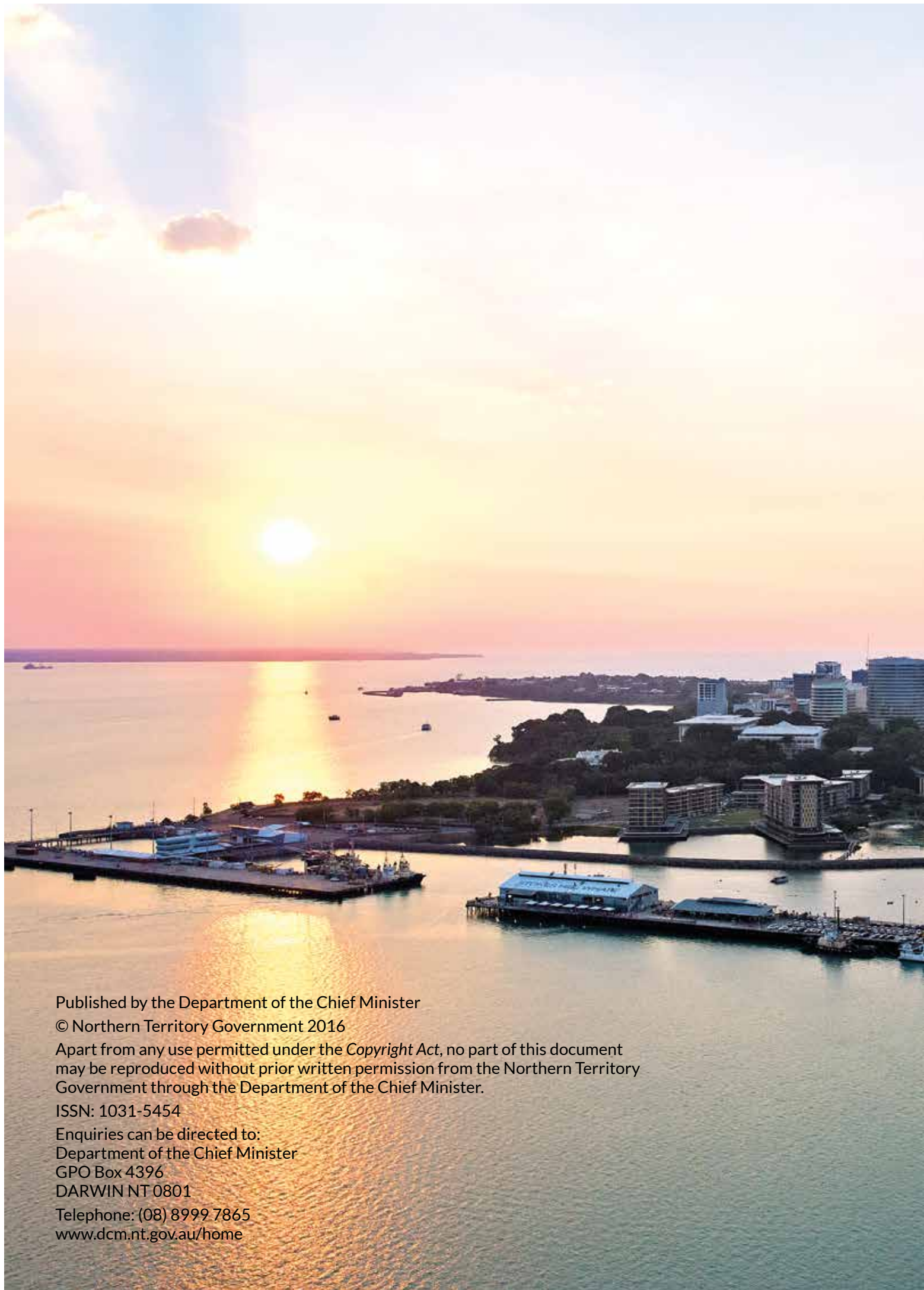




DEPARTMENT
OF THE CHIEF MINISTER

2015-16

Annual Report



Published by the Department of the Chief Minister

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Letter from the Chief Executive Officer

Chief Executive Officer
GPO Box 4396
Darwin NT 0801

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

Dear Chief Minister

In accordance with the provisions of the *Public Sector Employment and Management Act*, I am pleased to submit the 2015–16 annual report on the activities and achievements of the Department of the Chief Minister.

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

- a) Proper records of all transactions affecting the agency are kept, and the employees under my control observe the provisions of the *Financial Management Act*, the Financial Management Regulations and the Treasurer's Directions.
- b) Procedures within the agency afford proper internal control, and these procedures are recorded in the Accounting and Property Manual, which accords with the requirements of the *Financial Management Act*.
- c) There is no indication of fraud, malpractice, major breach of legislation or delegation, major error in, or omission from, the accounts and records.
- d) The internal audit capacity available to the agency is adequate and the results of internal audits have been reported to me.
- e) The financial statements included in the annual report have been prepared from proper accounts and records and are in accordance with the Treasurer's Directions.
- f) All Employment Instructions issued by the Commissioner for Public Employment have been satisfied.
- g) The agency is working in compliance with the *Information Act*.
- h) Obligations under the *Carers Recognition Act* and NT Carers Charter have been satisfied.

Yours sincerely



JODIE RYAN

30 September 2016

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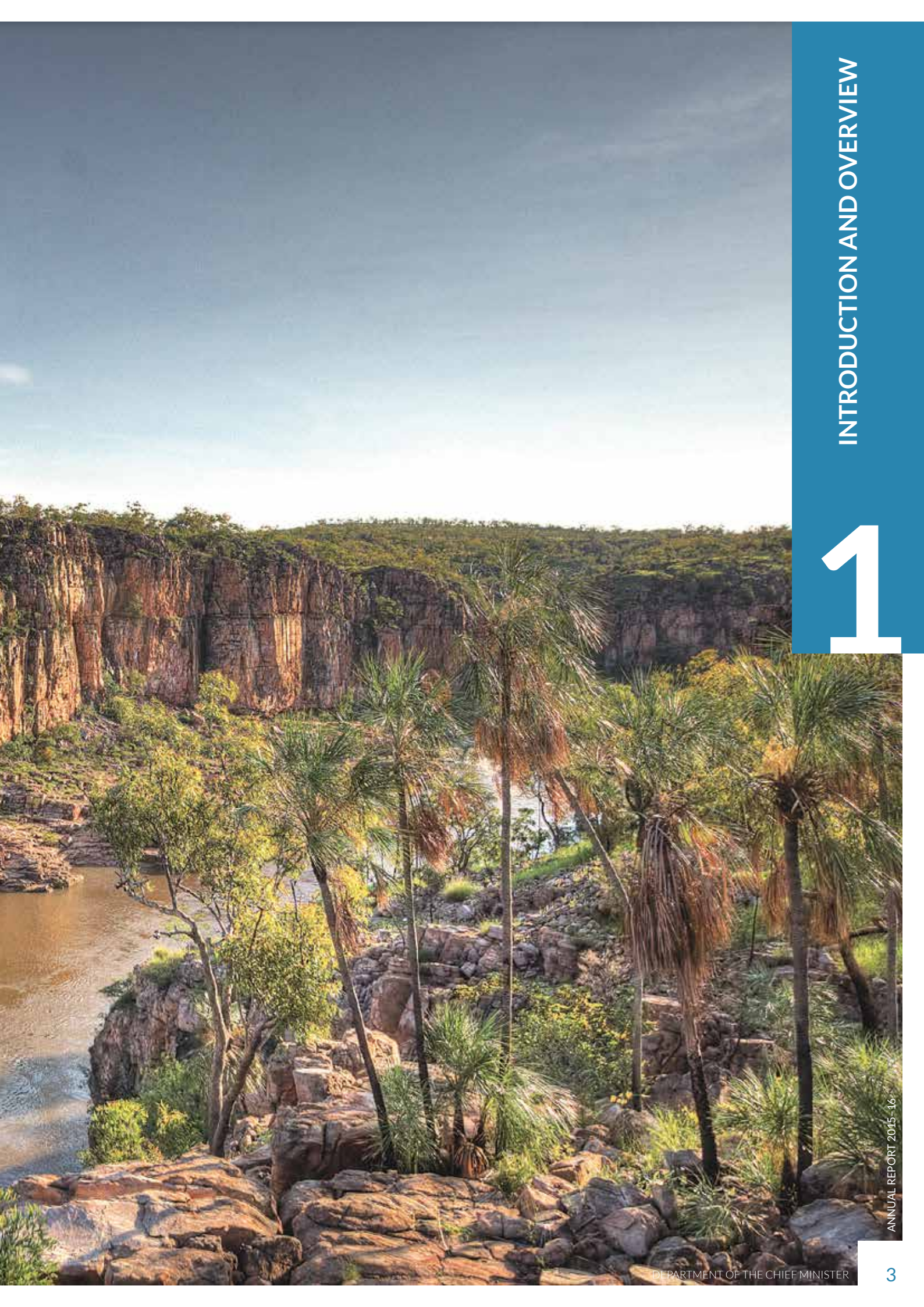
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Chief Executive Officer's review

I am pleased to present the Annual Report for the Department of the Chief Minister for the year ended 30 June 2016.

This year's annual report provides a comprehensive account of the agency's functions and performance against approved budgets and resources for 2015-16.

The report's achievements were overseen by Mr John Coleman, who was in the role of Chief Executive Officer in 2015-16. I thank Mr Coleman for his efforts in providing leadership to the agency and public sector during his time in the role. Additionally, Mr Coleman should be thanked for his 40 years of service to the Northern Territory Government and his significant contribution to improving and developing the Northern Territory.

As a central agency, the department of the Chief Minister performs a wide range of roles and functions, from driving coordination and leadership across government to providing independent, rigorous, timely and expert policy advice to the Chief Minister, ministers and Cabinet.

In 2015-16, the agency worked to secure private investment for the construction and operation of an \$800 million, 623 km gas pipeline connecting the northern and eastern gas markets. The agency was also at the forefront of preparing a signed binding heads of agreement for the development of a \$250 million luxury hotel, a project that will create jobs and stimulate economic growth in the Top End.

The Department of the Chief Minister, alongside several other government agencies, the Northern Land Council, Kenbi Traditional Owners and the Australian Government was responsible for reaching a settlement on the Kenbi Land Claim. The handover of the Kenbi Land Claim occurred in April 2016, and is one of the longest-running and complex land claims in Northern Territory history.

Agency employees were responsible for providing support and advice to the Chief Minister for three Council of Australian Governments (COAG) and three Council for the Australian Federation (CAF) meetings. The agency also provided executive and secretariat support for the Chief Minister who, was Chair of CAF from January 2016.

In an attempt to improve the Northern Territory Government's online interface, the agency developed and rolled out a new central website, NT.GOV.AU. The site is based on international best practice in user centered design and makes it easier for the public and stakeholders to interact with government and individual agencies.

Finally, I would like to personally thank all agency employees who worked over the Christmas and New Year period for the Daly River flood recovery. It was a tremendous, collegiate effort and reflected the strengths of government to respond at a time of need.

I thank all staff for their efforts in 2015-16 and look forward to working together to deliver the priorities of government over the coming year.



Jodie Ryan
Chief Executive Officer

30 September 2016

Purpose of the report

The 2015–16 annual report of the Northern Territory Department of the Chief Minister (the agency) has been prepared by the Chief Executive Officer (CEO) in order to comply with annual reporting requirements under section 28 of the *Public Sector Employment and Management Act* (PSEMA), section 13 of the *Financial Management Act* and the *Information Act*.

Its primary purpose is to report to the Chief Minister on the agency's performance in 2015–16 against approved budget outputs and performance measures. Other audiences include Cabinet, the community, other government agencies, agency staff and the agency's stakeholders.

Pursuant to section 28 of PSEMA, the agency must present a report to the minister on the operations of the agency within three months after the end of the financial year, and it must contain:

Chapter 2

- functions and objectives of the agency
- legislation administered
- organisation overview, including number of employees of each designation and any variation in those numbers since the last report

Chapter 3

- operations, initiatives and achievements relating to planning, efficiency, effectiveness, performance and service delivery to the community

Chapter 4

- measures taken to ensure public sector principles were upheld and any significant failures to uphold them of which the CEO is aware
- management training and staff development programs
- occupational health and safety programs

Chapter 5

- financial statements prepared in line with sections 10 and 13 of the *Financial Management Act*.

Our vision, history, role and goals

Our vision

To shape the future of the Northern Territory through developing, coordinating and leading progress across government for improved outcomes for all Territorians.

Our history

Before 1976, the responsibility of the government for the Northern Territory (NT) rested with the Commonwealth Government. In that year, legislation was passed, establishing offices of executive members of the NT Legislative Assembly (MLAs), under which MLAs assumed authority to perform executive functions and powers under laws of the Northern Territory, or in relation to departments of its public service as determined by the Administrator. Thus, in January 1977, the Department of the Chief Secretary was formed with a total of 27 staff.

Eighteen months later, on 1 July 1978, the amalgamation of units from the Department of the Chief Secretary with the old Department of the NT resulted in the formation of the Department of the Chief Minister. Self-government for the NT had commenced.

