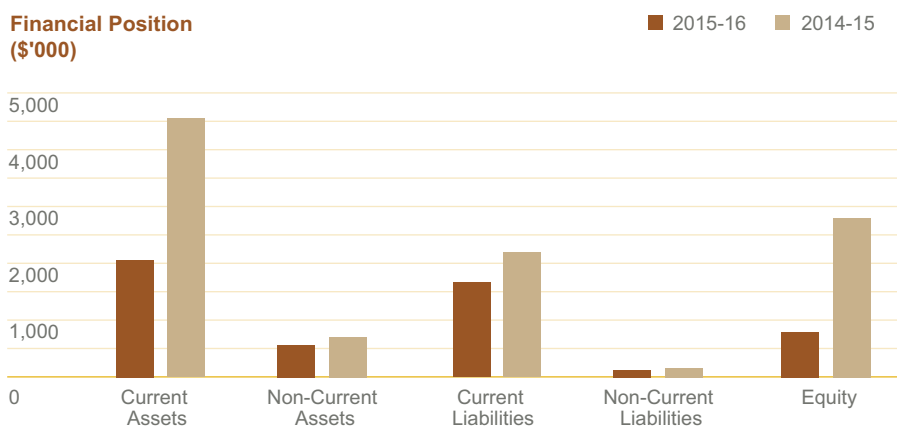
Income - by source (\$'000)



Expenses - by source (\$'000)



Financial Position (\$'000)



Certification of the Financial Statements

We certify that the attached financial statements for Tourism NT have been prepared from proper accounts and records in accordance with the prescribed format, the *Financial Management Act and Treasurer's Directions*.

We further state that the information set out in the Comprehensive Operating Statement, Balance Sheet, Statement of Changes in Equity, Cash Flow Statement and notes to and forming part of the financial statements presents fairly the financial performance and cash flows for the year ended 30 June 2016 and the financial position on that date.

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



TONY MAYELL
Chief Executive Officer
31/08/2016



ANGELA COLLARD
Executive Director Operations
31/08/2016

Comprehensive Operating Statement

For the Year Ended 30 June 2016

	NOTE	2016 \$'000	2015 \$'000
INCOME			
<i>Grants and Subsidies Revenue</i>			
Current		240	20
<i>Appropriation</i>			
Output		46,232	42,225
Commonwealth		775	799
Sales of Goods and Services		408	396
Goods and Services Received Free of Charge	4	2,250	2,058
Interest Income		1	1
Other Income		46	195
TOTAL INCOME	3	49,952	45,694
EXPENSES			
Employee Expenses		(9,057)	(8,703)
<i>Administrative expenses</i>			
Purchases of Goods and Services	5	(30,176)	(31,146)
Repairs and Maintenance		(6)	(18)
Depreciation	8	(83)	(89)
Impairment decrement	8	(27)	(7)
Other Administrative Expenses ⁽¹⁾		(2,236)	(2,073)
<i>Grants and Subsidies Expenses</i>			
Current		(9,828)	(3,620)
Capital		(325)	0
TOTAL EXPENSES	3	(51,738)	(45,656)
NET SURPLUS/(DEFICIT)		(1,786)	38
OTHER COMPREHENSIVE INCOME			
Changes in Accounting Policy		0	0
TOTAL OTHER COMPREHENSIVE INCOME		0	0
COMPREHENSIVE RESULT		(1,786)	38

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

¹Includes the Department of Corporate and Information Services Free of Charge services.

Statement of Financial Position

For the Year Ended 30 June 2016

		2016	2015
	NOTE	\$'000	\$'000
ASSETS			
<i>Current Assets</i>			
Cash and Deposits	6	1,207	3,687
Receivables	7	728	543
Prepayments		112	306
Total Current Assets		2,047	4,536
<i>Non-Current Assets</i>			
Property, Plant and Equipment	8	580	678
Total Non-Current Assets		580	678
TOTAL ASSETS		2,627	5,214
LIABILITIES			
<i>Current Liabilities</i>			
Payables	10	797	1,000
Provisions	11	815	1,219
Total Current Liabilities		1,612	2,219
<i>Non-Current Liabilities</i>			
Provisions	11	139	152
Total Non-Current Liabilities		139	152
TOTAL LIABILITIES		1,751	2,371
NET ASSETS		876	2,843
EQUITY			
Capital		3,728	3,909
Accumulated Funds		(2,852)	(1,066)
TOTAL EQUITY		876	2,843

The Statement of Financial Position is to be read in conjunction with the notes to the financial statements.

Statement of Changes in Equity

For the Year Ended 30 June 2016

	NOTE	Equity at 1 July 2015 \$'000	Comprehensive result \$'000	Transactions with owners in their capacity as owners \$'000	Equity at 30 June 2016 \$'000
2015-16					
Accumulated Funds		(1,066)	(1,786)	0	(2,852)
Changes in Accounting Policy		0	0	0	0
		(1,066)	(1,786)	0	(2,852)
Capital - Transactions with Owners					
<i>Equity Injections</i>					
Capital Appropriation		3,518	0	0	3,518
Equity Transfers In		1,245	0	12	1,257
Other Equity Injections		651	0	0	651
<i>Equity Withdrawals</i>					
Capital Withdrawals		(1,505)	0	0	(1,505)
Transfers Out		0	0	(193)	(193)
		3,909	0	(181)	3,728
TOTAL EQUITY AT END OF FINANCIAL YEAR		2,843	(1,786)	(181)	876
2014-15					
<i>Accumulated Funds</i>		(1,104)	38	0	(1,066)
Changes in Accounting Policy		0	0	0	0
		(1,104)	38	0	(1,066)
Capital - Transactions with Owners					
<i>Equity Injections</i>					
Capital Appropriation		3,518	0	0	3,518
Equity Transfers In		1,209	0	36	1,245
Other Equity Injections		614	0	37	651
<i>Equity Withdrawals</i>					
Capital Withdrawals		(1,505)	0	0	(1,505)
		3,836	0	73	3,909
TOTAL EQUITY AT END OF FINANCIAL YEAR		2,732	38	73	2,843

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

Cash Flow Statement

For the Year Ended 30 June 2016

	NOTE	2016 \$'000	2015 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
<i>Operating Receipts</i>			
Current Grants and Subsidies		240	20
<i>Output Revenue</i>			
Output		46,232	42,225
Commonwealth		775	799
Receipts from Sales of Goods and Services		3,371	2,927
Interest Revenue		1	7
TOTAL OPERATING RECEIPTS		50,619	45,978
<i>Operating Payments</i>			
Payments to Employees		(9,264)	(8,687)
Payments for Goods and Services		(33,489)	(36,561)
<i>Grants and Subsidies Paid</i>			
Current		(9,828)	(3,620)
Capital		(325)	0
TOTAL OPERATING PAYMENTS		(52,906)	(48,868)
NET CASH FROM/(USED IN) OPERATING ACTIVITIES	12	(2,287)	(2,890)
CASH FLOWS FROM INVESTING ACTIVITIES			
<i>Investing Receipts</i>			
Proceeds from Asset Sales		0	0
TOTAL INVESTING RECEIPTS		0	0
<i>Investing Payments</i>			
Purchase of Assets		(193)	0
TOTAL INVESTING PAYMENTS		(193)	0
NET CASH FROM/(USED IN) INVESTING ACTIVITIES		(193)	0
CASH FLOWS FROM FINANCING ACTIVITIES			
<i>Financing Receipts</i>			
Equity Injections		0	37
TOTAL FINANCING RECEIPTS		0	37
<i>Financing Payments</i>			
Equity Withdrawals		0	0
TOTAL FINANCING PAYMENTS		0	0
NET CASH FROM/(USED IN) FINANCING ACTIVITIES		0	37
Net increase/(decrease) in Cash Held		(2,480)	(2,853)
Cash at Beginning of Financial Year		3,687	6,540
CASH AT END OF FINANCIAL YEAR	6	1,207	3,687

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

Notes to the Financial Statements

70	1. OBJECTIVES AND FUNDING
70	2. STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES
75	3. COMPREHENSIVE OPERATING STATEMENT BY OUTPUT GROUP
<hr/>	
	INCOME
76	4. GOODS AND SERVICES RECEIVED FREE OF CHARGE
<hr/>	
	EXPENSES
76	5. PURCHASES OF GOODS AND SERVICES
<hr/>	
	ASSETS
77	6. CASH AND DEPOSITS
77	7. RECEIVABLES
78	8. PROPERTY, PLANT AND EQUIPMENT
80	9. FAIR VALUE MEASUREMENT OF NON-FINANCIAL ASSETS
<hr/>	
	LIABILITIES
82	10. PAYABLES
82	11. PROVISIONS
<hr/>	
	OTHER DISCLOSURES
83	12. NOTES TO THE CASH FLOW STATEMENT
84	13. FINANCIAL INSTRUMENTS
88	14. COMMITMENTS
88	15. CONTINGENT LIABILITIES AND CONTINGENT ASSETS
88	16. EVENTS SUBSEQUENT TO BALANCE DUE
89	17. WRITE OFFS, POSTPONEMENTS AND WAIVERS
90	18. BUDGETARY INFORMATION

1. OBJECTIVES AND FUNDING

Tourism NT is a statutory authority established under the *Tourism NT Act* that markets the Northern Territory as a desirable visitor destination and encourages and facilitates the sustainable growth of the tourism industry in the Territory.

Tourism NT works with the:

- Tourism industry - to market the Territory interstate and overseas as a leisure and business tourist destination and to facilitate appropriate tourism development
- Travel industry - to influence and coordinate partnerships with wholesalers, retail agents and airlines to facilitate the sale of the Territory's tourism product
- Government - to provide advice to the Northern Territory Minister for Tourism and foster a collaborative approach to tourism growth and development across all levels of government.

Tourism NT is predominantly funded by, and is dependent on, the receipt of Parliamentary appropriations. The financial statements encompass all funds through which the Agency controls resources to carry on its functions and deliver outputs. For reporting purposes, outputs delivered by the Agency are summarised into two Output Groups. Note 3 provides summary financial information in the form of a Comprehensive Operating Statement by Output.

2. STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

(A) STATEMENT OF COMPLIANCE

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

- a Certification of the Financial Statements
- a Comprehensive Operating Statement
- a Statement of Financial Position
- a Statement of Changes in Equity
- a Cash Flow Statement
- applicable explanatory notes to the financial statements.

(B) BASIS OF ACCOUNTING

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

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

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

At the date of authorisation of the financial statements, the Standards and Interpretations listed below were in issue but not yet effective.