The Department of the Chief Minister now operates with a total of 321 staff. It plays a key role in implementing government priorities and ensuring key strategies and major policies are implemented by the NT Public Sector (NTPS). Areas of government and legislation administered by the agency are outlined in the Administrative Arrangements Order.

Our role

The primary role of the agency is to support the Chief Minister and Cabinet in the delivery of government's priorities by:

- providing independent, rigorous, timely and expert policy advice to the Chief Minister, ministers and Cabinet
- positioning the interests of the Northern Territory at the national and international levels through engagement with Australian and international governments, industry and community sectors
- supporting the processes and functions of executive government
- driving performance and outcomes across the NTPS by coordinating approaches to priority issues it implements
- developing and growing strategic relationships with key stakeholders
- inspiring innovation and efficiency through improving public services.

Strategic Plan 2015-16



Strategic Priorities

Be exemplars of good practice

Support the Chief Minister & Cabinet to deliver government outcomes

Provide leadership & coordination across government

Develop & influence government policy & drive its implementation

Engage our stakeholders about government's vision for the Territory

What must go right?

Have the right people, resources and structure

Effective relationship management / communication

Be consultative, influential and persuasive

High quality contextualised government advice

Effective development and implementation of policy and strategic projects

Good governance

Exemplary government and Cabinet processes, protocols and security



Strategic Priorities

Be exemplars of
good practice

Support the Chief Minister
& Cabinet to deliver
government outcomes.

Provide leadership &
coordination across
government.

Develop & influence
government policy &
drive its implementation

Engage our stakeholders
about government's vision
for the Territory

Have the Right People, Resources and Structure

- Define DCM functions and organisational structure (including internal roles and responsibilities)
- Continuous capability assessment for people and the organisation

- Attract and retain the right people
- Attract and retain Indigenous staff and encourage cultural diversity in the workplace

- Invest in the tools to do our job
- Think strategically to optimise the benefit from our effort

Effective Relationship Management

- Stakeholder identification and segmentation in all we do to ensure an understanding of the audience, relevance and impact
- Develop tailored and executable stakeholder management plans and commit to timely action

- Establish the right people networks and cultivate relationships both internally and externally
- Continuous evaluation of stakeholder engagement and communication strategies to assess effectiveness

- Consult and communicate with internal and external stakeholders to ensure there is a shared understanding and commitment to whole-of-government outcomes
- Draw on best practice tools and methods across the NTG

Effective Communication

- Deliver communication activity that is timely, targeted, and sends the right message

- Learn from each communication activity and assess value
- Understand the audience and their needs

- Communication has to be engaging, relevant and high impact

Be Consultative, Influential and Persuasive

- Clearly define the function, role and value we add within NTG
- Adopt a consultative approach within DCM and with other government agencies and stakeholders to ensure the best possible alignment of outcomes

- Drive and maintain strong international, national and regional representation on policy issues affecting the NT
- Promote and negotiate initiatives internationally, nationally, across the NT and within NTG

- Share relevant information with other agencies and stakeholders, wherever appropriate
- Define and model the values and behaviours that reflect the culture we aspire to

High Quality Contextualised Government Advice

- Access relevant and reliable information
- Undertake evidence based analysis to inform policy development, implementation and outcomes

- Understand and consider future trends and the potential future impact on the NT
- Understand and consider the current economic, community, business and political landscape

- Identify, understand and consider the policy, economic, social and environmental levers and which combination government should use in any given situation
- Provide frank and fearless advice

Effective Development and Implementation of Policy and Strategic Projects

- Adopt robust policy and project development, implementation and delivery methodologies
- Communicate Government policies across government and the community

- Facilitate major private sector initiated economic and resource development projects from conception to delivery
- Lead delivery and coordination of strategic government projects and implement multi-stakeholder engagements

- Coordinate and facilitate whole-of-government Northern Australia Development and social and economic activity to diversify and strengthen the regions

Good Governance

- Continuously improve the current DCM governance and authorising environment
- Ensure policies and procedures in place are contemporary, accessible and well communicated

- Ensure best practice in change management and communication is in place
- Clearly communicate the importance and benefits of good governance to secure buy-in

- Drive and lead commitment to processes through training and collective responsibility
- Drive a culture of continual improvement

Exemplary Government and Cabinet Processes, Protocols and Security

- Lead and promote awareness of best practice in handling confidential and sensitive information
- Maintain a high standard of the formal presentation of government and the Administrator
- Maintain integrity of Cabinet process to support high quality decision making

- Promote awareness of protocols and processes across government
- Continue to refine protocols and processes to reflect needs of government and emerging issues as well as best practice
- Drive whole-of-government response to all hazards incidents

- Ensure decision making within DCM and across government is supported by smooth and efficient information management processes
- Preserve the dignity of the Office of the Administrator
- Facilitate outcome-driven diplomatic visits and deliver first class ceremonial events

What must go right?

2015–16 Highlights



Strategic and Federal Policy

- signing of the Bilateral Agreement between the Commonwealth and Northern Territory - Transition to a National Disability Insurance Scheme (2016-2019).
- signing of the Northern Territory National Partnership Agreement (NPA) on Remote Aboriginal Investment (RAI) between the Australian and Northern Territory governments (2016-2022). The objective of the NPA NTRAI is to improve schooling for Aboriginal children, make remote Aboriginal communities safe and healthier, and increase access to interpreter services and job opportunities for adults.

Cabinet Office

- arranged the swearing-in of a new ministry in February 2016 and accompanying Administrative Arrangements Order
- developed a new framework for recording and reporting on government commitments
- issued new editions of the government's caretaker convention guidelines, boards handbook, legislation handbook, ministerial correspondence handbook and style guide
- managed a regional Cabinet visit to Wadeye
- developed the administrative framework for and provided secretariat support to the newly established Cabinet Sub-Committee on Executive Government Reporting and Board Appointments.

Communications and Marketing Bureau

- delivered a new central website, NT.GOV.AU, based on international best practice in user-centred design, while redeveloping and integrating agency websites
- led the Public Information Group's response and recovery communications during the Daly River flood in December 2015
- delivered major NT Government marketing campaigns such as Territory Day, Tackling Ice and Budget 2016, in addition to providing ongoing support and guidance to agencies.

Social Policy Coordination unit

- released the final 'Strong Society Confident Culture Strategy'
- in partnership with the non-government sector, developed and delivered the 'NT Government Good Practice Guidelines for Funding Non-Government Organisations'
- coordinated National Youth Week, with 4841 young Territorians attending 70 events and activities held throughout the NT
- developed and published the 'NT Strong Seniors: Seniors Participation Framework 2016-19'
- developed and published the 'NT Multicultural Participation Framework 2016-19'.

Aboriginal Land Strategic Policy unit

- finalised settlement of the Kenbi (Cox Peninsula) land claim and established a whole-of-government working group to oversee implementation of settlement arrangements
- finalised the 'Sacred Sites Processes and Outcomes Review', which focusses on reducing red tape, protecting sacred sites and increasing certainty for stakeholders.



Commissions and Inquiries

- coordinated NTG attendance at 50 private and public hearings during the financial year to discuss the Northern Territory's programs and approaches to specific topics of interest to the Royal Commission into Institutional Responses to Child Sexual Abuse
- provided secretariat support to Commissioner Brian Martin AO QC on the Inquiry on the establishment of an anti-corruption and integrity commission in the Northern Territory
- amended the *Inquiries Act* to allow for seizure of documents and to provide a penalty for breaches of the Act as recommended by the Stella Maris Inquiry.

Strategic Defence Liaison

- released the NT Government's 'Defence Strategy Northern Territory Beyond 2015'
- established the Northern Territory Veterans Support Ministerial Advisory Council
- coordinated across-government engagement with Defence on priority issues
- implemented a program to promote Katherine as a posting of choice to Defence members and families interstate
- promoted the NT as a strategic location for new Defence capabilities and platforms, training areas and personnel, including an industry delegation and exhibit at the Pacific 2015 International Maritime Conference and Exposition.

Protocol

- coordinated the visit to Darwin of the ASEAN Heads of Mission
- arranged the inaugural NTPS Recognition of Service ceremonies in Darwin and Alice Springs
- arranged for the designer of the Northern Territory flag Mr Robert Ingpen, to be part of the 2015 Territory Day celebrations
- managed the delivery of 134 official government receptions and events.

NADO

- hosted 8780 guests through the NADO facilities for key industry meetings and events from July 2015 to June 2016
- delivery of a Territory-wide Northern Australia development communications and marketing campaign 'The thing the Territory needs the most (YOU)', which included television commercials, bus-wraps, airport billboard and print advertising, an extensive online component and over sixty videos that showcased how Territorians are developing the North.
- in partnership with the Department of Business delivered the 7th Indigenous Economic Development Forum in Alice Springs.
- provided support and assistance to Austrade for the Northern Australia Investment Forum in Darwin during November 2015 where more than 100 investment-ready
- facilitated engagement with China to open up new trade and investment opportunities and strengthen Chinese economic development relationships with the Northern Territory.





Security and Emergency Recovery

- continued to build the NT's counter-terrorism capability and improve the transitional arrangements from disaster response to recovery with NT Police, Fire and Emergency Services
- coordinated the whole-of government-recovery of Daly River and repatriation of Nauiyu residents following the Christmas Day floods
- developed the 'NT Government Emergency Operation Centre Finance and Procurement Guidelines' and 'Recovery Coordination Centre Concept of Operations'
- chaired the Australian and New Zealand Emergency Management Committee Recovery Subcommittee, successfully driving and completing the '2012 Council of Australian Governments Review of the Effectiveness of Commonwealth and State/Territory Relief and Recovery Payments', specifically the:
 - National Impact Assessment Model
 - National Monitoring and Evaluation Framework.

Economic and Environment

- released the 'NT Economic Development Strategy'
- finalised the 'NT Balanced Environment Strategy'
- led the inter-jurisdictional project team investigating approaches to implementing competition policy reform in regional and remote Australia.



Major Projects, Infrastructure and Investment

- secured private investment in a 99-year lease of the Port of Darwin from the Landbridge Group, with an upfront payment of \$506 million
- secured Jemena Northern Gas Pipeline Pty Ltd to construct and operate the \$800 million 623 km Northern Gas pipeline connecting the northern and eastern gas markets
- led the competitive process to establish of a common user ship lift located at the Marine Industry Park in Darwin to support Defence, Border Force, oil and gas, and coastal barging vessel maintenance
- signed a binding heads of agreement with Landbridge Infrastructure Group Australia for the development of a \$250 million Darwin luxury hotel on waterfront land, to be operated by global high-end brand 'Westin'.

\$506M

\$800M
623km

\$250M





East Arnhem Region

- under the NT Government's \$100 million Rebuild and Community Development Project half of the 82 houses damaged or destroyed in 2015 by Tropical Cyclones Lam and Nathan have been rebuilt in a coordinated recovery effort and a number of measures taken to deliver jobs and business opportunities in communities affected.
- in cyclone affected Galiwin'ku, assisted to establish on-site training and mentoring programs and provided ongoing business support which resulted in locals occupying 50 per cent of jobs on construction projects. Over 200 locals were employed in a range of jobs as part of recovery and rebuilding in major affected communities and homelands.
- administered \$5 million in grant funding for communities affected by Tropical Cyclones Lam and Nathan as part of the Community Recovery Fund (CRF).
- developed strong partnerships with Developing East Arnhem Limited, Rio Tinto Alcan, Commonwealth Government stakeholders, traditional owners and local businesses to broaden the regional economic base, with a focus on industry development in key sectors.

Central Australia Region

- negotiated initial funding for the Alice Springs After Hours Youth Service including for youth activities at the Alice Springs Youth Centre.
- coordinated whole-of-government responses to community safety issues affecting Alice Springs in peak periods, particularly throughout the summer school holidays and during major events.
- supported the Alice Springs Regional Economic Development Committee (REDC) through a range of projects including the Alice Springs art trail, bike and tourist path development, Larapinta Childcare facility and the delivery of the commercial camel industry review.



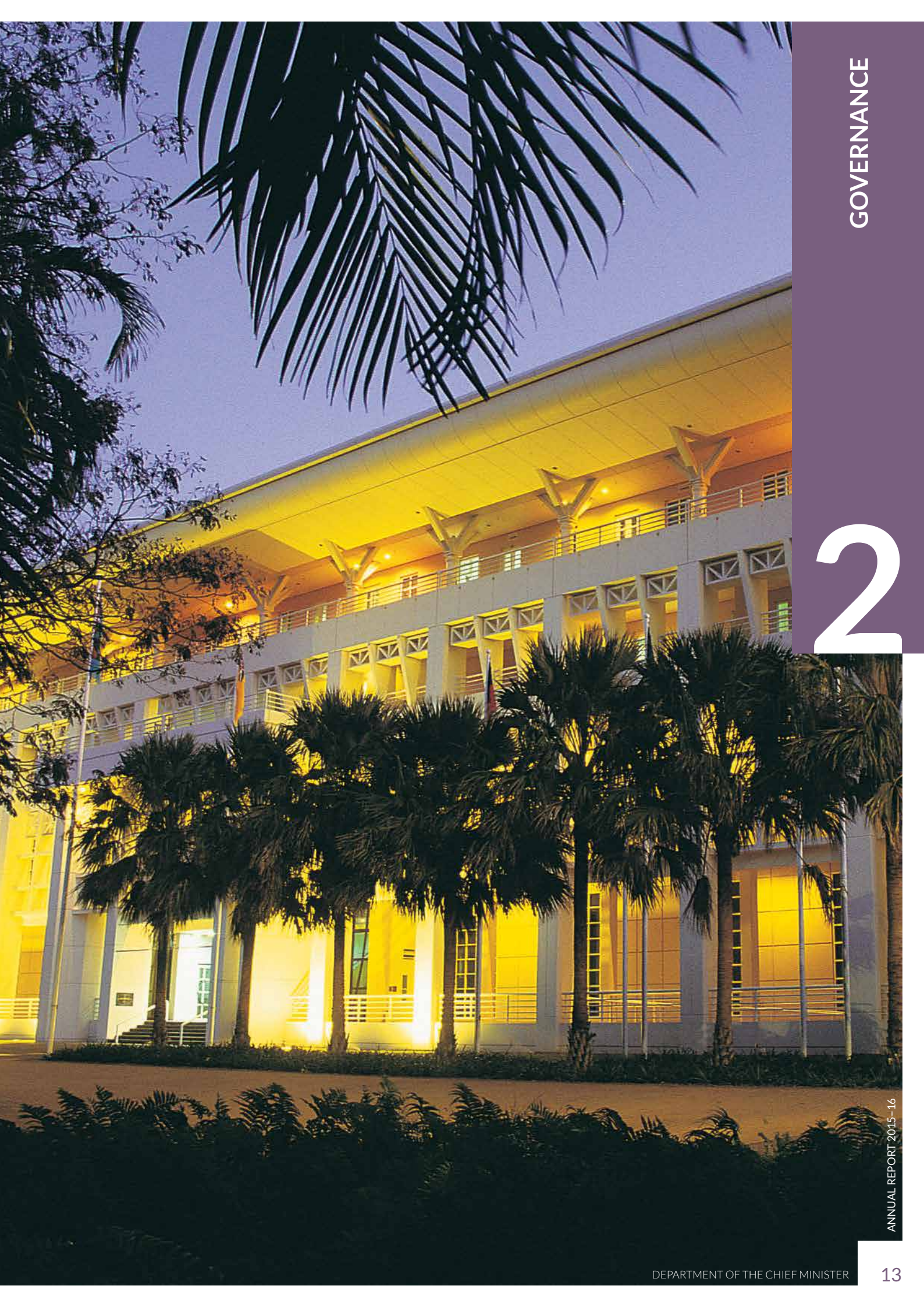
Barkly Region

- supported and worked closely with the Tennant Creek Regional Economic Development Committee (REDC) to identify and prioritise local economic development opportunities. Key REDC achievements included:
 - Provided administrative support and collaborated with Julalikari Council Aboriginal Corporation, the Commonwealth Government and Department of Infrastructure to complete the construction of a \$3.75 million Tennant Creek Youth Accommodation Facility.

Big Rivers Region

- supported NT Police to establish the Katherine Community Safety Committee.
- coordinated and hosted information sessions for the Katherine Regional Economic Development Committee (REDC) on training, sandlewood forestry, land and water assessments, transport hub development, heavy vehicle alternative route, local business downturn and the Defence White Paper.
- conducted workshops to revise the Katherine Regional Economic Development Strategic Plan 2015-17.
- established Katherine REDC Industry Working Groups for the transport, tourism, defence, agriculture and Indigenous developments sectors.





Legislation administered

The agency was responsible for administration of the following legislation as at 30 June 2016:

Acts

- *Administrators Pensions Act*
- *Assembly Members and Statutory Officers (Remuneration and Other Entitlements) Act*
- *Essential Goods and Services Act*
- *Flag and Emblem Act*
- *Inquiries Act*
- *Kenbi Land Trust Act*
- *Parks and Reserves (Framework for the Future) Act*
- *Port of Darwin Act*
- *Public Information Act*
- *Referendums Act*
- *Succession to the Crown (Request) (National Uniform Legislation) Act*
- *Transfer of Powers Act*
- *Transfer of Powers (Further Provisions) Act*
- *Transfer of Powers (Self-Government) Act.*

Regulations

- *Assembly Members and Statutory Officers (Remuneration and Other Entitlements) Regulations*
- *Inquiries (Witnesses' Expenses) Regulations*
- *Parks and Reserves (Framework for the Future) Regulations*
- *Referendums Regulations.*

Responsible areas of government

The agency is also responsible for the Administrative Arrangements Order made under section 35 of the *Interpretation Act* by the Administrator of the Northern Territory, acting with the advice of the Executive Council. The Administrative Arrangements Order sets out the agencies, legislation and principal areas of government for which ministers are responsible.

This agency is responsible for the following areas of government:

- Remuneration Tribunal
- coordination and development of government policy
- coordination of government administration and activities
- coordination of intergovernmental relations (except financial relations)
- major events
- government printing
- obtaining information from and directing work to be done by agencies on behalf of the Chief Minister and Cabinet
- Protocol
- security and emergency response
- social policy
- supporting Cabinet and the Executive Council.

Framework

The agency maintains a governance framework that sets out its approach to providing assurance about the agency's delivery of services (performance) and meeting its legislative requirements (conformance) in line with the framework advocated by the Australian National Audit Office (ANAO).

ANAO's 'House of Public Sector Governance'

GOVERNANCE OUTCOMES: Confidence in the organisation



* Source: adapted from a model developed by the Queensland Department of Transport in its Corporate Governance Framework for Queensland Transport and Main Roads: Final Report, July 2001.

Organisation

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

Team members work across a range of diverse functions and output groups (such as economic and social policy advice, research and development, Cabinet and ministerial, intergovernmental relations, corporate communications and marketing, and shared services) to facilitate and enable the effective coordination of policy formulation, and monitoring and implementation of policy initiatives across government with a whole-of-government perspective.

Staff snapshot as at 30 June 2016

Staff numbers by output group

Output group	FTE 2014-15 (full-time equivalent)	FTE 2015-16 (full-time equivalent)
Advice and Coordination	121.45	129.67
Government Business Support	158.86	161.30
Corporate and Governance	41.68	31.81
Total	321.99	322.78

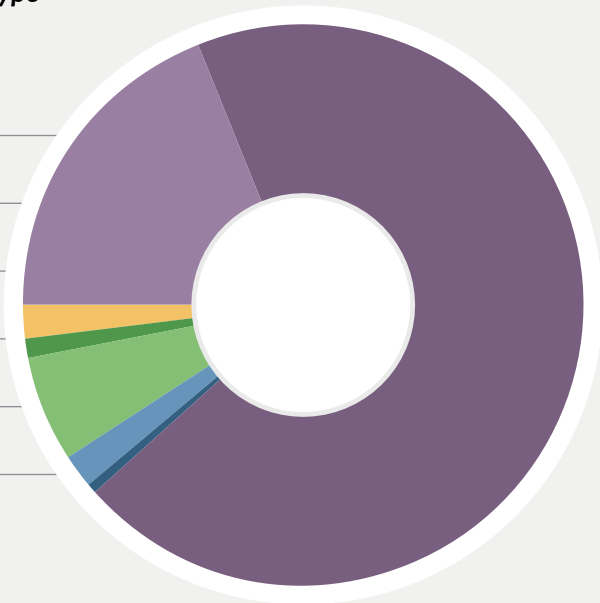
NB: Advice and Coordination output group includes the strategic policy advice units of DCM; the increase of 8.22 FTE is mainly attributed to NT Major Events and NADO.

The Government Business Support output group includes ministerial employees (103.32), Protocol, Government House, Cabinet and Secretariat, and Communications and Marketing Bureau employees. This output group has slightly increased by 2.44 FTE compared to the previous financial year, which is mainly attributed to ministerial staff.

The Corporate and Governance output group includes Corporate Services and Executive employees; the decrease of 9.87 FTE is mainly attributed to the transfer of media monitoring to the Government Business Support output group and the print management unit to the Department of Information and Corporate Services.

Distribution of agency team members across employment type as at 30 June 2016

- Executive 19%
- Administrative 70%
- Professional 1%
- Technical 2%
- Physical 6%
- Graduates 1%
- VIP drivers 2%



Staff profile

The table below outlines full-time equivalent (FTE) classifications from June 2015 to June 2016.

Classification	30 June 2015	30 June 2016
Executive Contract Officer 6	2.50	1.00
Executive Contract Officer 5	1.00	2.00
Executive Contract Officer 4	2.00	3.00
Executive Contract Officer 3	4.00	3.00
Executive Contract Officer 2	15.00	13.50
Executive Contract Officer 1	19.06	17.16
Executive Officer 2	1.00	1.00
Senior Administrative Officer 2	10.80	11.50
Senior Administrative Officer 1	25.04	27.75
Administrative Officer 7	25.60	32.70
Administrative Officer 6	34.66	25.63
Administrative Officer 5	25.61	32.68
Administrative Officer 4	25.60	21.28
Administrative Officer 3	14.27	7.78
Administrative Officer 2	3.00	2.00
Administrative Officer 1	0.82	1.45
Senior Professional 2	1.00	0.00
Technical 3	2.00	2.00
Technical 2	2.00	2.00
Physical 6	1.00	1.00
Physical 3	4.53	4.53
Physical 2	4.76	0.00
Physical 1	3.80	0.00
Graduate program	2.00	1.00
NTPS apprentice	0.02	0.00
VIP drivers	4.00	5.50
Subtotal	232.73	219.46
Ministerial employees	89.26	103.32
Total	321.99	322.78

Departmental boards and committees

Board of Management

The Board of Management develops strategic direction to support government priorities and is the agency's most senior decision-making body, with responsibility for:

- monitoring performance against objectives
- maintaining financial accountability
- ensuring people management and communication practices are effective, fair and equitable, and support corporate objectives.

Board of Management membership at 30 June 2016

Members

Mr John Coleman
CEO and Chair

Dr Rachel Bacon
Deputy CEO

Ms Anne Tan
Coordinator General, Major Projects and Infrastructure

Mr Stephen Mencshelyi
Strategic Defence

Mr Luke Bowen
Northern Australia Development Office

Observers

Mr David Ryan
Chief Financial Officer

Mrs Danielle Wilson
Executive Officer to CEO

Secretariat

Ms Jayne Fairnington
Manager, Committees and Projects

Audit and Risk Management Committee

In July 2013, the agency's Board of Management agreed to create a joint Audit and Risk Management Committee (ARMC) with the Office of the Commissioner for Public Employment. The purpose of the ARMC is to provide independent and objective advice and assistance to the CEO on the effectiveness of the agency's risk, control and compliance frameworks, and his or her financial reporting responsibilities.

The ARMC's functions and responsibilities include:

- monitoring strategic, reputational, corporate and operational risk management and the adequacy of the internal controls established to manage identified risks
- monitoring the adequacy of the agency's internal control environment and reviewing the adequacy of policies, practices and procedures in relation to their contribution to, and impact on, the agency's internal control environment
- reviewing financial statements and other public accountability documents (such as annual reports) prior to their approval by the CEO
- monitoring the internal audit function (including development and implementation of the annual internal audit plan, coordination of audit assignments, and monitoring of internal audit findings, including management's responses to and implementation of the audit recommendations)
- monitoring the Northern Territory Auditor-General's audit program and audit findings (including the reports to the NT Legislative Assembly and the agency's responses to and implementation of the audit recommendations)
- commenting on the state of organisational governance within the scope of the ARMC's Charter in the areas of the agency's risk management framework, the internal controls framework and external accountability
- within the context of the ARMC's purpose, undertaking any other functions determined from time to time by the CEO.

Audit and Risk Management Committee membership at 30 June 2016

Members	Role	Job title
Mr John Cossons	Independent Chair	CEO and Chair
Mr Tarrant Moore	Member	Director, Budget Development, Department of Treasury and Finance
Ms Libby Doney	Member	Director, Strategic Workforce Planning and Development, Office of the Commissioner for Public Employment
Dr Rachel Bacon	Member	Deputy CEO, Department of the Chief Minister
Mr David Ryan	Invitee	Executive Director, Corporate Services and Chief Financial Officer, Department of the Chief Minister

The ARMC met five times during the year, on 21 July, 10 September and 20 October 2015 and 28 January and 6 May 2016. Key outcomes from the ARMC meetings included:

- monitoring development of the agency's risk profile
- reviewing and recommending the agency's 2015–16 Internal Audit Plan to the CEO for approval
- monitoring implementation of the DCM 2015–16 Internal Audit Plan
- reviewing the agency public accountability documents and providing comment to the CEO
- reviewing the agency audit reports and monitoring management's implementation of audit recommendations conducted under the internal and external audit programs
- in addition to the five meetings held during 2015–16, the ARMC met in early August 2016 to review the agency's risk and audit activities during 2015–16, including the April to June quarter, and advised the CEO that the agency could demonstrate an adequate internal audit capacity in 2015–16 for the purpose of the 2015–16 annual report's transmittal letter (letter to the minister).