AASB 9 Financial Instruments (Dec 2014)

Effective for annual reporting periods beginning on or after 1 January 2018. The standard incorporates revised requirements for the classification and measurement of financial instruments resulting from the IASB's project to replace AASB 139 *Financial Instruments: Recognition and Measurement*. Implementation will not have a material impact on the financial statements.

AASB 2014-4 Amendments to Australian Accounting Standards – Clarification of Acceptable Methods of Depreciation and Amortisation [AASB 116 & 138]

Effective for annual reporting periods beginning on or after 1 January 2016. The amendments to AASB 116 Property, Plant and Equipment and AASB 138 Intangible Assets provide additional guidance on how the depreciation or amortisation of property, plant and equipment and intangible assets should be calculated. Implementation will not have a material impact on the financial statements.

AASB 2015-1 Amendments to Australian Accounting Standards – Annual Improvements to Australian Accounting Standards 2012-2014 Cycle [AASB 1, 2, 3, 5, 7, 11, 110, 119, 121, 133, 134, 137 & 140]

Effective for annual reporting periods beginning on or after 1 January 2016. Includes narrow-focus amendments to address concerns about existing presentation and disclosure requirements, and to ensure entities are able to use judgement when applying a standard in determining what information to disclose. Implementation will not have a material impact on the financial statements.

AASB 2015-6 Amendments to Australian Accounting Standards – Extending Related Party Disclosures to Not-for-Profit Public Sector Entities [AASB 10, 124 & 1049]

Effective for annual reporting periods beginning on or after 1 January 2016. Extends the scope of AASB 124 Related Party Disclosures to not-for-profit public sector entities. This change will result in a new note disclosure to include remuneration of Key Management Personnel (KMP) and related party transactions. Implementation will not have a material impact on the financial statements.

AASB 16 Leases

Effective for the reporting periods beginning on or after 1 January 2019. Reclassification of operating leases greater than 12 months to finance lease reporting requirements. Implementation of the standard will have an insignificant impact on the financial statements for future reporting periods, but the exact impact is yet to be assessed.

(C) REPORTING ENTITY

The financial statements cover the Department as an individual reporting entity. Tourism NT is a Northern Territory department established under the *Interpretation Act Administrative Arrangements Order*.

The principal place of business of the Department is Charles Darwin Centre, 19 The Mall, Darwin NT 0800.

(D) AGENCY AND TERRITORY ITEMS

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

Central Holding Authority

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

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

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

The Central Holding Authority recognises and records all Territory items, and as such, these items are not included in the Agency's financial statements. Tourism NT does not have any Territory Items to report as of 30 June.

(E) COMPARATIVES

Where necessary, comparative information for the 2014-15 financial year has been reclassified to provide consistency with current year disclosures.

(F) PRESENTATION AND ROUNDING OF AMOUNTS

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

(G) CHANGES IN ACCOUNTING POLICIES

There have been no changes to accounting policies adopted in 2015-16 as a result of management decisions.

(H) ACCOUNTING JUDGEMENTS AND ESTIMATES

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

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

Judgements and estimates that have significant effects on the financial statements are disclosed in the relevant notes to the financial statements. Notes that include significant judgements and estimates are:

- Employee Benefits - Note 2 (u) and Note 11: Non-current liabilities in respect of employee benefits measured as the present value of estimated future cash outflows based on the appropriate Government bond rate, estimates of future salary and wage levels and employee periods of service
- Property, Plant and Equipment - Note 2 (q): The fair value of land, building, infrastructure and property, plant and equipment are determined on significant assumptions of the exit price and risks in the perspective market, using the best information available
- Contingent Liabilities - Note 15: The present value of material quantifiable contingent liabilities are calculated using a discount rate based on the published 10-year Government bond rate
- Allowance for Impairment Losses - Note 2 (o), Note 7: Receivables and Note 13: Financial Instruments. The allowance represents debts that are likely to be uncollectible and are considered doubtful. Debtors are grouped according to their aging profile and history of previous financial difficulties
- Depreciation and Amortisation - Note 2 (l), and Note 8: Property, Plant and Equipment.

(I) GOODS AND SERVICES TAX

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

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

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

(J) INCOME RECOGNITION

Income encompasses both revenue and gains.

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

Grants and Other Contributions

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

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

Appropriation

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

Output Appropriation is apportioned between the two Output Groups based on the cost of delivering Tourism NT's strategic priorities.

Commonwealth appropriation follows from the Intergovernmental Agreement on Federal Financial Relations. It has resulted in Special Purpose Payments and National Partnership payments being made by the Commonwealth Treasury to state treasuries, in a manner similar to arrangements for GST payments. These payments are received by Treasury on behalf of the Central Holding Authority and then passed on to the relevant agencies as Commonwealth Appropriation.

Revenue in respect of Appropriations is recognised in the period in which the Agency gains control of the funds.

Sale of Goods

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

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

Rendering of Services

Revenue from rendering services is recognised by reference to the stage of completion of the contract. The revenue is recognised when:

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

Interest Revenue

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

Goods and Services Received Free of Charge

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

The Department of Corporate and Information Services provide Free of Charge services to Tourism NT.

Disposal of Assets

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

Contributions of Assets

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

(K) REPAIRS AND MAINTENANCE EXPENSES

Funding is received for repairs and maintenance works associated with Agency assets as part of Output Revenue. Costs associated with repairs and maintenance works on Agency assets are expensed as incurred.

(L) DEPRECIATION AND AMORTISATION EXPENSE

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

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

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

Class of Asset	2016	2015
Plant and Equipment	5 - 10 Years	5 - 10 Years
Computer Equipment	3 - 10 Years	3 - 10 Years

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

(M) INTEREST EXPENSE

Interest expenses are expensed in the period in which they are incurred.

(N) CASH AND DEPOSITS

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

(O) RECEIVABLES

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

The allowance for impairment losses represents the amount of receivables the Agency estimates are likely to be uncollectible and are considered doubtful. Analysis of the age of the receivables that are past due as at the reporting date are disclosed in an aging schedule in Note 13. Reconciliation of changes in the allowance accounts is also presented.

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

(P) PREPAYMENTS

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

(Q) PROPERTY, PLANT AND EQUIPMENT

Acquisitions

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

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

Complex Assets

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

Subsequent Additional Costs

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

Construction (Work in Progress)

As part of the Financial Management Framework, the Department of Infrastructure is responsible for managing general government capital works projects on a whole of Government basis. Therefore appropriation for Tourism NT capital works is provided directly to the Department of Infrastructure and the cost of construction work in progress is recognised as an asset of that Department. Once completed, capital works assets are transferred to the Agency.

(R) REVALUATIONS AND IMPAIRMENT

Revaluation of Assets

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

- Land
- Buildings
- Infrastructure Assets.

Fair value is the amount for which an asset could be exchanged, or liability settled, between knowledgeable, willing parties in an arm's length transaction.

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

Impairment of Assets

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

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

Impairment losses are recognised in the Comprehensive Operating Statement. They are disclosed as an expense unless the asset is carried at a revalued amount. Where the asset is measured at a revalued amount, the impairment loss is offset against the Asset Revaluation Surplus for that class of asset to the extent that an available balance exists in the Asset Revaluation Surplus.

In certain situations, an impairment loss may subsequently be reversed. Where an impairment loss is subsequently reversed, the carrying amount of the asset is increased

to the revised estimate of its recoverable amount. A reversal of an impairment loss is recognised in the Comprehensive Operating Statement as income, unless the asset is carried at a revalued amount, in which case the impairment reversal results in an increase in the Asset Revaluation Reserve.

(S) LEASED ASSETS

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

Finance Leases

Finance leases are capitalised. A leased asset and a lease liability equal to the present value of the minimum lease payments are recorded at the inception of the lease.

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

Operating leases

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

(T) PAYABLES

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

(U) EMPLOYEE BENEFITS

Provision is made for employee benefits accumulated as a result of employees rendering services up to the reporting date. These benefits include wages and salaries and recreation leave. Liabilities arising in respect of wages and salaries and recreation leave and other employee benefit liabilities that fall due within 12 months of reporting date are classified as current liabilities and are measured at amounts expected to be paid. Non-current employee benefit liabilities that fall due after 12 months of the reporting date are measured at present value, calculated using the Government long term bond rate.

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

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

- Wages and salaries, non-monetary benefits, recreation leave, sick leave and other leave entitlements
- Other types of employee benefits.

As part of the Financial Management Framework, the Central Holding Authority assumes the long service leave liabilities of Government Agencies, including Tourism NT and as such no long service leave liability is recognised in Agency financial statements.

(V) SUPERANNUATION

Employees' superannuation entitlements are provided through the:

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

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

(W) CONTRIBUTIONS BY AND DISTRIBUTIONS TO GOVERNMENT

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

The Statement of Changes in Equity provides additional information in relation to contributions by, and distributions to, Government.

(X) COMMITMENTS

Disclosures in relation to capital and other commitments, including lease commitments are shown at Note 14.

Commitments are those contracted as at 30 June where the amount of the future commitment can be reliably measured.

(Y) FINANCIAL INSTRUMENTS

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

Financial assets and liabilities are recognised in the Statement of Financial Position when the agency becomes a party to the contractual provisions of the financial instrument. The agency's financial instruments include cash and deposits, receivables, and payables.

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

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

(Z) FAIR VALUE MEASUREMENT

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

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

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

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

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

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

- Level 1 – inputs are quoted prices in active markets for identical assets or liabilities
- Level 2 – inputs are inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly
- Level 3 – inputs are unobservable.

3. COMPREHENSIVE OPERATING STATEMENT BY OUTPUT GROUP

		Marketing 2016	Marketing 2015	Corporate 2016	Corporate 2015	Total 2016	Total 2015
	NOTE	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
INCOME							
Current Grants and Subsidies		240	20	0	0	240	20
<i>Output Revenue</i>							
Output		44,037	40,063	2,195	2,162	46,232	42,225
Commonwealth		775	799	0	0	775	799
Sales of Goods and Services		408	386	0	10	408	396
Goods and Services Received Free of Charge	4	1,872	361	378	1,697	2,250	2,058
Investment Income		1	1	0	0	1	1
Other Income		38	188	8	7	46	195
TOTAL INCOME		47,371	41,818	2,581	3,876	49,952	45,694
EXPENSES							
Employee Expenses		(7,479)	(6,894)	(1,578)	(1,809)	(9,057)	(8,703)
<i>Administrative Expenses</i>							
Purchase of Goods and Services	6	(29,542)	(30,786)	(634)	(360)	(30,176)	(31,146)
Repairs and Maintenance		(6)	(18)	0	0	(6)	(18)
Depreciation and Amortisation	10	(83)	(89)	0	0	(83)	(89)
Impairment decrement	5,10	(27)	(7)	0	0	(27)	(7)
Other Administrative Expenses ⁽¹⁾		(1,867)	(366)	(369)	(1,707)	(2,236)	(2,073)
<i>Grants and Subsidies Expenses</i>							
Current		(9,828)	(3,620)	0	0	(9,828)	(3,620)
Capital		(325)	0	0	0	(325)	0
Community Service Obligations		0	0	0	0	0	0
TOTAL EXPENSES		(49,157)	(41,780)	(2,581)	(3,876)	(51,738)	(45,656)
NET SURPLUS / (DEFICIT)		(1,786)	38	0	0	(1,786)	38

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

¹ Includes the Department of Corporate and Information Services Free of Charge services.