Information Governance Committee

In 2015, the Board of Management agreed to convene an Information Governance Committee (IGC) as one element of the agency's governance framework. In December 2015, a joint Department of the Chief Minister and Office of the Commissioner for Public Employment (OCPE) IGC met, with a general scope to oversee the management, security and distribution of the agency's information and data, and coordinate agency information and data management frameworks, strategies and policies.

The IGC met twice during the year, on 22 December 2015 and 9 March 2016. Key outcomes for the IGC included recommending draft terms of reference to the CEO for approval and commencing a review of agency systems with a view to developing an agency systems roadmap.

The draft terms of reference proposed the IGC functions as being:

- establish and monitor the effectiveness of the information governance framework, including all strategic, policy and architecture documents
- oversee information standards implementation, for example, business systems functionality, metadata and interoperability capabilities
- oversee agency information governance reporting and external information audits/reviews
- coordinate internal information reviews to identify information assets and their value, manage risk and compliance, and improve business processes
- identify who is responsible within the agency for information assets identified in audit and review processes
- plan, implement and monitor information infrastructure according to business information needs. For example, the IGC will approve business systems business cases to ensure they meet information needs and standards prior to submission to the Board of Management for procurement endorsement
- ensure the inclusion of information management values and principles within the agency's workforce plan, in conjunction with Human Resources
- provide guidance and support to divisions in managing of information over its entire lifecycle, including consideration of risks associated with security, access, privacy, continuity and cost
- act as interdepartmental liaison for whole-of-government information initiatives such as implementing standards, information and system interoperability.

Information Governance Committee membership at 30 June 2016

Name	Role	Job title
Mr Stephen Mencshelyi	Chair	General Manager, Strategic Defence Support
Ms Bridgette Bellenger	Member	Executive Director, Northern Australia Development Office
Ms Ann Combe	Member	Executive Director, Communications and Marketing Bureau
Ms Hannah Feneley	Member	Director, Aboriginal Land Strategic Policy Unit
Ms Camille Lew Fatt	Member	Director, Office of the Commissioner for Public Employment
Mr John Netterfield	Member	Senior Policy Officer, Economic and Environment Policy
Ms Lu Steuart	Member	Director, Social Policy
Ms Abby Collins	Member	Manager, Ministerial Liaison Unit
Mr Jason Robertson	Member	Project Manager, Office of Major Projects Infrastructure and Investment
Mr David Ryan	Invitee	Executive Director, Corporate Services and Chief Financial Officer
Mr Mark Trobbiani	Invitee	Director, ICT Services, Department of Corporate and Information Services
Mr Clifton Eliorda	Invitee	IT Manager, ICT Services, Department of Corporate and Information Services

DCM People Committee

In 2015–16, the DCM People Committee was established to play a key role in positioning the agency as an employer of choice by focussing its attention on leadership, workforce planning and effective people management. The committee provides advice and recommendations to the agency's Board of Management to assist it to achieve its strategic workforce development program.

The People Committee is accountable to the Board of Management for advising, direction setting, and/or monitoring with respect to:

- cultivating and sustaining a positive and high-performance agency culture
- developing and supporting strong leadership, communication and engagement
- departmental responses to agency-wide workforce issues and risks
- encouraging best practice workforce capability development, management and wellbeing
- the integration of programs that enable effective exchange and placements with other departments and jurisdictions as identified
- the workforce aspects of the strategic plan, including strategies, programs and projects aimed at improving organisational effectiveness and efficiency
- overseeing the development of best practice change management resources and practices
- other functions or tasks as directed or delegated by the Board of Management.

DCM People Committee membership at 30 June 2016

Name	Role	Job title
Mr Richard McAllister	Chair	Executive Director, Economic and Environment Policy
Dr Rachel Bacon	Member	Deputy CEO
Ms Salli Cohen	Member	Executive Director, Social Policy
Ms Emma White	Member	Executive Director, Aboriginal Land Strategic Policy
Ms Ann Combe	Member	Executive Director, Communications and Marketing Bureau
Ms Kym Nolan	Member	Director, Northern Australian Development Office
Ms Sibylle Brautigam	Member	Executive Director, Strategic and Federal Policy
Mr David Ryan	Invitee	Executive Director, Corporate Services and Chief Financial Officer
Ms Rosalie Lamour	Invitee	Principal Consultant, Workforce Development

The DCM People Committee met three times during the year, on 8 March, 18 May and 29 June 2016. Key outcomes from the meetings included:

- selection of a permanent Chair
- finalisation of terms of reference
- consideration of the internal policy training course, 'Policy Bootcamp'
- preparation and approval of a workforce development work plan
- progression of change management planning and resources
- progression of a staff communication and engagement plan ahead of the release of the 2016 'People Matter' results
- progression of workforce planning and development resources
- consideration of an early careers strategy and graduate recruitment plan.

Workplace Health and Safety Committee

The Workplace Health and Safety Committee provides advice to the CEO, through the Board of Management, on workplace health and safety (WHS) issues to ensure the health and safety of employees and clients in the workplace.

The committee deliberates on WHS obligations for employers and employees under the *Workplace Health & Safety (National Uniform Legislation) Act*, including:

- advising the CEO on the establishment, maintenance and monitoring of programs, measures and procedures in the workplace relating to the health and safety of employees
- developing and maintaining a WHS management system incorporating policies and programs in accordance with relevant legislation

- promoting a culture of responsibility and accountability for personal health and safety in the workplace communicated through the agency's Intranet
- ensuring WHS issues are considered in the planning and implementation of any major workplace changes or new work processes
- training of first aid and fire warden office holders.

The Workplace Health and Safety Committee met twice during 2015–16. During the year, it was brought to the committee's attention that the Department of Corporate and Information Services (DCIS) had undertaken a WHS audit in 2014, with several recommendations from that audit remaining outstanding. In 2016–17, the Workplace Health and Safety Committee's key objectives are to finalise the implementation of recommendations from the 2014 DCIS audit and update the agency's Workplace Health and Safety intranet content.

DCM Workplace Health and Safety Committee membership at 30 June 2016

Name	Role	Job title
Mr David Ryan	Chair	Executive Director, Corporate Services
Ms Ainslie Fisher	Member	Office of Major Projects, Investment and Infrastructure
Ms Kellie Sharp	Member	Communication and Marketing Bureau
Ms Megan Kelly	Member	Economic and Environment Policy
Ms Morgan Sabbith	Member	Social Policy
Ms Orin Williamson	Member	Northern Australia Development Office
Mr Vince Wyles	Member	Strategic and Federal Policy
Ms Vicki Page	Member	Alice Springs – Northern Australia Development Office
Ms Melissa Muller	Member	Nhulunbuy – Northern Australia Development Office
Mr Vishal Mohan-Ram	Member	Government House

Audit and risk management

Internal audits

Under the agency's 2015–16 Internal Audit Plan, a number of risk-based audits were conducted to improve performance or compliance, or a combination of both. The Audit Risk Management Committee (ARMC) monitors the agency's internal audit function, which includes implementation of the annual plan as well as the monitoring of audit outcomes, and management's responses to and implementation of audit recommendations.

outcomes, and management's response to and implementation of audit recommendations.

In 2015–16, the agency was selected by the Auditor-General for the following audits and reviews:

- an across-government review to assess compliance with the NTG Travel Policy, effective 1 July 2015
- a performance management system review in relation to the Darwin Marine Supply Base
- an agency compliance audit
- an official travel audit
- a compliance audit in relation to the Palmerston Regional Hospital
- an end-of-year review.

External audits

The agency is subject to the Northern Territory Auditor-General's audit program under the powers and responsibilities established by the *Audit Act*. The ARMC monitors the agency's external audit function, including the monitoring of audit

Insurance

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

In line with the NT Government policy, the agency self-insures for risk exposures under the categories of workers' compensation, property and assets, public liability and indemnities. Travel insurance was purchased for the agency during 2015–16. This was the only commercial insurance purchased by the agency.

Insurable risk category	Mitigation strategies
Public liability	<ul style="list-style-type: none"> ▪ repairs and maintenance program to reduce risks associated with physical assets ▪ appropriate signage ▪ education campaigns for staff and public using facilities.
Workers' compensation	<ul style="list-style-type: none"> ▪ flexible working arrangements policy was used ▪ work-life balance strategies were implemented ▪ use the Employee Assistance Program ▪ regular testing of fire systems and alarms was undertaken, including the annual test evacuation of NT House occupants ▪ early intervention program used.
Assets and inventories	<ul style="list-style-type: none"> ▪ asset registers were maintained for fixed, leased and portable and attractive items ▪ vehicles were regularly serviced and maintained.
Indemnities	<ul style="list-style-type: none"> ▪ risk assessments were completed for all new arrangements.

During 2015-16, 17 vehicles were repaired for damage. A comparison of vehicles damaged over the past three financial years is below.

Motor vehicles	2013-14	2014-15	2015-16
Number of vehicles	12	8	17
Value of claims*	\$53 756	\$19 841	\$28 338
Average cost of claim	\$4 479	\$2 480	\$1 667

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

During 2015-16, two new workers' compensation claims were lodged. Below is a comparison of data from the past three financial years.

Workers' compensation	2013-14	2014-15	2015-16
Total expenditure	\$13 286	\$5 905	\$72 715
Claims as at 1 July	3	0	1
New claims	2	3	2
Claims resolved	5	2	2
Claims as at 30 June	0	1	1



Access to information

The *Information Act* came into effect on 1 July 2003. It combines Freedom of Information (FOI), privacy and records management, and it affects how the agency collects, uses and stores government and personal information. The Act is designed to protect personal information, promote the free flow of government information, protect public interests and prevent public sector agencies from the unauthorised disclosure of information on individual, private and business interests held by public agencies.

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

Details on how to apply for access to information in line with part 3 of the Act are available on the agency's website. Details on how to access information not on the agency's website is also available online. Further assistance can be provided by contacting:

Information Officer

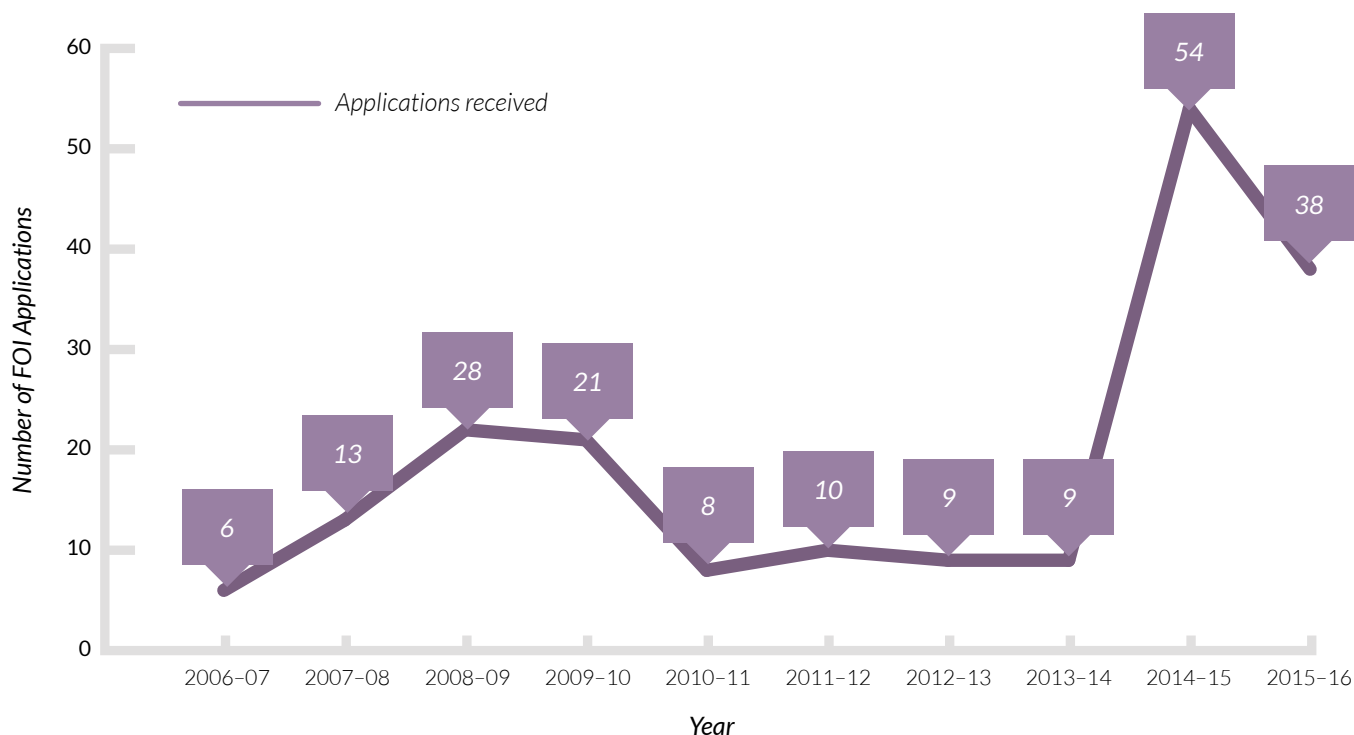
Department of the Chief Minister
GPO Box 4396
DARWIN NT 0801
Email: foi.dcm@nt.gov.au

Requests for information in 2015–16

The agency received a total of 38 applications requesting access to information in 2015–16, of which 10 applications were carried over from 2014–15. Four were subsequently withdrawn.

Five requests for an internal review of a decision were received, and one complaint was submitted to the Information Commissioner.

Freedom of Information Applications 2015–16



Information Act requests	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Applications carried over from the previous year	2	1	0	4	4	3	0	0	1	10
Applications to access personal information	0	2	0	1	0	0	2	0	0	2
Applications to access government and personal information	0	0	0	0	1	2	0	0	0	0
Applications to access government information	6	11	22	20	7	8	7	9	53	36
Applications transferred	2	0	0	0	1	2	0	1	1	2
Requests withdrawn	0	3	1	1	1	1	0	0	4	21
Responses completed	5	13	17	17	7	10	9	8	44	18
Applications on hand as at 30 June	1	0	4	4	3	0	0	1	10	8
Internal reviews	0	1	1	7	4	1	0	1	4	5
Complaints to Information Commissioner	0	0	1	0	0	0	0	0	1	1

Privacy

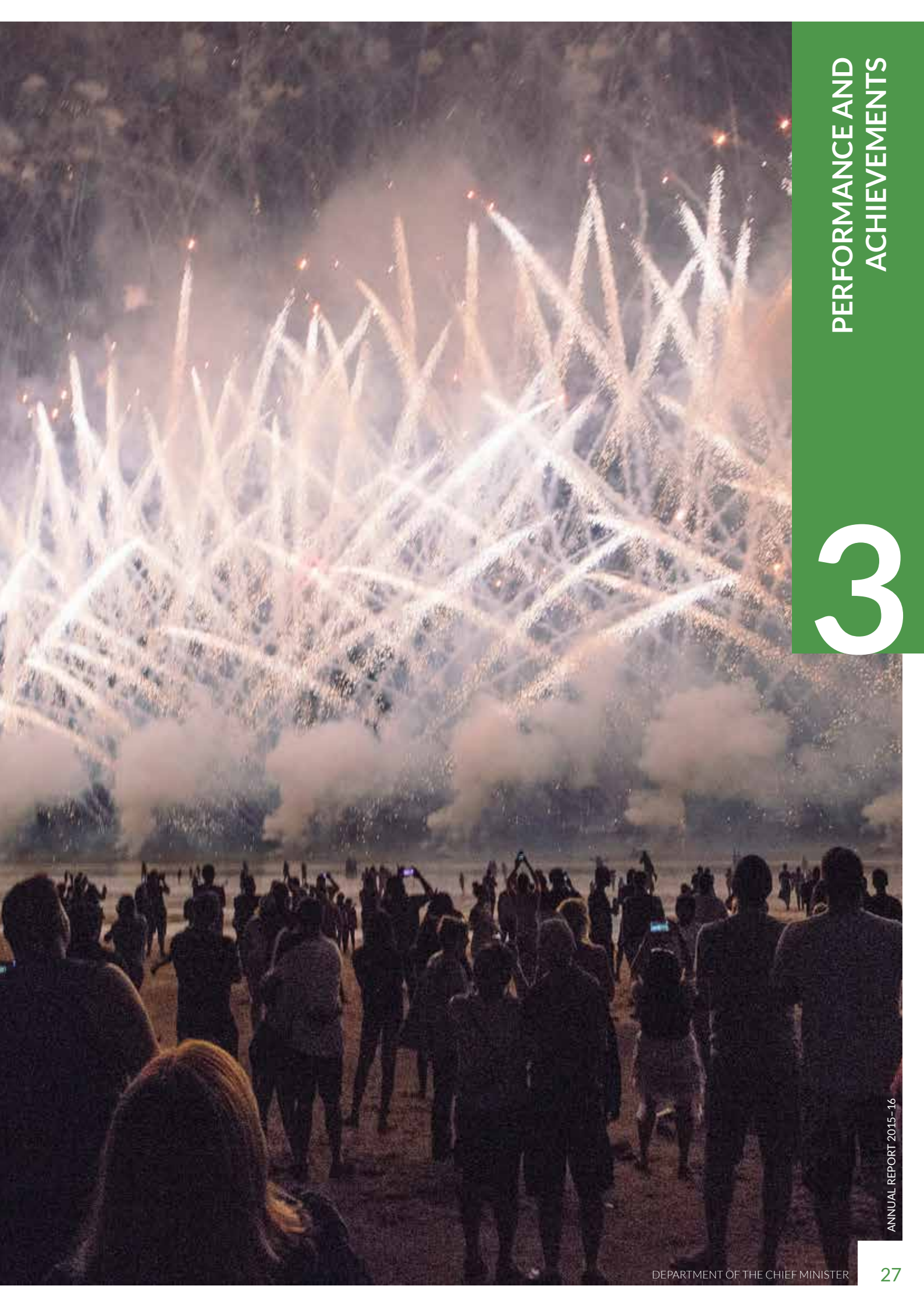
The agency's privacy policy is available on the agency's website at:

http://www.dcm.nt.gov.au/strong_service_delivery/access/freedom_of_information/privacy_policy

No privacy complaints were received in 2015–16.

Records and information management

The agency operates in line with the requirements of the *Information Act*. Records management standards are established through part 9 of the Act. Section 134 of the Act requires NTPS agencies to manage records in compliance with the government records management standards. Effective records management underpins the access, correction and privacy components of the Act by ensuring that government records can be located, read and reproduced in response to requests.





Output performance reporting

This section describes the agency's performance against planned outcomes for 2015–16. It also includes performance measures to demonstrate efficiency and effectiveness in achieving those outcomes. Reporting on performance is against outputs identified in NT Treasury's Budget Paper 3.

In 2015–16, the agency operated to an approved end of year Budget of \$120.51 million across all output groups. The Budget increased by \$21.82 million from the original published amount of \$96.69 million. This Budget increase during the 2015–16 year included:

- \$6.9 million for Major Projects support. This increase was offset by a transfer of \$2.4 million from the Economic Development and Major Infrastructure output to Government Services and Support to the Administrator output.
- \$6.4 million for new NT Major Events Company initiatives.
- \$2.5 million one-off funding for the Natural Disaster Relief and Recovery Arrangements (NDRRA) Tropical Cyclone Lam and Nathan Community Recovery Fund.
- \$1.5 million use of cash reserves to fund committed, unfunded initiatives such as Alice Springs Afterhours Youth Services pilot program and Aboriginal Land Strategic Policy Unit
- \$0.9 million use of cash for eligible NDRRA events; tropical cyclones Lam and Nathan and the Daly River floods.

The agency's reported total expenses for the financial year was \$120.5 million which was in line with the approved end of year Budget.

Overall, the agency has managed resources to budgeted targets and has sufficient cash reserves to manage outstanding commitments in forward years.

The Budget movement and expenses by output for 2015–16 is included below.

* 2015–16 Final Estimate includes approved end of year budget adjustments subsequent to published 2016–17 BP3.

Output	2015–16 published budget \$'000	* 2015–16 final estimate \$'000	2015–16 actuals \$'000	2015–16 % actuals against Final Estimate	Note
Advice and Coordination	59 763	76 161	72 645	-4.62%	
Strategic Policy Coordination	6 992	5 543	7 012		
Economic Development and Major Infrastructure	28 341	30 953	28 184		
Northern Australia Development Office	3 881	4 624	4 618		
Regional Coordination	5 033	10 585	9 052		
Community Engagement and Support	15 516	24 455	23 778		
Government Business Support	31 251	36 128	41 446	14.72%	1
Support to Ministers and Leader of the Opposition	17 065	18 104	23 318		
Government Services and Support to the Administrator	14 186	18 024	18 128		
Corporate and Governance	7 680	8 220	6 409	-22.04%	2
Corporate and Governance	7 260	7 800	5 989		
Shared Services Provided	420	420	420		
Agency total	98 694	120 509	120 499		

1 2015–16 Final Estimate and 2015–16 actuals include budget transfer from Advice and Coordination Output Group.

2 2015–16 Final Estimate increase recognising increased recoveries from NT Major Events Company.

Output group – Advice and Coordination

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

Output: Strategic Policy Coordination

- facilitate, negotiate and monitor the Territory's participation and input into national and international agreements, reviews and inquiries
- coordinate, facilitate and monitor the Territory's performance through national reporting frameworks, including the Report on Government Services, Productivity Commission and national reports
- provide strategic advice across a wide range of public policy issues to the Chief Minister and Cabinet
- work with relevant agencies and stakeholders to develop, guide and implement priority strategies and initiatives.

Business unit – Strategic and Federal Policy

Key performance indicators	2015–16 estimate	2015–16 actuals	2016–17 budget
Client satisfaction	>85%	100%	>85%
Advice provided within agreed timeframes	>85%	100%	>85%
Council of Australian Governments, senior officials and Council for the Australian Federation meetings	14	23	14

Key achievements, 2015–16

- Pre-meeting negotiations and **support and advice to the Chief Minister for three Council of Australian Governments (COAG) and three Council for the Australian Federation (CAF) meetings**. Briefings and support for the Chief Executive Officer for 17 COAG Senior Officials meetings.
- Coordinate, support and progress the Territory's active participation in national forums such as COAG and CAF. The Chief Minister is the current chair of CAF until December 2016. Strategic and Federal Policy has provided executive and secretariat support for this role since January 2016.
- Driving and supporting the **negotiation of key intergovernmental agreements**, including:
 - signing of the bilateral agreement between the Australian and Northern Territory governments - Transition to a **National Disability Insurance Scheme** (2016–2019).
 - signing of the Northern Territory **National Partnership Agreement on Remote Aboriginal Investment** between the Australian and Northern Territory governments (2016–2022). The objective of the NPA RAI is to improve schooling for Aboriginal children, make remote Aboriginal communities safer and healthier, and increase access to interpreter services and job opportunities for adults.

- The **National Partnership on Remote Housing** (2016–2018) seeks to provide Aboriginal and Torres Strait Islander people living in remote communities access to the same housing amenities, services and opportunities, including private, affordable, public and community housing, as other Australians, including opportunities for employment, education and training within and outside their communities.
- At COAG in April 2016, leaders agreed a **heads of agreement between the Australian Government and the states and territories on public hospitals funding** (2017–2020) ahead of consideration of longer-term arrangements. This agreement preserves important parts of the existing system, including activity-based funding and the national efficient price, and focusses on improving patient safety and the quality of services, reducing unnecessary hospitalisations and driving coordinated care reforms.
- Pre-meeting negotiations and support for the two meetings held in Alice Springs and Adelaide between the South Australian Premier and the NT Chief Minister through the **memorandum of understanding between the NT and South Australia** agreed in April 2015. Through this forum there has been productive cooperation between the governments for domestic violence, health, Indigenous procurement, tourism opportunities and primary industries.
- Active **involvement in COAG initiatives**, including Indigenous affairs, deregulation, counter-terrorism, statehood, reducing violence against women, the productivity and innovation agenda and the national ice strategy.

Future priorities, 2016–17

In 2016–17, the Strategic and Federal Policy unit will maintain active engagement in emerging and evolving COAG, CAF and other national frameworks to ensure optimal outcomes for the Territory across all policy areas.

- ➔ Health and education funding reform will continue to be major COAG agenda items, with significant work in both of these key areas.
- ➔ Productivity and innovation incorporating competition and economic policy, research and innovation and productivity measures.
- ➔ Other areas include youth detention and child protection, tax reform, counter terrorism, National Disability Insurance Scheme, early childhood, Indigenous affairs, and reducing violence against women and children.
- ➔ Continued support to the Chief Minister in the role as Chair of CAF, as well as national leadership and coordination through this forum until the end of December 2016.
- ➔ Cross-agency engagement on COAG councils in order to position the Territory as a member of the Australian Federation to achieve consistent whole-of-Territory outcomes while maximising strategic interests and federal funding opportunities.
- ➔ Input into international treaties and conventions.
- ➔ Build and maintain relationships with government agencies to provide strategic support while identifying opportunities for whole-of-government collaboration.

Output: Strategic Policy Coordination

Business unit – Social Policy Coordination

The Social Policy Coordination unit is comprised of the Social Policy unit and the Community Engagement unit, which includes the Office of Youth Affairs, the Office of Senior Territorians and the Office of Multicultural Affairs. Refer to Output, 'Community Engagement and Support' for detail relating to the Community Engagement Unit, including grants funding across Social Policy Coordination unit.

The Social Policy unit provides strategic advice on current and emerging social policy issues and develops whole-of-government policy initiatives targeting improved social participation outcomes. It also coordinates whole-of-government effort across a broad range of social development areas, including engagement with and building the capacity of the non-government sector.