4. GOODS AND SERVICES RECEIVED FREE OF CHARGE

	2016	2015
	\$'000	\$'000
Department of Corporate and Information Services	1,889	1,697
Qantas	195	195
Silk Air	166	166
TOTAL GOODS AND SERVICES RECEIVED FREE OF CHARGE	2,250	2,058

5. PURCHASES OF GOODS AND SERVICES

The net surplus has been arrived at after charging the following expenses:

	2016	2015
	\$'000	\$'000
Goods and Services Expenses:		
Consultants ¹	412	257
Client Travel ²	2,051	1,871
Marketing and Promotion ³	23,919	25,611
Document Production	56	56
Information Technology Charges ⁴	1,710	1,288
Legal Expenses ⁵	108	60
Recruitment ⁶	24	20
Training and Study	93	103
Official Duty Fares	337	307
Travelling Allowance	95	89
Other Expenditure not separately disclosed	1,371	1,484
TOTAL GOODS AND SERVICES EXPENSES	30,176	31,146

¹ Includes IT consultants.

² Includes familiarisations.

³ Includes advertising consultants and internet consultants for marketing and promotion.

⁴ Does not include IT consultants.

⁵ Includes legal fees, claim and settlement costs.

⁶ Includes recruitment related advertising costs.

6. CASH AND DEPOSITS

	2016	2015
	\$'000	\$'000
Cash on Hand	1	1
Cash at Bank	839	2,891
Foreign Currency Accounts	367	795
TOTAL CASH AND DEPOSITS	1,207	3,687

7. RECEIVABLES

	2016	2015
	\$'000	\$'000
Current		
Accounts Receivable	26	61
Less: Allowance for Impairment Losses	0	(15)
	26	46
GST Receivables	702	497
Interest Receivable	0	0
Other Receivables	0	0
TOTAL CURRENT RECEIVABLES	728	543

8. PROPERTY, PLANT AND EQUIPMENT

	2016	2015
	\$'000	\$'000
Buildings		
At Fair Value	0	0
Less: Accumulated Depreciation	0	0
	0	0
Construction (Work in Progress)		
At Capitalised Cost	0	0
	0	0
Plant and Equipment		
At Cost	825	932
Less: Accumulated Depreciation	(245)	(254)
	580	678
Computer Software		
At Fair Value	170	170
Less: Accumulated Depreciation	(170)	(170)
	0	0
Computer Hardware		
At Fair Value	0	0
Less: Accumulated Depreciation	0	0
	0	0
TOTAL PROPERTY, PLANT AND EQUIPMENT	580	678

Impairment of Property, Plant and Equipment

Agency property, plant and equipment assets were assessed for impairment as at 30 June 2016. No impairment adjustments were required as a result of this review.

Property, Plant and Equipment Reconciliations

A reconciliation of the carrying amounts of property, plant and equipment at the beginning and end of 2015-16 and 2014-15 are set out below:

	Buildings \$'000	Construction (Works in Progress) \$'000	Plant and Equipment \$'000	Computer Software \$'000	Computer Hardware \$'000	Total \$'000
2015-16						
Carrying Amount as at 1 July 2015	0	0	678	0	0	678
Additions	0	0	193	0	0	193
Depreciation and Amortisation	0	0	(83)	0	0	(83)
Impairment losses	0	0	(27)	0	0	(27)
Additions/(Disposals) from Asset Transfers	0	0	(181)	0	0	(181)
CARRYING AMOUNT AS AT 30 JUNE 2016	0	0	580	0	0	580
2014-15						
Carrying Amount as at 1 July 2014	0	0	745	0	0	745
Additions	0	0	0	0	0	-
Depreciation and Amortisation	0	0	(89)	0	0	(89)
Impairment losses	0	0	(7)	0	0	(7)
Additions/(Disposals) from Asset Transfers	0	0	29	0	0	29
CARRYING AMOUNT AS AT 30 JUNE 2015	0	0	678	0	0	678

9. FAIR VALUE MEASUREMENT OF NON-FINANCIAL ASSETS

(a) Fair Value Hierarchy

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

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total Fair Value \$'000
2016				
Asset Classes				
Plant and Equipment (Note 8)	0	0	580	580
TOTAL	0	0	580	580

2015

Asset Classes				
Plant and Equipment (Note 8)	0	0	678	678
TOTAL	0	0	678	678

There were no transfers between Level 1 and Levels 2 or 3 during the period.

(b) Valuation Techniques and Inputs

Valuation techniques used to measure fair value are:

	Level 2 Techniques	Level 3 Techniques
Asset Classes		
Buildings		Cost approach
Computer Hardware		Cost approach
Plant and Equipment		Cost approach

There were no changes in valuation techniques during the period.

Level 3 fair values of plant and equipment were determined by calculating their depreciated replacement cost.

(c) Additional Information for Level 3 Fair Value Measurements**(i) Reconciliation of Recurring Level 3 Fair Value Measurements**

	Plant and Equipment \$'000
2016	
FAIR VALUE AS AT 1 JULY 2015	678
Additions	193
Disposals	(181)
Depreciation	(83)
Gains/losses recognised in net surplus/deficit	(27)
Gains/losses recognised in other comprehensive income	0
FAIR VALUE AS AT 30 JUNE 2016	580

(ii) Sensitivity Analysis

Unobservable inputs used in computing the fair value of plant and equipment include the historical cost and the consumed economic benefit of each asset.

In respect of sensitivity of fair value to changes in input value, a higher historical cost results in a higher fair value and greater consumption of economic benefit lowers fair value.

10. PAYABLES

	2016	2015
	\$'000	\$'000
Accounts Payable	139	172
Accrued Expenses	658	828
TOTAL PAYABLES	797	1,000

11. PROVISIONS

	2016	2015
	\$'000	\$'000
Current		
<i>Employee Benefits</i>		
Recreation Leave	577	539
Leave Loading	106	85
Leave Fares	0	0
<i>Other Current Provisions</i>		
Other Provisions	132	595
	815	1,219
Non-Current		
<i>Employee Benefits</i>		
Recreation Leave	139	152
TOTAL PROVISIONS	954	1,371

Reconciliation of Provisions

Balance as at 1 July 2015	595	574
Additional Provisions Recognised	0	21
Reductions Arising from Payments	(463)	0
BALANCE AS AT 30 JUNE 2016	132	595

Based on 'headcount', Tourism NT employed 97 persons as at 30 June 2016 including 14 board and advisory council members (2015: 'headcount' of 88).

12. NOTES TO THE CASH FLOW STATEMENT

Reconciliation of Cash

The total of Agency cash and deposits of \$1.207 million recorded in the Statement of Financial Position is consistent with that recorded as cash in the Cash Flow Statement.

	2016	2015
	\$'000	\$'000

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

Net Profit/(Loss)

Net Operating Surplus/(Deficit):

Net Operating Surplus/(Deficit)	(1,786)	38
(Profit)/Impairment on revaluation of non-current assets	0	0

Non-Cash Items:

Depreciation	83	89
Asset Write-Downs	27	7
R&M - Minor New Work Non Cash	0	7

Changes in Assets and Liabilities:

Decrease/(Increase) in Receivables	(185)	(13)
Decrease/(Increase) in Prepayments	194	(297)
(Decrease)/Increase in Payables	(203)	(2,702)
(Decrease)/Increase in Provision for Employee Benefits	46	(40)
(Decrease)/Increase in Other Provisions	(463)	21

NET CASH FROM OPERATING ACTIVITIES	(2,287)	(2,890)
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13. FINANCIAL INSTRUMENTS

A financial instrument is a contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Financial instruments held by Tourism NT include cash and deposits, receivables and payables. Tourism NT has limited exposure to financial risks as discussed below.

(a) Categorisation of Financial Instruments

The carrying amounts of Tourism NT's financial assets and liabilities by category are disclosed in the table below.

	Financial assets - Loans and Receivables \$'000	Financial Liabilities - amortised cost \$'000	Total \$'000
2015-16			
Cash and Deposits	1,207	0	1,207
Receivables ¹	26	0	26
TOTAL FINANCIAL ASSETS	1,233	0	1,233
Payables ¹	797	0	797
TOTAL FINANCIAL LIABILITIES	797	0	797
2014-15			
Cash and Deposits	3,687	0	3,687
Receivables ¹	46	0	46
TOTAL FINANCIAL ASSETS	3,733	0	3,733
Payables ¹	1,000	0	1,000
TOTAL FINANCIAL LIABILITIES	1,000	0	1,000

¹ Total amounts disclosed here exclude statutory amounts.

(b) Credit Risk

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

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

Receivables

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

	2016 Internal \$'000	2016 External \$'000	2016 Total \$'000	2015 Internal \$'000	2015 External \$'000	2015 Total \$'000
Aging of Receivables						
Not Overdue	0	0	0	0	15	15
Overdue for less than 30 Days	0	9	9	0	8	8
Overdue for 30 to 60 Days	0	0	0	0	0	0
Overdue for more than 60 Days	0	17	17	0	38	38
TOTAL RECEIVABLES	0	26	26	0	61	61
Aging of Impaired Receivables						
Impaired Receivables for 30 to 60 Days	0	0	0	0	0	0
Impaired Receivables for more than 60 Days	0	0	0	0	(15)	(15)
TOTAL IMPAIRED RECEIVABLES	0	0	0	0	(15)	(15)
NET RECEIVABLES	0	26	26	0	46	46
Reconciliation of the Allowance for Impairment Losses						
Allowance for Impairment Losses at 1 July	0	15	15	0	0	0
Amounts written off during the year	0	0	0	0	0	0
Amounts recovered during the year	0	0	0	0	0	0
Increase/(decrease) in allowance recognised in profit or loss	0	(15)	(15)	0	15	15
ALLOWANCE FOR IMPAIRMENT LOSSES AT 30 JUNE	0	0	0	0	15	15

(c) Liquidity Risk

Liquidity risk is the risk that the Agency will not be able to meet its financial obligations as they fall due. The Agency's approach to managing liquidity is to ensure that it will always have sufficient liquidity to meet its liabilities when they fall due.