Key achievements, 2015–16

- Launched the 'Strong Society and Confident Culture Strategy'. The strategy supports the achievement of the vision set out in 'Framing the Future', which is government's statement of intent to realise the Territory's full potential by building on our economic, environmental, cultural and social advantages.
- In partnership with the non-government sector, developed and delivered the 'NT Government Good Practice Guidelines for Funding Non-Government Organisations' (funding guidelines), including the delivery of training to all NT Government agencies.
- Held bi-annual meetings between the Chief Minister and non-government organisations in Alice Springs and Darwin. These meetings provided a direct communication mechanism between the non-government sector and the NT Government and contributed to the ongoing development of respectful relationships between government and the non-government sector.
- Worked with the Department of Business to further integrate a non-government organisation content stream as part of October Business Month.
- Developed and implemented a trial to facilitate secondment of employees from NT Government agencies to the non-government sector by simplifying the secondment process and ensuring there are no long-term disadvantages for an NTPS employee undertaking a secondment.
- Building on the review of the various show societies in the NT, conducted further work with show societies and showground owners to review and support their governance, development and capacity-building activities.
- Provided \$625 000 in grants to six NT showgrounds.
- Supported the NT Volunteer of the Year Awards in partnership with Volunteering SA&NT.
- Developed, coordinated and implemented whole-of-government policy issues, targeting improved social participation outcomes.
- Facilitated research to inform an evidence-based understanding of social policy issues and initiatives.

Future priorities, 2016–17

- ➔ Continue to work with and support NT show societies and showground managers to develop their capacity to manage and maximise use of their assets and position their organisations to increase and diversify their revenue streams.
- ➔ Provide capital grants to showground managers to upgrade assets.
- ➔ Continue to provide strategic advice on current and emerging social policy issues and initiatives at a local and national level.
- ➔ Develop a Social Impact Policy and Toolkit for government and non-government agencies to assess the social effects of projects, policies or other community-level interventions or changes. In the first instance, the policy will consider projects that are not currently regulated through existing NT legislation.
- ➔ Continue to work with the non-government sector to develop a planned response to wet weather events that are not cyclone related. During extended wet weather, homeless people are at risk of poor health and social outcomes, putting pressure on police, health and other social services. The provision of overnight accommodation and other respite services reduces the impact on acute services.
- ➔ Support the non-government sector by continuing to develop collaborative relationships through regular discussion. Ensure contemporary funding practices through review of *The Good Practice Guidelines for Funding Non-Government Organisations*. Evaluate the implementation of the Secondment Trial (between government and non-government agencies).
- ➔ Develop, coordinate and implement whole-of-government policy issues, targeting improved social participation outcomes.
- ➔ Facilitate research to inform an evidence-based understanding of social policy issues and initiatives.
- ➔ Continue to celebrate the contributions made by volunteers, and consider appropriate levels of support for volunteers.



In 2015–16 Social Policy Coordination developed and published many community documents including the Strong Society Confident Culture Strategy, Seniors Participation Framework and the Multicultural Participation Framework.

Output: Economic Development and Major Infrastructure

- Lead the development and implementation of policies, strategies and projects that drive diversity, productivity, development and participation in the Territory economy.
- Identify, promote and facilitate the delivery of strategic infrastructure and investment to achieve sustained economic development and productivity.

Business unit – Economic and Environment Policy

- Lead the development and implementation of whole-of-government economic and environment strategies, policies and projects
- Provide advice to government on economic and environment policy from a central agency perspective
- Support and drive delivery of identified priorities for sustainable economic growth and environmental sustainability

Key performance indicators	2015-16 estimate	2015-16 actuals	2016-17 budget
Client satisfaction	>85%	100%	>85%

Key achievements, 2015-16

- Released the NT Economic Development Strategy.
- Finalised the NT Balanced Environment Strategy.
- Assisted to implement the findings of the *Report of the Independent Inquiry into Hydraulic Fracturing in the Northern Territory* to strengthen the regulatory system for onshore oil and gas exploration and development.
- Established the Environment and Natural Resource Standing Committee of COORD.
- Led inter-jurisdictional project team investigating approaches to implementing competition policy reform in regional and remote Australia.
- Led analysis and policy development on investment and supply chain mapping and population in the NT.
- Led NT Government engagement with the Commonwealth regarding changes to the *Narcotic Drugs Act 1947* (Cwlth) for national legislation to allow for use of cannabis for medicinal purposes.
- Provided secretariat services to the Economic Development Standing Committee of COORD.
- Delivered the Tiwi Partnership Model with the Land Development Corporation.
- Completed the review of the McArthur River Mine Community Benefits Trust.
- Monitored and evaluated the Inpex Social Impact Management Plan.
- Provided secretariat services to the CEO Working Group on Hydraulic Fracturing.
- Provided advice to Cabinet on Government policy proposals.
- Developed and implemented 'Policy Bootcamp' within the Agency, a structured programme of formal training, practical and on-the-job experience, coaching and mentoring to develop policy capability.



Further information on 2015–16 key achievements

Finalised the NT Balanced Environment Strategy

- Consulted extensively with the Northern Territory community to develop a comprehensive environment strategy for the Northern Territory.
- Identified approaches to ensure the long-term protection of the Northern Territory's natural environment, while promoting economic growth and development.

Hydraulic Fracturing in the Northern Territory

- In partnership with the Department of Mines and Energy, progressed the implementation of the findings of the Report of the Independent Inquiry into Hydraulic Fracturing in the Northern Territory, including the development of the Guiding Principles for the Onshore Oil and Gas Industry, the new Petroleum (Environment) Regulations, an updated Land Access methodology, and a Communications and Engagement Strategy.
- Established the reporting framework on progress against the findings of the Report of the Independent Inquiry into Hydraulic Fracturing in the Northern Territory to Cabinet.
- Provided secretariat services to the Hydraulic Fracturing Inquiry CEO Working Group that oversees the progress made to the implementation plan and reports to Cabinet.

Tiwi Islands Partnership

- Facilitated signing of the Development Framework Agreement and the Tiwi Islands Fisheries Agreement, laying the foundation for investment and growth.
- Facilitated economic development projects with a focus on agribusiness, tourism, forestry and transport/logistics to drive job creation and capacity building.
- Supported Department of Business to develop downstream business opportunities from existing key projects.
- Supported the construction of enabling infrastructure such as roads and pontoons.
- Supported community development.

Policy capability the envy of the public service

- Developed a skills matrix to identify specific skills required for the Agency's policy officers to develop into quality dynamic policy thinkers.
- Successfully developed and delivered the pilot Policy Boot Camp program.
- Facilitated rotations within the Agency to develop skills across the service.

Output: Economic Development and Major Infrastructure

Business unit – Economic and Environment Policy

New and continued future priorities, 2016–17

- ➔ Drive economic development policy thinking and activity to maintain and grow the Territory's leading economic performance through coordinating the whole-of-government implementation of the economic priorities, including:
 - identifying emerging economic trends and opportunities in the NT
 - enabling implementation of initiatives that support economic growth and infrastructure
- ➔ Provide environmental policy thinking and activity to maintain and grow the Territory's environment and resource management through coordinating the whole-of-government implementation of the government's environmental policies, including:
 - identification of strategic policy issues
 - implementation of initiatives that support sound environmental management
 - engagement with other agencies in response to the Hydraulic Fracturing debate in the Northern Territory
 - support for the response to the Review of the Environmental Assessment and Approvals Process
- ➔ Facilitate economic development projects on the Tiwi Islands and private investment interest for land, jointly with the Land Development Corporation.
- ➔ Develop policy capability that is the envy of the service, including facilitating rotations between agencies to develop skills across the service.

Further information on 2016–17 Future priorities

Economic and Environment Policy Projects

- Pilot place-based solutions that can be replicated and scaled across the NT.
- Coordinate the NT's approach to the Council of Australian Governments' Innovation and Science agenda.

Tiwi Islands Partnership

- Develop Tiwi Economic Development Plan 2016–2019.
- Continue to facilitate economic development projects with a focus on agribusiness, tourism, forestry and transport/logistics to drive job creation and capacity building.
- Monitor and oversee economic infrastructure implementation.

Business unit – Major Projects, Infrastructure and Investment

The Office of Major Projects, Infrastructure and Investment leads the development and implementation of policies, strategies and projects that drive diversity, productivity, development and participation in the Territory economy.

Key performance indicators	2015–16 estimate	2015–16 actuals	2016–17 estimate
Client satisfaction	>85%	>85%	>85%
Advice provided within agreed timeframes	>85%	100%	>85%
Projects managed within agreed timeframes	>85%	100%	>85%
New major projects supported and coordinated	3	9	3

Key achievements, 2015–16

- Secured private investment in a 99-year lease of the Port of Darwin from the Landbridge Group, with an upfront payment of \$506 million and ongoing commitment to making considerable financial investments in the Port of Darwin, including \$35 million over the next five years and \$200 million anticipated over the next 25 years.
- Led the competitive process to develop an \$800 million, 623 km pipeline connecting the northern and eastern gas markets, selecting Jemena Northern Gas Pipeline Pty Ltd to construct and operate the Northern Gas Pipeline (NGP).
- Led the competitive process to underpin the establishment of a common user ship lift located at the Marine Industry Park in Darwin to support Defence, Border Force, oil and gas, and coastal barging.
- Continued coordination of delivery of the new 116-bed Palmerston Regional Hospital, awarding the managing contractor contract to Lend Lease and works packages worth \$67.3 million.
- Led the scoping and competitive process to develop a luxury hotel in the Darwin CBD of world class standard to deliver accommodation offerings of a standard not previously seen in Darwin.
- Progressed the development of the Mount Isa to Tennant Creek railway (MITCR), securing an agreement between the Australian, Queensland and NT governments to jointly commission a strategic options paper.
- Continued to provide major project facilitation and coordination services to support Project Sea Dragon, a \$1.4 billion aquaculture project.
- Supported coordination of the Ord River stage 3 expansion request for proposal phase.
- Completed the NT Government's 'Oil and Gas Industry Development Strategy'.
- Prepared and distributed the 'NT Investment Prospectus', an investment-related publication available in five languages.
- Facilitated and coordinated existing and emerging major projects, including the Indian sandalwood plantation expansion project, Mt Peake mine and refinery and Bonaparte LNG project.
- Finalised whole-of-government response to Infrastructure Australia's national audit and input into the 15-year infrastructure plan.
- Identified and implemented initiatives to speed up delivery of infrastructure projects.
- Reported regularly to Cabinet on the portfolio of public and private sector priority and significant projects with high potential to affect the NT economy.

Future priorities, 2016–17

- Due to the machinery of government changes, major projects and infrastructure strategy priorities are to be developed and reported through Department of Trade, Business and Innovation.

Output: Economic Development and Major Infrastructure

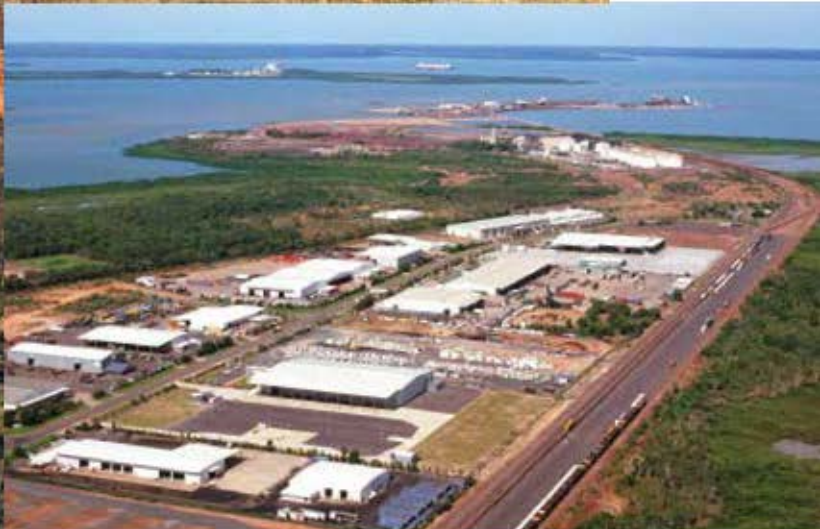
Business unit – Major Projects, Infrastructure and Investment

Left: Developing the Ord Stage 3.

Below: Developing a Mt Isa to Tennant Creek railway.

Below middle: the Marine Industry Park in Darwin.

Bottom: Lease of the Port of Darwin to the Landbridge Group.



Projects granted major project status at 30 June 2016

Proponent	Project	Description
Arafura Resources	Nolan's Bore Rare Earths	Mine, beneficiation and intermediate processing at/near Aileron, north of Alice Springs.
ConocoPhillips	Darwin LNG backfill	Backfill and expansion of LNG production at the Wickham Point site.
ENGIE	Bonaparte gas project	Proponents are examining alternatives to floating LNG for the Petrel/Tern/Frigate fields, 250 km WSW of Darwin.
Halikos Group	Berrimah Farm redevelopment	Redevelopment of Berrimah Farm into a new suburb with residential, business and community facilities.
INPEX	Blaydin Point expansion (trains 3 – 6)	Expansion beyond the two trains currently under construction.
INPEX	Ichthys LNG	Ichthys trains one and two currently under construction.
Jemena Northern Gas Pipeline Pty Ltd	Northern Gas Pipeline	Construction of a 623 km pipeline from Tennant Creek to Mount Isa, linking the NT gas grid with the eastern Australian gas grid.
Minemakers	Wonarah Phosphate	Phosphate project in the Barkly region, 280 km east of Tennant Creek.
NT Government	Ord River expansion	Expansion of the Ord River scheme into the Keep River and Knox Plain area of the Northern Territory.
NT Government	Ship lift & marine industries	A ship lift as enabling infrastructure to grow Darwin as the marine service centre for north Australia.
Seafarms Group Limited	Project Sea Dragon	A world-class aquaculture business to produce more than 100 000 tonnes of prawns per year, grown in 10 000 hectares of ponds in the Northern Territory.
Shell	Prelude FLNG	World's first floating LNG facility, 850 km west of Darwin, operations and maintenance base at East Arm Logistics Precinct.
Tellus Holdings	Chandler Salt Mine project	An underground salt mine with an allied processing and packaging facility and a waste and licensed storage facility.
TFS Corporation Limited	Indian Sandalwood Expansion	10 000ha of sandalwood plantations across 42 locations located in northern Australia, employing 50 full-time and 200 casual staff in the Northern Territory.
TNG Limited	Mount Peake mine and refinery	Iron-Vanadium-Titanium project located 235 km north-northwest of Alice Springs with a TiVAN® smelter. Pig iron smelter and Titanium Pigment Plant proposed for Middle Arm, Darwin.
Vista Gold	Mount Todd gold mine	Open-cut gold mine, 55 km north of Katherine. Commonwealth environmental approvals yet to be completed. Project will need to raise \$1 billion in project finance to proceed.

Output: Economic Development and Major Infrastructure

Business unit – Aboriginal Land Strategic Policy unit

The Aboriginal Land Strategic Policy unit was established in December 2014. It focusses on developing and implementing whole-of-government policies that relate to improving the administration and use of Aboriginal land in the Northern Territory for the benefit of all Territorians.

Key performance indicators	2015–16 estimate	2015–16 actuals	2016–17 budget
Client satisfaction	>85%	100%	85%
Advice provided within agreed timeframes	>85%	85%	85%
Projects managed within agreed timeframes	>85%	85%	85%

Key achievements, 2015–16

- Finalised NT input to the investigation into Indigenous land administration and use report to the Council of Australian Governments (COAG), which was supported and published in December 2015.
- Finalised settlement of the Kenbi (Cox Peninsula) land claim and established a whole-of-government working group to oversee implementation of settlement arrangements.
- Participated in the establishment of a high-level steering group to build strong and productive relationships between the four NT land councils and the Australian and NT governments to progress strategic reforms in relation to the Aboriginal land administration system in the NT.
- Developed a long-term strategy and implementation plan to improve the effectiveness and efficiency of the Aboriginal land administration system in the Northern Territory.
- Finalised the 'Sacred Sites Processes and Outcomes Review', which focuses on reducing red tape, protecting sacred sites and increasing certainty for stakeholders.

Future priorities, 2016–17

- ➔ Continue to work across government and with the Australian Government, land councils and industry to coordinate the development and delivery of strategic policy and reform initiatives related to Aboriginal land administration issues in the Northern Territory. Policy and reform outcomes will:
 - support economic development
 - provide clarity, certainty and transparency for all stakeholders
 - ensure all unnecessary transaction costs associated with securing tenure on Aboriginal land are reduced or, preferably, removed
 - ensure that traditional owners' rights to control development on their traditional land is preserved.
- ➔ Settle outstanding Aboriginal land claims, including the 22 beds and banks of rivers and intertidal zone claims.
- ➔ Coordinate the implementation of the key NT Government commitments associated with the settlement of the Kenbi land claim.
- ➔ Roll out an education program across government to provide agencies with a basic understanding of the Aboriginal land statutory framework as well as contemporary issues relating to Aboriginal land.

Business unit – Strategic Defence Liaison

- Lead the development and implementation of policies, strategies and projects that drive diversity, productivity, development and participation in the Territory economy.
- Identify, promote and facilitate the delivery of strategic infrastructure and investment to achieve sustained economic development and productivity.

The Strategic Defence Liaison Unit coordinates NT Government strategic engagement with Defence and the Commonwealth Government. It provides strategic advice and options to enhance basing, training, industry support and operations in support of the Australian Defence presence in Northern Australia and its allies. It also works with local industry and industry bodies to promote, represent and prepare local business to understand and work in the Defence environment to maximise the economic benefit to the territory, and meet the needs of Defence.

Key performance indicators	2015–16 estimate	2015–16 actuals	2016–17 budget
Client satisfaction	>85%	100%	>85%
Advice provided within agreed timeframes	>85%	100%	>85%
Projects managed within agreed timeframes	>85%	100%	>85%

Key achievements, 2015–16

- Released the NT Governments Strategy “Defence Strategy Northern Territory Beyond 2015”
- Established the Northern Territory Veterans Support Ministerial Advisory Council.
- Coordinated across Government engagement with Defence on priority issues.
- Coordinated whole-of-government support for Defence exercises, Talisman Sabre and Kakadu in the NT.
- Continued to engage with US Marine Corp and the Australian Defence Force to develop opportunities for local industry support of US Marine rotations and future activities.
- Coordinated industry and government engagement with Defence to maximise participation in major Defence projects.
- Promoted the NT as a strategic location for new Defence capabilities and platforms, training areas and personnel including an industry delegation and exhibit at Pacific 2015 International Maritime Conference and Exposition.
- Implemented a program to promote Katherine as a posting of choice to Defence members and families interstate.
- Supported Defence Community Organisation welcome expos in Darwin and Katherine to integrate newly posted defence personnel into the community.

Future priorities, 2016–17

- ➔ Due to machinery of government changes Strategic Defence Liaison priorities are to be developed and reported through the Department of Trade, Business and Innovation.



Output: Economic Development and Major Infrastructure

Business unit – Strategic Defence Liaison



Above: The 2016 tour group at Notre Dame
Left: Visit to Menin Gate

Output: Northern Australia Development Office

- drive the development and implementation of the northern Australia development agenda through the 'Our North, Our Future: White Paper on Developing Northern Australia' (white paper) and other means.
- showcase and market northern Australia and provide a 'one-stop shop' to prospective investors.

Business unit – Northern Australia Development Office

In December 2013, the Chief Minister agreed to join the Prime Minister and the Premiers of Western Australia and Queensland in the Northern Australia Strategic Partnership. The partnership provides a national leadership framework for the development of northern Australia.

In recognition of the importance of this work to the Northern Territory, the Chief Minister created a ministerial portfolio of Northern and Central Australia and established the Northern Australia Development Office (NADO), which was officially opened in May 2014 and is located in Development House in Darwin. NADO also opened an office in Alice Springs in February 2015 called the Central Australia Development Office (CADO) specifically to assist investors and businesses interested in opportunities in Central Australia.

NADO also has oversight of the Department of the Chief Minister's regional offices in Katherine, Wadeye, Tennant Creek, Alice Springs and Nhulunbuy. The role of these offices is to ensure the regions have influence in regional development in line with NT Government policy and to keep central government informed on regional matters.

On 18 June 2015, the Australian Government released the white paper, which describes policies for the development of northern Australia to 2030. It includes an outline for the implementation of these policies over the next two, five, 10 and 20 years. The white paper sets out a policy platform designed to facilitate and stimulate investment in nation building infrastructure fundamental to realising a shared vision for developing northern Australia. Intrinsic to this will be maximising trade opportunities with Asia's existing and emerging economic powerhouses.

Key performance indicators	2015-16 estimate	2015-16 actuals	2016-17 estimate
Client satisfaction	>85%	91%	>85%
Advice provided within agreed timeframes	>85%	91%	>85%

Key achievements, 2015-16

- Implemented and influenced northern Australia development policies with a range of funding and policy announcements that benefit the Northern Territory.
- Implemented key white paper outcomes, including co-location of the Australian Government Office of Northern Australia head office and Major Projects Approval Agency NT with NADO in Darwin.
- Strengthened industry relations through increased co-located stakeholder presence at NADO by engaging the Northern Territory Indigenous Business Network and Bureau of Meteorology.
- Provided a significant level of direct support to the Wadeye community through the presence of a regional director based in Wadeye. Early evidence supports increased workforce participation through the provision of a bus service in Wadeye and better community engagement with traditional owners and community leaders.
- Hosted 8780 guests through the NADO facilities for key industry meetings and events from July 2015 to June 2016.

Output: Northern Australia Development Office

Business unit – Northern Australia Development Office



- Delivered a Territory-wide northern Australia development communications and marketing campaign, 'The thing the Territory needs the most (YOU)', which included television advertisements, bus wraps, airport billboard and print advertising, an extensive online component and more than 60 videos that showcased how Territorians are developing the north.
- Improved online engagement with key stakeholders, industry and community, enabled by the introduction of a social media strategy and a redeveloped NADO website that included updated branding, a news feed component, a co-located stakeholders page and the NADO video library. Followers on LinkedIn and Twitter accounts were boosted by 60 per cent with increased activity.
- Project lead and gold sponsor for conferences throughout the year, including the Developing Northern Australia Conference, LIVEXchange Conference, Northern Australia Food Futures Conference and NT Cattlemen's Association Annual Industry Conference.
- In response to the steadily increasing interest in the accelerated economic development of northern Australia, partnered with Telstra to develop the Telstra and NT Government Experience Centre, which is a multi-use facility to assist the NT Government in showcasing its vision for economic infrastructure development.
- In partnership with the Department of Business, delivered the seventh Indigenous Economic Development Forum in Alice Springs.
- Provided support and assistance to Austrade for the Northern Australia Investment Forum in Darwin during November 2015, where more than 100 investment-ready projects—including multibillion dollar opportunities—were showcased to key decision makers of global companies that together have billions of dollars of capital to invest.
- Facilitated engagement with China to open up new trade and investment opportunities and strengthen Chinese economic development relationships with the Northern Territory.
- Engaged CSIRO to deliver a planning workshop that explored future development pathways for Darwin to inform infrastructure investment, strategic planning and policy development. The workshop comprised key decision makers from a range of different sectors.
- Hosted a geospatial information forum in partnership with ANZLIC Spatial Information Council to discuss the needs of industry and government and address the significant gaps in geospatial information that inhibit the development of northern Australia.
- Partnered with Charles Darwin University's Northern Institute to deliver the 'Aboriginal Engagement in Developing the North' roundtable, where key stakeholders participated in discussions that further developed approaches to increasing Aboriginal engagement in the northern Australia development agenda.
- Delivered regional forums in Nhulunbuy, Tennant Creek, Alice Springs and Katherine to communicate initiatives that benefit the Northern Territory as announced in the white paper and the Agricultural Competitiveness White Paper.



Future priorities, 2016–17

- ➔ Due to machinery of government changes Northern Australia Development Office future priorities are to be developed and reported through Department of Trade, Business and Innovation.

NADO grants

Wadeye Community Activity Grant program

Grants were made available to community organisations to assist in delivering projects that benefit the Wadeye community. A total of \$199 400 in grants were approved in 2015–16 across seven initiatives. Approved projects included:

- a four-day workshop to bring together the core leadership group from the Thamarrurr Development Corporation (TDC) and other key stakeholders to discuss how to develop a prosperous economy in the Thamarrurr region
- the TDC rangers recycling project to raise community environmental awareness and reduce waste at Wadeye
- the Wadeye Emerging Youth Leadership program educational and skills development forum to develop leadership skills and learn about the democratic process
- participation of the Wadeye Magic football team in the Barunga Festival football competition.



Output: Northern Australia Development Office

Business unit – Northern Australia Development Office



Regional Economic Development Fund

The Regional Economic Development Fund supports the development of businesses and improved industry capability in all regions. Grants are approved by the Minister for Economic Development and Major Projects. A total of \$256 000 in grants was paid in 2015–16 across 10 initiatives. Some approved projects included:

- assistance for Moonfish Productions Aboriginal Corporation to deliver the 2016 Yirrkala Morning Star Music and Dance Festival
- travel for five Indigenous employees of the Centre for Appropriate Technology to attend the launch of Australia's exhibition for the 2016 Venice Architecture Biennale where chairs they fabricated were displayed
- air-conditioners for the Patakijiyali Museum on Bathurst Island
- upgrades to event production resources for use at the Desert Harmony Festival in Tennant Creek.

Other grants

- \$70 000 operational funding support for Regional Development Australia NT
- \$208 000 for the Aboriginal Regional Development Services (ARDS) to assist with operational costs and a range of specified activities, including maintenance of the ARDS network
- \$22 000 for the Northern Institute to deliver a round table to discuss the topic of Aboriginal engagement in northern development, including deriving benefit from the 'Our North, Our Future: White Paper on Developing Northern Australia'
- \$5000 contribution towards a \$30 000 grant for the Northern Land Council to assist in conducting a desktop survey to enable analysis of local developmental options for traditional land owners and the identification of pathways to achieve that development.
- \$18 500 to support the operations of Centrefarm Aboriginal Horticulture Limited.

Output: Regional Coordination

- working across agencies to lead and drive the delivery of strategies and actions to improve governmental coordination and economic development in the regions.
- furthering the policy intent of the NT Government's Regional Economic Development Framework, which includes giving a strong voice to regional input through regional economic development committees (REDCs).
- enabling Regional Coordination Committees to lead and drive the delivery of strategies and actions to continually improve governmental coordination and to drive economic development in the regions.