The following tables detail the Agency's remaining contractual maturity for its financial assets and liabilities. It should be noted that these values are undiscounted, and consequently totals may not reconcile to the carrying amounts presented in the Statement of Financial Position.

MATURITY ANALYSIS FOR FINANCIAL ASSETS AND LIABILITIES

	Fixed Interest				Non Interest Bearing	Total	Weighted Average
	Variable Interest	Less than a Year	1 to 5 Years	More than 5 Years			
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	%
2016 MATURITY ANALYSIS FOR FINANCIAL ASSETS AND LIABILITIES							
<i>Assets</i>							
Cash and deposits	0	0	0	0	1,207	1,207	0
Receivables	0	0	0	0	26	26	0
Advances	0	0	0	0	0	0	0
TOTAL FINANCIAL ASSETS	0	0	0	0	1,233	1,233	0
<i>Liabilities</i>							
Deposits held	0	0	0	0	0	0	0
Payables	0	0	0	0	797	797	0
TOTAL FINANCIAL LIABILITIES	0	0	0	0	797	797	0
2015 MATURITY ANALYSIS FOR FINANCIAL ASSETS AND LIABILITIES							
<i>Assets</i>							
Cash and deposits	0	0	0	0	3,687	3,687	0
Receivables	0	0	0	0	46	46	0
Advances	0	0	0	0	0	0	0
TOTAL FINANCIAL ASSETS	0	0	0	0	3,733	3,733	0
<i>Liabilities</i>							
Deposits held	0	0	0	0	0	0	0
Payables	0	0	0	0	1,000	1,000	0
TOTAL FINANCIAL LIABILITIES	0	0	0	0	1,000	1,000	0

(d) Market Risk

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

(i) Interest Rate Risk

Tourism NT is not exposed to interest rate risk as Agency financial assets and financial liabilities are non-interest bearing.

(ii) Price Risk

Tourism NT is not exposed to price risk as the Agency does not hold units in unit trusts.

(iii) Currency Risk

Tourism NT has limited exposure to currency risk as the Agency does not have borrowings denominated in foreign currencies and has minimum (once a year) transactional currency exposures arising from purchases in a foreign currency.

(e) Net Fair Value

The fair value of financial instruments is estimated using various methods. These methods are classified into the following levels:

- Level 1 - derived from quoted prices in active markets for identical assets or liabilities
- Level 2 - derived from inputs other than quoted prices that are observable directly or indirectly
- Level 3 - based on inputs not based on observable market data.

	Total Carrying Amount \$'000	Net Fair Value Level 1 \$'000	Net Fair Value Level 2 \$'000	Net Fair Value Level 3 \$'000	Net Fair Value Total \$'000
--	---------------------------------------	--	--	--	--------------------------------------

2016*Financial Assets*

Cash and deposits	1,207	1,207	0	0	1,207
Receivables	26	26	0	0	26
TOTAL FINANCIAL ASSETS	1,233	1,233	0	0	1,233

Financial Liabilities

Payables	797	797	0	0	797
TOTAL FINANCIAL LIABILITIES	797	797	0	0	797

2015*Financial Assets*

Cash and deposits	3,687	3,687	0	0	3,687
Receivables	46	46	0	0	46
TOTAL FINANCIAL ASSETS	3,733	3,733	0	0	3,733

Financial Liabilities

Payables	1,000	1,000	0	0	1,000
TOTAL FINANCIAL LIABILITIES	1,000	1,000	0	0	1,000

Note: The carrying amount of Tourism NT's financial assets and liabilities recorded in the financial statements approximates their net fair value.

14. COMMITMENTS

Operating Lease Commitments

The Agency leases property under non-cancellable operating leases expiring from 1 to 5 years. Leases generally provide the entity with a right of renewal at which time all lease terms are renegotiated.

Future operating lease commitments not recognised as liabilities are payable as follows:

	2016 \$'000	2015 \$'000
Internal		
Within one year	51	35
Later than one year and not later than five years	45	43
Later than five years	0	0
	96	78
External		
Within one year	102	7
Later than one year and not later than five years	48	6
Later than five years	0	0
	150	13
TOTAL OPERATING LEASE COMMITMENTS	246	91

Note: The increase in external operating leasing commitments is mainly due to transfer of the lease for the Sydney Office from NT Property Management.

15. CONTINGENT LIABILITIES AND CONTINGENT ASSETS

(a) Contingent liabilities

Tourism NT has entered into agreements which contain indemnity clauses. The contingent liabilities arising from the indemnities are unquantifiable, but expected to be immaterial. However, for all the events that would give rise to the liabilities, Tourism NT has comprehensive risk management procedures in place.

(b) Contingent assets

Tourism NT had no contingent assets at 30 June 2016 or 30 June 2015.

16. EVENTS SUBSEQUENT TO BALANCE DATE

No events have arisen between the end of the financial year and the date of this report that require adjustment to, or disclosure in, these financial statements.

17. WRITE OFFS, POSTPONEMENTS AND WAIVERS

	2016		2015	
	\$'000	No. of Trans.	\$'000	No. of Trans.

Write offs, Postponements and Waivers Under the Financial Management Act

Represented by:

Amounts written off, waived and postponed by Delegates

Irrecoverable amounts payable to the Territory or an Agency written off	0	0	2	2
Losses or deficiencies of money written off	0	0	0	0
Public property written off	27	1	7	1
Waiver or postponement of right to receive or recover money or property	0	0	0	0

TOTAL WRITTEN OFF, WAIVED AND POSTPONED BY DELEGATES

27 1 9 3

Amounts written off, waived and postponed by the Treasurer

Irrecoverable amounts payable to the Territory or an Agency written off	0	0	0	0
Losses or deficiencies of money written off	0	0	0	0
Public property written off	0	0	0	0
Waiver or postponement of right to receive or recover money or property	0	0	0	0

TOTAL WRITTEN OFF, WAIVED AND POSTPONED BY THE TREASURER

0 0 0 0

18.BUDGETARY INFORMATION -
COMPREHENSIVE OPERATING STATEMENT

		2016 Actual	2016 Original Budget	Variance
	NOTE	\$'000	\$'000	\$'000
INCOME				
<i>Grants and Subsidies Revenue</i>				
Current	1	240	0	240
<i>Appropriation</i>				
Output	2	46,232	47,515	(1,283)
Commonwealth		775	775	0
Sales of Goods and Services	3	408	520	(112)
Goods and Services Received Free of Charge	4	2,250	1,563	687
Interest Income		1	0	1
Other Income		46	0	46
TOTAL INCOME		49,952	50,373	(421)
EXPENSES				
Employee Expenses	5	(9,057)	(8,517)	(540)
<i>Administrative expenses</i>				
Purchases of Goods and Services	6	(30,176)	(32,548)	2,372
Repairs and Maintenance		(6)	(12)	6
Depreciation		(83)	(76)	(7)
Impairment losses		(27)	0	(27)
Other Administrative Expenses	4	(2,236)	(1,563)	(673)
<i>Grants and Subsidies Expenses</i>				
Current	7	(9,828)	(7,733)	(2,095)
Capital	7	(325)	0	(325)
Community Service Obligations		0	0	0
TOTAL EXPENSES		(51,738)	(50,449)	(1,289)
NET SURPLUS/(DEFICIT)		(1,786)	(76)	(1,710)
OTHER COMPREHENSIVE INCOME				
Changes in Accounting Policy		0	0	0
TOTAL OTHER COMPREHENSIVE INCOME		0	0	0
COMPREHENSIVE RESULT		(1,786)	(76)	(1,710)

Notes:

- The increase in current grants and subsidies revenue is due to funding contributed by Department of Arts and Museums for an infrastructure project in Tennant Creek.
- The decrease in output appropriation is due to Cabinet approved savings measures.
- The decrease in sales of goods and services revenue is due to revised revenue expectations for various trade Shows and co-operative activities.
- The increase in Goods and Services Free of Charge (FoC) is due to revised fees for Leased Properties.
- The increase in employee expenses was primarily due to Enterprise Bargaining Agreement increase and internal budget realignment.
- The decrease in purchase of goods and services was the result of Cabinet approved savings measures, the purchase of assets transferred out to other NTG Departments and internal budget realignment.
- The increase in grants and subsidies expenses was due to an approved overspend against the Tourism Development Infrastructure Fund.

18.BUDGETARY INFORMATION (CONTINUED) -

STATEMENT OF FINANCIAL POSITION

		2016 Actual	2016 Original Budget	Variance
	NOTE	\$'000	\$'000	\$'000
ASSETS				
<i>Current Assets</i>				
Cash and Deposits	1	1,207	6,541	(5,334)
Receivables	2	728	528	200
Prepayments	3	112	10	102
Total Current Assets		2,047	7,375	(5,328)
<i>Non-Current Assets</i>				
Property, Plant and Equipment		580	627	(47)
Total Non-Current Assets		580	627	(47)
TOTAL ASSETS		2,627	8,002	(5,735)
LIABILITIES				
<i>Current Liabilities</i>				
Payables	4	797	3,703	(2,906)
Provisions	5	815	1,389	(574)
Total Current Liabilities		1,612	5,092	(3,480)
<i>Non-Current Liabilities</i>				
Provisions	5	139	0	139
Total Non-Current Liabilities		139	0	139
TOTAL LIABILITIES		1,751	5,092	(3,341)
NET ASSETS		876	2,910	(2,034)
EQUITY				
Capital	6	3,728	3,865	(137)
Accumulated Funds	6	(2,852)	(1,251)	(1,601)
TOTAL EQUITY		876	2,614	(1,738)

Notes:

- Higher than anticipated payments during the year resulting in increased use of cash balances and decreased payables at year end (note 4 below refers).
- Higher than anticipated level of receivables at year-end mainly due not receiving a GST refund by 30 June.
- Higher than anticipated level of prepayments at year end.
- Payables are lower than budget due to improved alignment of payments with activity, resulting in fewer creditors and accruals at year-end.
- Lower than anticipated net level of current and non-current employee entitlements at year-end.
- Higher than anticipated budget deficit mainly due to approved overspend in grants under the Tourism Development Infrastructure Fund.

18.BUDGETARY INFORMATION (CONTINUED) -
CASH FLOW STATEMENT

		2016 Actual	2016 Original Budget	Variance
	NOTE	\$'000	\$'000	\$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Operating Receipts				
Current Grants and Subsidies		240	0	240
Output Revenue				
Output	1	46,232	47,515	(1,283)
Commonwealth		775	775	0
Receipts from Sales of Goods and Services	2	3,371	520	2,851
Interest Revenue		1	0	1
Total Operating Receipts		50,619	48,810	(1,809)
Operating Payments				
Payments to Employees	3	(9,264)	(8,517)	(747)
Payments for Goods and Services	4	(33,489)	(32,560)	(929)
Grants and Subsidies Paid				
Current	5	(9,828)	(7,733)	(2,095)
Capital	5	(325)	0	(325)
Total Operating Payments		(52,906)	(48,810)	(4,096)
NET CASH FROM/(USED IN) OPERATING ACTIVITIES		(2,287)	0	(2,287)
CASH FLOWS FROM INVESTING ACTIVITIES				
Investing Receipts				
Proceeds from Asset Sales		0	0	0
Total Investing Receipts		0	0	0
Investing Payments				
Purchase of Assets	6	(193)	0	(193)
Total Investing Payments		(193)	0	(193)
NET CASH FROM/(USED IN) INVESTING ACTIVITIES		(193)	0	(193)

18.BUDGETARY INFORMATION (CONTINUED) -

CASH FLOW STATEMENT

	2016 Actual	2016 Original Budget	Variance
NOTE	\$'000	\$'000	\$'000
CASH FLOWS FROM FINANCING ACTIVITIES			
Financing Receipts			
Equity Injections	0	0	0
Total Financing Receipts	0	0	0
Financing Payments			
Equity Withdrawals	0	0	0
Total Financing Payments	0	0	0
NET CASH FROM/(USED IN) FINANCING ACTIVITIES	0	0	0
CASH FLOWS FROM INVESTING ACTIVITIES			
Net increase/(decrease) in Cash Held	(2,480)	0	(2,480)
Cash at Beginning of Financial Year	3,687	6,541	(2,854)
Total Investing Payments	1,207	6,541	(5,334)

Notes:

- 1 The decrease in output appropriation is due to Cabinet approved savings measures.
- 2 The increase in receipts is mainly due to inclusion of GST refunds which is not included in the budget.
- 3 The increase in payments to employees is mainly due to higher than anticipated employee payments.
- 4 The increase in payments for goods and services is mainly due to inclusion of GST paid which is not included in the budget.
- 5 The increase in grants and subsidies paid was due to an approved overspend against the Tourism Development Infrastructure Fund.
- 6 The increase in Purchase of Assets is due to assets purchased then transferred to other Northern Territory Government Departments.

95 Appendix 1 – Funding

1. EVENT MARKETING SPONSORSHIP PROGRAM
2. REGIONAL TOURISM ORGANISATIONS AND VISITOR INFORMATION CENTRES
- 96 3. TOURISM INFRASTRUCTURE DEVELOPMENT FUND (TIDF)
- 100 4. TOURISM INFRASTRUCTURE DEVELOPMENT FUND – ACCELERATOR ROUND
- 103 5. TOURISM DEMAND-DRIVER INFRASTRUCTURE PROGRAM
- 104 6. NORTHERN TERRITORY SCHOOL EXCURSION GRANT
- 105 7. ALICE SPRINGS CONVENTION CENTRE

106 Appendix 2 – Procurement Period Contracts

107 Appendix 3 – Board Committee Membership

1. FINANCE, AUDIT AND RISK COMMITTEE
2. MARKETING STEERING COMMITTEE

108 Appendix 4 – Insurance Arrangements

1. SELF-INSURANCE ARRANGEMENTS
- 110 2. COMMERCIAL INSURANCE ARRANGEMENTS

111 Appendix 5 – Secretariat

112 Appendix 6 – Employment Instructions

Appendix 1 – Funding

The following details all the different types of funding we provided during the year.

1. EVENT MARKETING SPONSORSHIP PROGRAM

EVENT	DESTINATION	FUNDING AMOUNT (EXC. GST)
2016 Rotary Henley on Todd Regatta	Alice Springs	\$5,000
Alice Desert Festival	Alice Springs	\$20,000
Alice Springs Running Festival	Alice Springs	\$5,000
Barunga Festival	Katherine	\$5,000
Beanie Festival	Alice Springs	\$5,000
Classic Outback Trial	Alice Springs	\$5,000
Darwin Aboriginal Art Fair	Darwin	\$5,000
Desert Harmony Festival	Tennant Creek	\$5,000
Desert Mob	Alice Springs	\$5,000
Easter in the Alice Mountain Bike Muster	Alice Springs	\$5,000
Hottest Sevens in the World	Darwin	\$10,000
Marrakai Mango Festival	Darwin	\$5,000
Mindil Beach Sunset Markets	Darwin	\$5,000
Pine Creek 20th Annual Goldrush Festival	Katherine	\$10,000
Run Larapinta	Alice Springs	\$5,000
The Redback	Alice Springs	\$5,000
Uluru Camel Cup	Uluru	\$5,000
Wide Open Space Festival	Alice Springs	\$5,000
TOTAL		\$115,000

2. REGIONAL TOURISM ORGANISATIONS AND VISITOR INFORMATION CENTRES

ORGANISATION	ACTIVITY	FUNDING AMOUNT (EXC. GST)
Tourism Top End	Visitor Information Services – Darwin Marketing, and Industry Enhancement Activities – Top End region (including Darwin, Katherine, Kakadu and Arnhem Land)	\$795,000
Katherine Town Council	Visitor Information Services – Katherine	\$285,000
Battery Hill Mining Centre/ Tennant Creek Foundation	Visitor Information Services – Tennant Creek	\$91,000
Tourism Central Australia	Visitor Information Services – Alice Springs Marketing, and Industry Enhancement Activities – Central Australian region (including Alice Springs, Uluru and the Barkly region)	\$765,000
TOTAL		\$1,936,000

3. TOURISM INFRASTRUCTURE DEVELOPMENT FUND (TIDF)

The NT Government's \$4.75 million Tourism Infrastructure Development Fund (TIDF) grants program supported 95 projects with a total value of more than \$12 million including private sector investment.

BUSINESS NAME	PROJECT SUMMARY	FUNDING AMOUNT (EXC. GST)
Arnhem Land Coast Camp	Build a kitchen, dining and entertainment area, ablutions block and purchase and install safari tents.	\$26,850
Arlpwe Art and Culture Centre	Create an additional display area and two digital information kiosks.	\$88,023
Banubanu Wilderness Retreat	Purchase and install luxury eco tent accommodation.	\$65,000
Batchelor Butterfly Farm	Butterfly House upgrades including a boardwalk with a lookout platform.	\$27,273
Batchelor Farm	Build a Bali-style hut.	\$25,800
Batchelor Museum	Upgrade the museum café.	\$30,000
Batton Hill Bush Camp and Tours	Purchase and install BBQ facilities, camel-proof fencing, signage, and a water tank.	\$14,751
Birding Billabongs NT	Purchase and install solar power at new camp grounds.	\$27,273
Chung Wah Society	Upgrade the Wood Street entrance of the Society.	\$80,000
City of Darwin Cruises	Purchase and install cooking facilities, an electric toilet, lighting fixtures, seating cushions, and upgrade the power system on the tour vessel.	\$50,000
Coomalie Creek RV Park	Convert a shed into a telecommunications centre.	\$25,090
Corroboree Park Tavern	Purchase and install water filtration system for two crocodile enclosures.	\$10,545
Crocodylus Park	Build an outdoor enclosure for large exotic cats and a waterfall escarpment feature.	\$100,000
Crocosaurus Cove	Refurbish the Reptile House and theatre including a new 3D projector.	\$26,100
Daly Waters Pub	Facility upgrades including a larger pool and decking.	\$70,000
Darwin International Airport	Build a new International Airport Lounge.	\$500,000
Dhipirri Barra and Sports Fishing Lodge Arnhem Land	Build new rooms at the Lodge and develop a birdwatching experience.	\$50,000
Djilpin Arts	Improve displays including the development of an augmented reality tour.	\$24,420
Earth Sanctuary	Build a space observatory including a 4.5m dome and a Deep Sky telescope.	\$50,000
Edith Falls (Leliyn) Campground and Kiosk	Redevelopment of the Edith Falls kiosk.	\$46,636
Epicurious Travel	Build a semi-permanent camp site on the Larapinta Trail.	\$80,000
Foot Falcon Tours	Purchase images and an Aboriginal language map to showcase on tours.	\$1,150
Gulpilil's Australia	Upgrade safety equipment on tour vehicles for a new Crocodile Wild Harvest Tour.	\$18,765
Gundjeihmi Aboriginal Corporation	Improve displays and signage for the Marrawuddi Gallery at the Bowali Visitor Centre.	\$27,273

BUSINESS NAME	PROJECT SUMMARY	FUNDING AMOUNT (EXC. GST)
Gurindji Aboriginal Corporation	Purchase and install signage, markers, and rest areas along the Wave Hill walking tour.	\$50,000
Gove Boat Club	Purchase and install fencing for boat storage facility and camp ground.	\$80,000
Heritage Caravan Park	Build an onsite dog day-care facility.	\$9,591
Hale River Homestead	Upgrade power systems and create a new camp kitchen.	\$90,909
Hermannsburg Heritage Precinct	Build a new art studio and develop a self-guided audio tour.	\$82,800
Karrke Pty Ltd	New facilities for an Indigenous cultural experience e.g. ablution block.	\$92,399
Katherine Museum*	Purchase and install digital interpretive signage and produce an interactive story on Jeannie Gunn.	\$33,878
Katherine Outback Experience	Build a shade structure and install tiered grandstand seating.	\$30,000
Kathleen Buzzacott	Studio extension with screening and an outdoor sink.	\$29,992
Kings Canyon Resort	Infrastructure to support new Segway tours.	\$50,000
Kings Creek Station	Upgrades to outdoor area including landscaping and a new plunge pool.	\$45,455
Laynhapuy Homelands Aboriginal Corporation	New outdoor dining facility, boat ramp and access upgrades.	\$50,000
Lazy Lizard Caravan Park	Swimming pool upgrades.	\$24,500
Litchfield Motel	Upgrade kitchen and dining area.	\$100,000
Litchfield Tourist Park	Build a family-sized luxury two-bedroom cabin.	\$65,000
Lord's Kakadu and Arnhemland Safaris	New accommodation tents and upgrades to dining tent at the safari camp.	\$29,937
Lorella Springs Wilderness Park	Connect water bore and camp grounds.	\$27,273
Mantiyupwi Family Trust	New footbridge linking the Tiwi Islands ferry terminal to Tiwi Design.	\$24,500
Mantiyupwi Family Trust	Help construct new Sports Hall of Fame for the Patakijiyali Museum on Bathurst Island.	\$70,000
Mark Carter Birding and Wildlife	Purchase of specialist camera equipment and bird hides for use on tour.	\$16,312
Marksie's Stockman's Camp Tucker	Purchase and install improved signage and upgrade furniture.	\$4,021
Maruku Arts	Shade structures for Indigenous tourism experience.	\$29,850
Mary River Wilderness Retreat	Purchase and install safari tents.	\$65,000
Mataranka Roadhouse	Build a new ablutions block and shade structure.	\$27,754
Mount Nancarrow Wilderness Retreat	Purchase and install an electrical power system.	\$30,000
Myilly Point Heritage Precinct	Pave an events area.	\$23,275
Nhulunbuy Corporation	Build a fenced walkway from the town to the beach.	\$18,182
NT Adventure Park	Purchase and install totem pole signage for nine tourism businesses.	\$10,826

BUSINESS NAME	PROJECT SUMMARY	FUNDING AMOUNT (EXC. GST)
NT Adventure Park	Upgrade two camp-kitchens and five cabins.	\$26,522
NT Airwork	Build a helicopter pad, site office, car park area, and a shade structure.	\$40,000
Ntaria Supermarket	Upgrade caravan park and campground.	\$45,252
Nyinkka Nyunyu Art and Culture Centre	Modify and improve the Jajjikari Cafe.	\$26,945
Ooraminna Station Homestead	Infrastructure upgrades for function and events.	\$26,600
Ooraminna Station Homestead	New kitchen that can cater up to 500 guests.	\$60,000
Outback Ballooning	Purchase a 'Do the NT' branded hot air balloon.	\$61,588
Outback Floatplane Adventures	Site preparation for new boutique accommodation on the Finnis River.	\$100,000
Outback Spirit	New safari tents and a new luxury restaurant conversion at the Murwangi Safari Camp near Ramingining.	\$100,000
Outback Tour Services	Purchase and install disability-friendly twin share cabins.	\$48,960
Palms City Resort	Upgrade breakfast café and WiFi.	\$17,557
Pine Creek Railway Resort	New caravan and camping facilities to existing motel.	\$7,623
Point Stuart Wilderness Lodge	Road, entrance and carpark upgrades.	\$54,000
Remote Education Tours	Purchase and install solar power at camp grounds.	\$19,365
Ross River Resort	Installation of a walk-in freezer and new cupboards to relocate storeroom.	\$15,000
RT Tours	Infrastructure for Mbantua Starlight Dinner at Simpson's Gap.	\$71,568
Rum Jungle Bungalows	Purchase and install solar power and a water bore.	\$30,000
Savannah Way Motel	Convert two standard rooms to meet family size and disability needs.	\$27,273
Sea Darwin	Purchase and install passenger seating with food trays for tour vessel.	\$27,114
Seven Emu Station	Build an ablutions block and connect to running water.	\$19,581
Spinway NT	Purchase and install bike vending stations.	\$30,000
Standley Chasm (Angkerle Aboriginal Corporation)	New birdwatching hides and picnic area upgrades.	\$60,000
The Kangaroo Sanctuary	Build a camel enclosure and viewing platform for a new camel tour.	\$50,000
The Purple Mango Café	Build a new nano-brewery.	\$85,950
Timber Creek Hotel	Renovate the ablutions block.	\$30,000
Tiwi Designs	Build a shelter and upgrade drainage for a cultural performances area.	\$24,904
Tiwi Islands Adventures	Purchase and install flushing toilets at Bathurst Island Lodge.	\$136,000
Trees Adventure	Build a tree-top adventure experience at Howard Springs Nature Park.	\$82,801

BUSINESS NAME	PROJECT SUMMARY	FUNDING AMOUNT (EXC. GST)
Trek Larapinta	Build a new semi-permanent camp site on the Larapinta Trail.	\$60,000
Two Wheel Dreaming	Convert a shipping container into headquarters providing storage for bike equipment and doubling as a small café.	\$27,273
Two Wheel Dreaming	Develop mountain bike trails around Katherine.	\$50,000
Uluṟu ATV Adventures	Purchase two All-Terrain Vehicles for use on a tour.	\$70,000
Uluṟu Camel Tours	Pave an events area.	\$52,596
Venture North and Coburg Fishing Safaris	Purchase and install deluxe eco-tents.	\$65,000
Warlukurlangu Artists Aboriginal Corporation	Display and signage upgrades including producing a video presentation for the Yuendumu Men's Museum.	\$28,400
Wayoutback Safaris	New Yulara campsite in the current coach campground.	\$26,180
Wildlands Wetlands Safaris*	Build a 'Billabong Bungalow' at Corroboree Billabong.	\$75,000
Wildman Wilderness Lodge	Develop All-Terrain Vehicle and mountain bike trails including signage and a pavilion area.	\$90,189
Wintersun Cabin and Caravan Park	Purchase and install a pool shade structure.	\$26,000
Wirib Tourism Park	Replace the wastewater system at the Timber Creek Caravan Park.	\$26,023
Wright Expeditions	New kitchen and bathroom unit for new heli-camping trips.	\$30,000
Youth Shack	Purchase and install a pool, decking area and landscaping.	\$30,000
Yupanalla Aboriginal Corporation	Renovate the Urapunga Homestead.	\$70,000
TOTAL		\$4,727,667

* At the time of writing, monies from these projects have been re-allocated into 2016-17.

4. TOURISM INFRASTRUCTURE DEVELOPMENT FUND – ACCELERATOR ROUND

An additional \$5 million Accelerator package of the TIDF funding was advertised later in the year. 91 projects were supported through this NT Government program with a total value of close to \$19 million.

BUSINESS NAME	PROJECT SUMMARY	FUNDING AMOUNT (EXC. GST)
AG, NM and PY Tripcony	Construct of a multi-purpose, shaded pontoon on the Billabong.	\$79,800
Alice Springs Airport	Multi-language welcome signage at airside Virgin arrivals paths.	\$9,000
Alice Springs Reptile Centre	Reception area upgrades including improving disability access and installing an interactive multi-language floor system.	\$60,000
Australian Transit Group Pty Ltd (ATG Downunder)	Modify a double-decker coach into a restaurant for a new 'Uluru Fork and View' tour.	\$75,545
Atrip NT	Develop and promote a Chinese cultural training hub at Berrimah Business Park.	\$95,500
Australian Sportfishing Charters	Refurbish the barramundi fishing tours mother ship, the Iron Lady.	\$50,000
Australian Tourist Publications	Create a map and 'Welcome to the Territory' booklet in simplified Chinese for distribution across the Territory and in China.	\$40,909
Banubanu Wilderness Retreat	Install water pipe to service deluxe eco-tents.	\$7,159
Barramundi Adventures Darwin	Build a pontoon facility to establish a new fishing tour.	\$100,000
Batchelor Museum	Build a storage shed.	\$15,400
BIG4 MacDonnell Range Holiday Park	New cultural, entertainment and activities centre.	\$100,000
Borroloola House Boats	Modify the Pellew Explorer vessel.	\$57,912
Buku Larrnggay Mulka Art Centre	Build six accommodation units near Yirrkala.	\$90,909
Central Australian Aviation Museum	Renew displays for the Connellan and Bellman hangars.	\$35,629
China Blueprint Consultants	A new website for NT operators to promote their products to the Chinese market.	\$10,000
China Sees NT	Develop a multi-lingual website promoting tourism in the Northern Territory, featuring images and video.	\$14,988
City of Darwin Cruises	Translate websites into 21 languages including Chinese.	\$32,500
Coomalie Creek RV Park	Install signage including educational information.	\$10,000
Crab Claw Resort	Campground upgrade and extension.	\$100,000
Crazy Acres	Build a shade structure for seating area.	\$9,090
Darwin FreeSpirit Resort	Renovate and extend pool bar and bistro.	\$75,000
Darwin Military Museum	Install a solar power system.	\$100,000
Darwin Surf Lifesaving Club	Upgrades to improve access and cool-room storage.	\$51,239
D-Town Events	Infrastructure upgrades for Big Buoy experience at Darwin Waterfront.	\$42,000

BUSINESS NAME	PROJECT SUMMARY	FUNDING AMOUNT (EXC. GST)
Earth Sanctuary	Infrastructure to support delivery of the 'Outback to the Future' tour and Space Discovery centre.	\$71,990
Gapview Hotel	Campground and office upgrades.	\$100,000
George F Photography	Promote the NT as a pre-wedding destination using luxury experiences and itineraries to target the Chinese market.	\$40,000
Glen Helen Homestead Lodge	Renovate bathrooms, paint guest rooms and replace carpet.	\$100,000
Go Wide Cattle Company	Fencing for rodeo arena at Rum Jungle Tavern.	\$14,575
Gove Peninsula Surf Life Saving Club	Rebuild the kitchen, restaurant and function space.	\$100,000
Groote Eylandt Lodge	Produce a digital guide for a new walking tour.	\$35,000
Hale River Homestead (Old Ambalindum)	Convert two huts into a multi-functional venue.	\$54,783
Heartbreak Hotel	Expand indoor and outdoor dining areas.	\$75,683
Heritage Caravan Park	Install a bore in the bush camping area.	\$7,500
Kakadu Billabong Safari Camp	New safari huts, bush kitchen facilities and facilities shed.	\$50,000
Kaltukatjara Community Council	Docker River campground upgrades.	\$100,000
Katherine Outback Experience	New amenities block and kitchen.	\$100,000
Kings Canyon Resort	Purchase six Segway Personal Transporters.	\$50,000
Litchfield Motel	Build ablution blocks to enable more public events.	\$100,000
Lord's Kakadu and Arnhem Land Safaris Pty Ltd	Construct an enclosed kitchen at Mardugal safari camp, Kakadu.	\$27,938
Lorella Springs Wilderness Park	Build a commercial kitchen and upgrade dining area.	\$78,640
Luwungunji Indigenous Tourism	Purchase and install water tank and piping to deliver water to camp ground area.	\$9,050
Maningrida Arts and Culture (Bawinanga Aboriginal Corporation)	Construct a covered walkway from airport to art gallery/ coffee shop.	\$100,000
Marksie's Stockman's Camp Tucker	Build a shelter for the Camp Tucker tour.	\$10,500
Marrawuddi Gallery	Develop an Indigenous fine art gallery with café.	\$95,000
Mataranka Roadhouse	Commercial kitchen upgrades.	\$50,000
Mt Bundy Station	Build a self-contained, family-sized cabin.	\$100,000
National Pioneer Women's Hall of Fame	Install interpretational signage at Old Andado Station and improve campground.	\$11,608
Nautilus Aviation	Develop infrastructure for scenic helicopter flights from and a cultural centre in Charles Darwin National Park.	\$46,250
Ngiyari Tours	Develop a new tour in Uluru-Kata Tjuta National Park.	\$100,000
Nitmiluk Tours	Develop a new cultural meeting place showcasing Indigenous culture.	\$10,000
North Shore Parks	Bore works to support cable ski park expansion.	\$10,000
North Tours Australia	Develop a map, self-drive guidebook, promotional video and NT tourism app for Chinese visitors.	\$33,500

BUSINESS NAME	PROJECT SUMMARY	FUNDING AMOUNT (EXC. GST)
NT Bird Specialists	Equipment to accommodate larger tour groups.	\$16,400
ON TOURnt	Retrofit two new vehicles.	\$97,144
One Mile Brewery	Purchase and install bottling system and associated brewing equipment.	\$38,000
Outback Cycling	Purchase 14 mountain bikes.	\$13,364
Outback Floatplane Adventures	Build pontoons on Sweets Lagoon.	\$50,000
Outback Spirit	Replace external lighting around Seven Spirit Bay Wilderness Lodge.	\$78,000
Outback Spirit	A new custom-built boat shed for the Arnhem Land Barramundi Lodge.	\$98,900
Palya Art	Mandarin translations for marketing material.	\$8,995
Professional Helicopter Services	Build helicopter pads near the Yulara town centre.	\$40,000
Pudakul Aboriginal Cultural Tours	Construct a shelter with catering equipment and nearby toilet facilities.	\$100,000
Pyndan Camel Tracks	Infrastructure to enable a new 10 minute camel rides.	\$31,819
Remote Adventures NT	New cameras to capture video footage on helicopter flights.	\$32,727
Remote Education Tours	Build a multipurpose building for student groups at Ayers Rock Resort coach campgrounds.	\$54,623
Ross River Resort	Electrical power system upgrades.	\$90,000
Rum Jungle Bungalows	Build a disabled access ablution block.	\$6,880
Sea Darwin	Install state-of-the-art technology on vessel and develop new scuba dive tour.	\$93,129
SkyDive Uluru	Build a purpose-built skydive centre.	\$77,000
Spinway NT	New bike vending stations with instructions in English and Chinese.	\$49,000
Standley Chasm (Angkerle Aboriginal Corporation)	New water-play attraction, interactive lighting display and wheelchair access to the café.	\$100,000
Tailormade Tours	Design, construct and install solar power system.	\$70,000
The Darwin History and Wartime Experience	Purchase and install a roof for open air tour vehicle and update website to include a Mandarin translation.	\$8,896
The Kangaroo Sanctuary	Infrastructure to support a new kangaroo hospital.	\$40,772
The Rock Tour	Upgrade camps and build wet-weather shelter.	\$16,665
Tiwi Islands Adventures	Staff accommodation at Melville Island Lodge.	\$68,182
Top Croc NT	Build a new crocodile farm, educational facility and tourist attraction.	\$50,000
Top End Tandems	Purchase parachutes branded with the 'Do the NT' logo.	\$15,830
TourDesk.com	Develop an online tour-booking platform.	\$100,000
Trek Tours Australia	Develop a semi-permanent eco-camp for extended trekking experiences.	\$15,000
Tumbling Waters Holiday Park	Build a multi-function stage and entertainment area.	\$60,000

BUSINESS NAME	PROJECT SUMMARY	FUNDING AMOUNT (EXC. GST)
Uluru ATV Adventures	Four 'Can Am' all-terrain vehicles (ATVs).	\$90,909
Uluru Camel Tours	Build an ablution block.	\$50,000
Uluru Segway Safari	New Segway tours in Uluru-Kata Tjuta National Park.	\$68,000
Venture North Australia	Install rotunda lounge area and fit-out new guest accommodation.	\$19,726
Wayoutback Safaris	Purchase and install tents with timber floors, beds, camp kitchen, fans, and lighting fixtures at Jabiru camp ground in Kakadu National Park.	\$56,989
Wetland Cruises	Infrastructure upgrades to cruise vessels, install interpretive signage and set up a Wi-Fi hotspot.	\$37,988
Wiligi Experience	Build two self-contained, year-round accommodation structures.	\$99,080
Wintersun Caravan and Cabin Park	Upgrade outdoor kitchen facility.	\$73,700
Woolner Pty Ltd (Gemtree)	New swimming pool and landscaping.	\$53,500
TOTAL		\$5,015,815

5. TOURISM DEMAND-DRIVER INFRASTRUCTURE PROGRAM

Eight projects aimed at driving demand were supported through this Australian Government program.

BUSINESS NAME	PROJECT SUMMARY	FUNDING AMOUNT (EXC. GST)
Battery Hill Mining Centre*	Permanent Borella memorabilia display in Tennant Creek.	\$59,599
Halikos Hospitality	Upgrade conference facilities at Crab Claw Island Resort.	\$45,000
Gove Boat Club	Kitchen, club and storage facility upgrades.	\$65,985
Kakadu Tourism	Accommodation expansion with safari-style tents at Cooida Lodge.	\$77,500
Lorella Springs Wilderness Park	Build five air-conditioned double bedrooms.	\$46,273
Ngurratjuta/Pmara Ntjarra Aboriginal Corporation	Build a multi-purpose space at Glen Helen Resort.	\$83,727
Outback Spirit	Renovate Seven Spirit Bay Wilderness Lodge.	\$200,000
Standley Chasm (Angkerle Aboriginal Corporation)	New wheelchair accessible walking trails and car parking area at Standley Chasm.	\$196,915
TOTAL		\$774,999

* A further \$240,000 was provided for this project by the Department of Arts and Museums through Tourism NT.

6. NORTHERN TERRITORY SCHOOL EXCURSION PROGRAM

Tourism NT's school excursion program supported 32 school classes to visit the Northern Territory this year.

SCHOOL	FUNDING AMOUNT (EXC. GST)
Bairnsdale Secondary College – Class 1	\$909
Bairnsdale Secondary College – Class 2	\$909
Bendigo Technical Education College	\$909
Berwick College	\$909
Buckley Park College	\$909
Cheltenham Secondary College	\$909
Dominic College	\$909
Emerald Secondary College	\$909
Emmanuel College	\$909
Frankston High School	\$909
John Paul College	\$909
Marist-Sion College	\$909
Mater Christian College – Class 1	\$909
Mater Christian College – Class 2	\$909
Melbourne Girls Grammar – Class 1	\$909
Melbourne Girls Grammar – Class 2	\$909
Norwood Secondary College – Class 1	\$909
Norwood Secondary College – Class 2	\$909
Oberon High School	\$909
Oxley High School	\$909
St John Bosco College	\$909
St Patrick's College	\$909
St Peter's College Cranbourne (East campus)	\$909
St Peter's College Cranbourne (West campus)	\$909
St Peter's College East Campus	\$909
St Peter's College West Campus	\$909
St. Brendan-Shaw College	\$909
Tallangatta Secondary College	\$909
Trinity College – Colac	\$909
Wantirna College	\$909
Waringa Park School	\$909
Wynyard High School	\$909
TOTAL	\$29,091

7. ALICE SPRINGS CONVENTION CENTRE

This funding is provided to assist with maintaining a high level of sales and marketing activity to attract business events and economic benefits to Alice Springs.

ORGANISATION	FUNDING AMOUNT (EXC. GST)
Under the Partnership Agreement	
Lasseters Hotel Casino	\$100,000
	(4 x \$25,000)
Under the Event Support Funding Agreement	
Lasseters Hotel Casino	\$163,636
TOTAL	\$263,636

Appendix 2 – Procurement Period Contracts

The following table lists new period contracts awarded during the year.

TENDER NUMBER	TYPE OF PROCUREMENT	CONTRACTOR NAME	CONTRACT VALUE*
Q15-0576	Provision of Management of a Digital Asset Management System for a Period of 12 Months	Media Equation Pty Ltd	\$41,859
15-1103	Renewal of Sitecore License Agreement and Software Maintenance 2015-2016	Sitecore Australia Pty Ltd	\$21,120
15-1113	Provision of Sitecore License Agreement and Software Maintenance for Europe 2015-2016	Sitecore Australia Pty Ltd	\$6,766
Q15-0577	Provision of Media Monitoring Services for a Period of 12 Months	Isentia	\$34,593
D15-0210	Provision of Sponsorship Management Services for a Period of 24 Months	Bastion EBA	\$602,580
Q16-0148	Production and Development of Various Campaigns featuring NT Ambassador Matthew Hayden for a Period of 24 Months	Get Outside Group	\$199,980
16-0318	Bronzed Trophies for Brolga NT Tourism Awards for a Period of 12 Months	Cobble Cast Australia	\$92,232
16-0354	Provision of International Tourism Services in Singapore and Malaysia for a Period of 6 Months	Pacific Leisure Marketing	\$18,900
Q16-0205	Provision of Research Services for Northern Territory Marketing Survey for a Period of 12 Months	Instinct and Reason	\$222,900
15-0838	Provision of Assessment of Macro-Consumer Trends for a Period of 12 Months	MyTravel Research.com Pty Ltd	\$62,161
16-0419	China Engagement – Tourism and Investment Attraction	Bastion S&GO	\$100,000

* Maximum contract value inclusive of all available extensions.

Appendix 3 – Board Committee Membership

1. FINANCE, RISK AND AUDIT COMMITTEE

FRAC held five meetings during the year.

ROLE	MEMBER	MEETINGS ATTENDED
Chairperson	Michael Toomey – Commissioner, Tourism NT	4
Member	Geoff Weeks – Commissioner, Tourism NT	5
Member	Col Fuller – Commissioner, Tourism NT	3
Member	Rex Schoolmeester – Chief Financial Officer, Department of Corporate and Information Services	4
Committee Secretariat	Don Duthie – Manager Business Solutions, Tourism NT	4
A/ Committee Secretariat	Peter Brown – Governance Coordinator, Tourism NT	1
Observer	Angela Collard – Executive Director Operations, Tourism NT	5
Guest	Leah Hudson – A/Manager Finance, Tourism NT	3
Guest	Ian Cooper – A/Director Finance, Governance and Procurement, Tourism NT (left Tourism NT)	1

2. MARKETING STEERING COMMITTEE

The Marketing Steering Committee held ten meetings during the year.

ROLE	MEMBER	MEETINGS ATTENDED
Chairperson	Denis Pierce – Commissioner, Tourism NT	7
Member	Michael Toomey – Commissioner, Tourism NT	4
Member	Amanda Wood – Commissioner, Tourism NT	9
Committee Secretariat	Emma Fraser – Executive Projects Officer, Tourism NT	9
Guest	Tony Mayell – CEO, Tourism NT	5
Guest	Adam Coward – Executive Director Marketing, Tourism NT	10

Appendix 4 – Insurance Arrangements

1. SELF-INSURANCE ARRANGEMENTS

INSURABLE RISK CATEGORY	MITIGATION STRATEGIES	2015-16	
		NO. OF CLAIMS	CLAIMS VALUE (\$)
Public Liability	<ul style="list-style-type: none"> Commercial insurance purchased Employees are instructed on work health and safety guidelines and incorporate at all public events Contractors involved in setting up stands at trade shows and consumer events are required to follow all work health and safety guidelines and have a minimum of \$10 million public liability insurance to cover themselves Assessment undertaken with all procurement processes to ensure public liability is in accordance with the conditions of contract. 	Nil	Nil
Workers' Compensation	<ul style="list-style-type: none"> Work health and safety policy developed and implemented Work Health and Safety Committee meets regularly Table workplace issues, communications information and new mitigation strategies Utilisation of Employee Assistance Program Fully trained and paid first aid officers in each building Early Invention Program Work-life balance strategies Job specific training, support and inductions Work sites assessments Purchase of commercial travel insurance to cover employees whilst travelling Purchase of commercial workers' compensation insurance for employees who reside interstate. 	Nil	Nil
Assets and Inventories – All	<ul style="list-style-type: none"> Portable and attractable item policy and asset policy to provide guidance to employees regarding their responsibilities and accountability Compliance with Treasurer's Directions Regular inspections and/ or stocktakes. 	Nil	Nil
Buildings	<ul style="list-style-type: none"> Building audits e.g. security, maintenance, compliance Appropriate security and testing e.g. fire systems, alarms and patrols Repairs and maintenance and minor new works programs. 	Nil	Nil
Vehicles	<ul style="list-style-type: none"> Regular service and maintenance checks in accordance with manufacturer's recommendations. 	4	\$4,668
Indemnities	<ul style="list-style-type: none"> Agency governance officer checks all contracts and agreements that contain indemnities and where possible indemnity clauses are removed from the contracts Any new high-risk indemnity is checked by the Department of Attorney-General and Justice A risk assessment is conducted on each indemnity and the project officer is required to confirm it is commercially acceptable Approval process is in accordance with section 34 of the <i>Financial Management Act</i> and Treasurer's Direction G2.5 Purchase of commercial Directors and Officers insurance to cover Board members. 	Nil	Nil

2014-15		2013-14		2012-13		2011-12		
	NO. OF CLAIMS	CLAIMS VALUE (\$)	NO. OF CLAIMS	CLAIMS VALUE (\$)	NO. OF CLAIMS	CLAIMS VALUE (\$)	NO. OF CLAIMS	CLAIMS VALUE (\$)
	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
	3	\$4,203	7	\$4,831	15	\$7,185	16	\$14,909
	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil

2. COMMERCIAL INSURANCE ARRANGEMENTS

INSURABLE RISK CATEGORY	2015-16			2014-15		
	COST (\$)	NO. OF CLAIMS	CLAIMS VALUE (\$)	COST (\$)	NO. OF CLAIMS	CLAIMS VALUE (\$)
Public Liability	\$27,483	Nil	Nil	\$30,646	Nil	Nil
Workers' Compensation	\$3,062	Nil	Nil	\$2,275	Nil	Nil
Business Travel (overseas)	\$1,289	1	\$2,520	\$2,449	Nil	Nil
Personal Accident (non-employees)	\$389	Nil	Nil	\$512	Nil	Nil

INSURABLE RISK CATEGORY	2013-14			2012-13		
	COST (\$)	NO. OF CLAIMS	CLAIMS VALUE (\$)	COST (\$)	NO. OF CLAIMS	CLAIMS VALUE (\$)
Public Liability	\$29,523	Nil	Nil	\$21,642	Nil	Nil
Workers' Compensation	\$3,642	Nil	Nil	\$3,664	Nil	Nil
Business Travel (overseas)	\$3,545	Nil	Nil	\$4,163	Nil	Nil
Personal Accident (non-employees)	\$511	Nil	Nil	\$516	Nil	Nil

INSURABLE RISK CATEGORY	2011-2012		
	COST (\$)	NO. OF CLAIMS	CLAIMS VALUE (\$)
Public Liability	\$21,563	Nil	Nil
Workers' Compensation	\$5,528	Nil	Nil
Business Travel (overseas)	\$3,073	Nil	Nil
Personal Accident (non-employees)	\$519	Nil	Nil

Appendix 5 – Secretariat

Our Secretariat area provides high level advice and assistance to staff in the preparation of Ministerial correspondence, statements and reports, Legislative Assembly briefs, Estimate Committee briefings and Cabinet Submissions. Secretariat also coordinates input to national tourism forums, such as the Australian Standing Committee on Tourism and the Tourism Ministers' Meeting.

	2015-16	2014-15	2013-14	2012-13	2011-12
Ministerials	204	282	274	239	307
Legislative Assembly briefs	76	87	80	60	104
Estimate Committee briefings	37*	57*	76	90	99
Agency Cabinet Submissions	8	5	5	6	3
Comments on Cabinet Submissions	58	33	31	11	32

* Comprises 14 briefs and 23 advance questions from the Opposition.

Appendix 6 – Employment Instructions

As required under the *NT Public Sector Employment (NTPS) and Management Act*, our performance against each Employment Instruction is reported below.

EMPLOYMENT INSTRUCTION AND NTPS AGENCY REQUIREMENT	OUR ACTION
Number 1 – Filling Vacancies Chief Executive to develop a procedure for the filling of vacancies consistent with the Act.	Forty-two percent of current staff employed at 30 June 2016 have attended Merit Selection training offered by the Office of the Commissioner for Public Employment. All documentation used within Tourism NT is in accordance with current process. There were no appeals made against Tourism NT selections during the reporting period.
Number 2 – Probation Chief Executive to develop a probationary process for the Agency and convey details of the probationary process to employees as soon as practicable after commencing duty.	Probation is specifically covered by Human Resources during individual inductions with new starters. The Human Resources and Corporate Support team regularly monitor probation time frames and follow these up directly with Managers. No employees were terminated this year under the probation process.
Number 3 – Natural Justice The rules of natural justice to be observed in all dealings with employees.	We have a natural justice policy available on our intranet. We apply the principles of natural justice in all dealings with employees.
Number 4 – Employee Performance Management and Development Systems Chief Executive to report annually to the Office of the Commissioner for Public Employment on management and training and staff development programs. Chief Executive to develop and implement performance management systems for their Agency.	Our Performance Enhancement Program is current and was used during the reporting period in accordance with legislation. Corporate training and development needs, such as advanced copywriting, were identified as part of the program and have been delivered.
Number 5 – Medical Examinations No reporting requirements.	Our Managers liaise with the Human Resources team for advice on resolving any medical related staffing issues on a case by case basis.
Number 6 – Performance and Inability No reporting requirements. Natural justice is to be observed with employees provided an opportunity for comment should proceedings under this legislation be involved.	Our Managers liaise with the Human Resources team for advice on resolving all performance related matters on a case by case basis. There have been no inability cases during 2015-16.
Number 7 – Discipline Chief Executive to provide the Office of the Commissioner for Public Employment with information on the extent to which this Employment Instruction has been used by the Agency. Chief Executive may establish procedures regarding discipline within their Agency.	We have a discipline policy available on our intranet. During staff inductions Human Resources staff ensure the Code of Conduct is understood and point out that breaches of the Code may lead to disciplinary action. No formal disciplinary action was undertaken during 2015-16.

EMPLOYMENT INSTRUCTION AND NTPS AGENCY REQUIREMENT

OUR ACTION

Number 8 – Internal Agency Complaints and Section 59 Grievance Reviews

Chief Executive will establish an internal policy and procedures for handling internal employee grievances.

We have a dispute resolution policy available on our intranet. Being a small agency, Human Resources staff are quickly accessed by staff who feel aggrieved in the workplace with support and advice on options provided.

Number 9 – Employment Records

Agencies are required to maintain appropriate employee records and implement procedures for maintaining and accessing these records.

Personnel files are maintained by the Department of Corporate and Information Services. All other employee records are kept in accordance with our employee records policy, published on the intranet.

Number 10 – Equality of Employment Opportunity Programs

Chief Executive to devise and implement programs to ensure equal employment opportunities and outcomes are achieved.

Chief Executive to report annually to the Office of the Commissioner for Public Employment on programs and initiatives developed.

Our number of Indigenous employees increased in 2015-16 and our number of staff identifying as coming from a non-English speaking background remained stable.

We are committed to increasing representation of Equal Employment Opportunity groups in our workforce in accordance with our diversity and equal employment opportunity policy.

Number 11 – Work Health and Safety Standards Programs

Chief Executive to develop programs to ensure employees are consulted in the development and implementation of work health and safety programs.

Our work health and safety framework and related documentation are available on our intranet.

Funding is provided for work health safety initiatives, such as regular fire warden and first aid training, and related equipment.

We provided fully funded flu vaccinations for employees during the year.

Number 12 – Code of Conduct

Chief Executive may issue guidelines regarding acceptance of gifts and benefits to employees.

All new starters are provided with a copy of the Code of Conduct and their understanding of the content is checked during individual induction meetings with Human Resources.

Number 13 – Appropriate Workplace Behaviour

Chief Executive will develop and implement an agency policy and procedure to foster appropriate workplace behaviour and a culture of respect, and deal effectively with inappropriate workplace behaviour and bullying.

The agency has an appropriate workplace behaviours policy that clearly identifies expectations for all staff and establishes mechanisms for dealing with internal complaints effectively and in accordance with natural justice.

Number 14 – Redeployment and Redundancy Procedures

Chief Executive must maintain a confidential case file for all relevant documentation relating to the case management of redeployees.

As at 30 June 2016 the agency had one redeployee with a placement expected in the near future.

Number 15 – Special Measures

Sets out requirements and conditions for an agency special measures program, plan or arrangement.

A special measures plan for designated vacancies was approved during the reporting period, with four vacancies advertised under this plan.

These positions were filled by Indigenous applicants.

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