In order to drive economic development and policy coordination in the regions, the agency established senior regional executive director (RED) positions in the East Arnhem, Big Rivers, Barkly and Central Australia regions.

The key roles of the REDs are to:

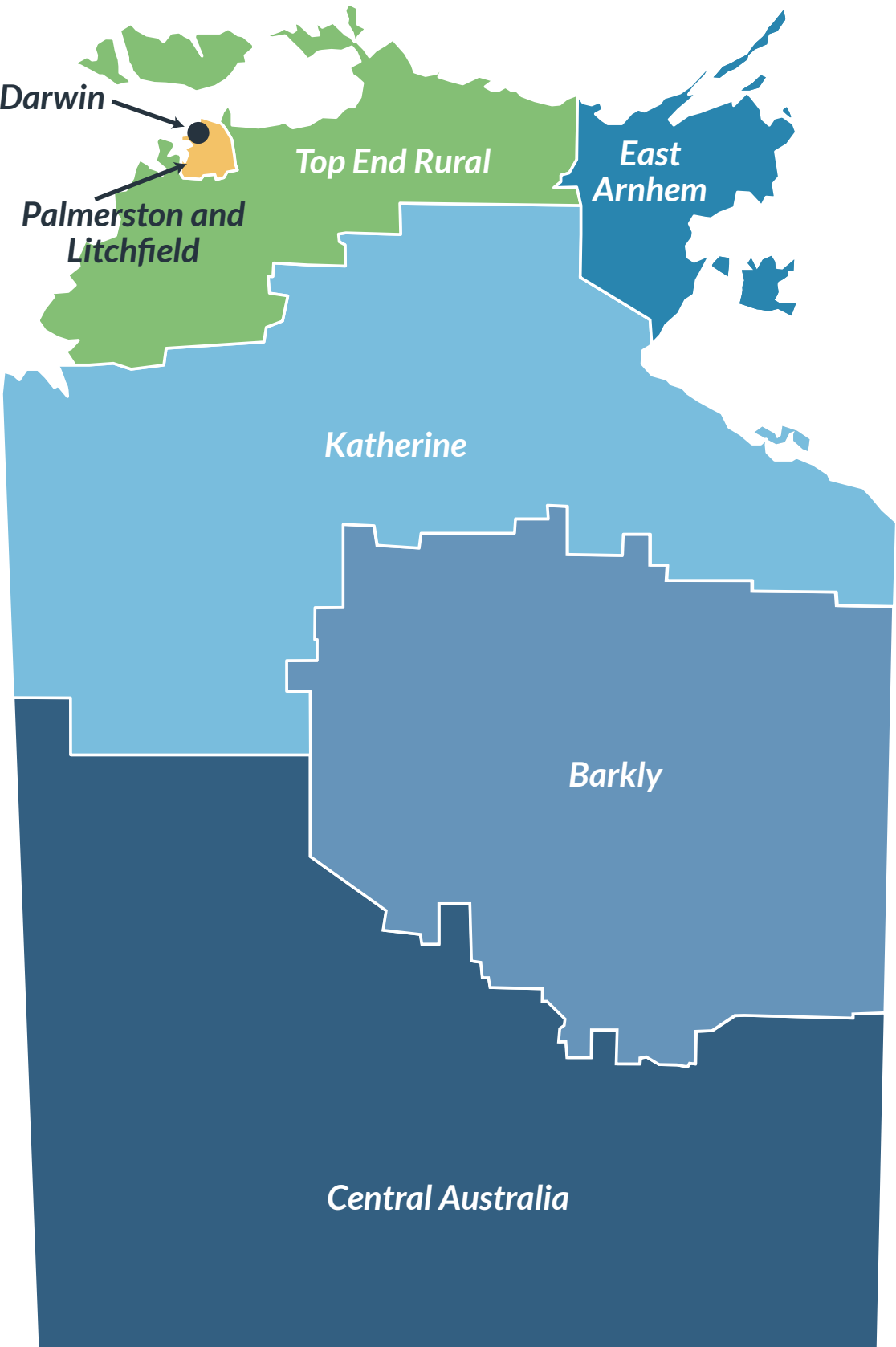
- facilitate cooperation across agencies to achieve the strategic outcomes of government
- clearly and accurately communicate government policy and initiatives
- provide whole-of-government leadership on priority issues
- To ensure the views of the regions' residents are clearly and consistently articulated to government.

The presence of REDCs ensures a consistent focus on regional coordination among all government agencies.

Total – all regions

Key performance indicators	2015-16 estimate	2015-16 actuals	2016-17 budget
Grant payments within agreed timeframes	>90%	100%	>90%
Regional Economic Development Committee meetings supported	42	36	42
Regional Coordination Committee meetings held	44	36	44

Regional Highlights



Business unit – Barkly Regional Office

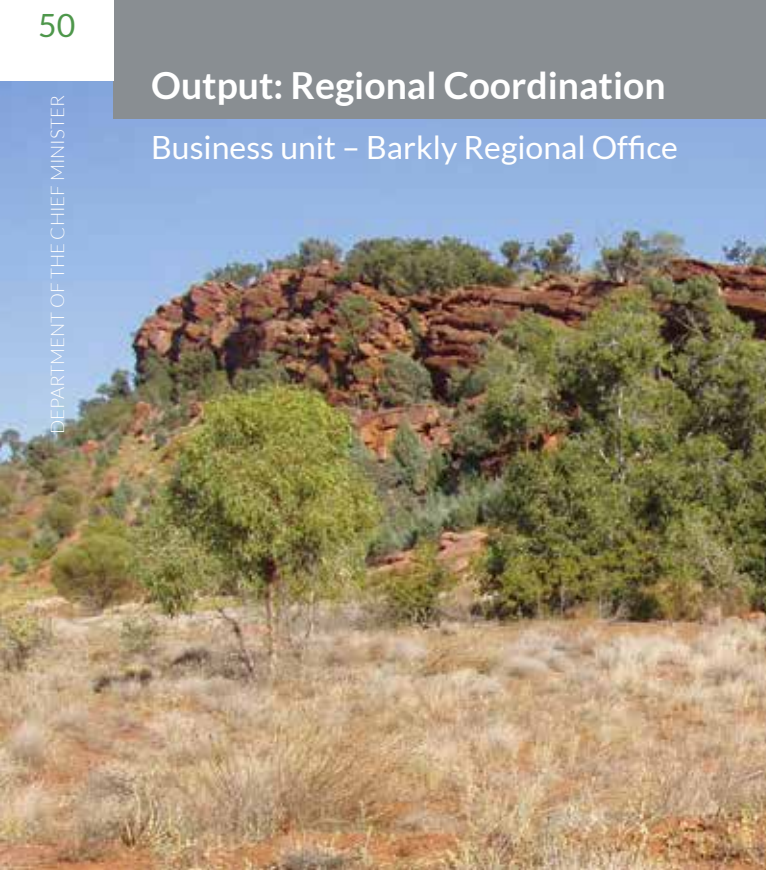
Key performance indicators	2015–16 estimate	2015–16 actuals	2016–17 budget
Client satisfaction	>85%	62%	>85%
Regional Economic Development Committee meetings supported	11	10	11
Regional Coordination Committee meetings held	11	11	11

Key achievements, 2015–16

- The Department of the Chief Minister chaired the Barkly Regional Coordination Committee (BRCC) and provided high-level coordination of NT Government activities throughout the region, including promoting economic development, community safety and implementing the *Framing the Future* blueprint.
- Provided secretariat support to the Tennant Creek Community Safety Action Committee (CSAC) and, in association, facilitated NT Government support to identify and implement solutions to local community safety issues.
- Supported and worked closely with the Tennant Creek Regional Economic Development Committee (REDC) to identify and prioritise local economic development opportunities. Key REDC achievements included:
 - implemented the 'Tennant Creek and Barkly Region Strategic Action Plan'
 - supported the Tennant Creek and Mount Isa Cross-Border Alliance to lobby for the construction of a gas pipeline, railway and infrastructure corridor between Tennant Creek and Mount Isa
 - Tennant Creek REDC representation on the Tennant Creek Local Tourism Advisory Committee that developed and expanded marketing of the Barkly region
 - supported the joint venture between Emmerson Resources, Edna Beryl Mining Company and Evolution Mining for the development of the Edna Beryl Gold Mine.
- Monitored the delivery and outcomes of grant funding for Tennant Creek youth services through the BRCC and the Tennant Creek CSAC.
- Worked with Tourism NT and the Borella Steering Committee to plan the establishment of a permanent Albert Borella Memorial and Tourism Precinct in Tennant Creek.
- Provided administrative support and collaborated with Julalikari Council Aboriginal Corporation, the Australian Government and the NT Department of Infrastructure to complete the construction of a \$3.75 million Tennant Creek youth accommodation facility.
- Established the Regional Business and Employment Steering Committee in partnership with energy infrastructure company Jemena and the NT Department of Business to support and implement the 'Industry Participation Plan' for construction of the Northern Gas Pipeline.

Output: Regional Coordination

Business unit – Barkly Regional Office



Future priorities, 2016–17

- ➔ Continue to provide secretariat support to the Tennant Creek CSAC to facilitate NT Government support to identify and implement solutions to local community safety issues.
- ➔ Support and work closely with the Tennant Creek REDC to identify, prioritise and coordinate the delivery of local economic development opportunities in the key industry sectors of transport, freight and logistics, tourism, mining and energy, construction, land development, pastoralism and agriculture.
- ➔ Facilitate a review of the Tennant Creek REDC Strategic Action Plan and identify future projects for the Barkly region.
- ➔ Continue to support the development of the Edna Beryl Gold Mine and the establishment of future mining projects in the Barkly region.
- ➔ Maintain NT Government and TCREDC representation on the Tennant Creek Local Tourism Advisory Committee to develop and increase the number of visitors to the Barkly region.
- ➔ Facilitate, in partnership with Tourism NT and the Borella Steering Committee, completion of a permanent Albert Borella memorial at the Battery Hill Mining Centre in Tennant Creek.
- ➔ Support the Barkly Regional Council to deliver the Barkly Youth Centre program in Tennant Creek commencing in September 2016, to improve confidence, self-esteem and social skill development for local youths.

Business unit – Big Rivers Regional Office

Key performance indicators	2015–16 estimate	2015–16 actuals	2016–17 estimate
Client satisfaction	>85%	86%	>85%
Regional Economic Development Committee meetings supported	10	10	9
Regional Coordination Committee meetings held	11	7	9

Key achievements, 2015–16

- Coordinated a whole-of-government approach to local regional matters and government priorities through the Big Rivers Regional Coordination Committee (RCC).
- Selected the YMCA as the Regional Youth Funding program provider to deliver early intervention and prevention youth services in Katherine through the sub-committee of the Big Rivers RCC.
- Supported NT Police to establish the Katherine Community Safety Committee.
- Coordinated and hosted information sessions for the Katherine Regional Economic Development Committee (REDC) on training, sandalwood forestry, land and water assessments, transport hub development, heavy vehicle alternative route, local business downturn and the Defence white paper.
- Conducted workshops to revise the 'Katherine Regional Economic Development Strategic Plan 2015–17'.
- Facilitated industry consultations and briefings for the 'NT Government Freight and Logistics Strategy', proposed Defence contracts at Tindal and Delamere, and the Jemena gas pipeline.
- Engaged with local Indigenous organisations to promote commercial opportunities.
- Established Katherine REDC industry working groups for the transport, tourism, Defence, agriculture and Indigenous developments sectors.
- Engaged with Lend Lease to promote local participation in planned construction and related activities at Tindal.
- Successfully lobbied for the development of the Nitmiluk skywalk viewing trail.

Future priorities, 2016–17

- ➔ Chair the Big Rivers Regional Coordination Committee (BRRCC) to ensure high-level coordination of NT Government activities throughout the region in important areas like economic development and community safety.
- ➔ Through the RCC, continue to monitor the delivery and outcomes of:
 - grant funding for the YMCA to deliver youth services in Katherine
 - Community Safety Committee and Community Safety Action Plans for Katherine.
- ➔ Develop strong partnerships with key community stakeholders, the Australian Government, traditional owners and local businesses to broaden the regional economic base, with a focus on industry development in key sectors including health and education, tourism, arts and culture, agriculture and transport and logistics.
- ➔ Support and work closely with the Katherine REDC to identify, prioritise and coordinate the realisation of local economic development opportunities initially in the Defence, tourism, transport and industry sectors and also in the mining, pastoral and horticultural industry sectors, including but not limited to:
 - local procurement opportunities with Defence contracts
 - continuing to lobby for the development of the Katherine Heavy Vehicle Alternative Route
 - identifying and following up potential mining opportunities
 - advocating for the development of a multifaceted correctional facility.

Output: Regional Coordination

Business unit – East Arnhem Regional Office

Key performance indicators	2015–16 estimate	2015–16 actuals	2016–17 budget
Client satisfaction	>85%	100%	>85%
East Arnhem Regional Economic Development Committee meetings supported	6	7	7
Regional Coordination Committee meetings held	9	7	10

Key achievements, 2015–16

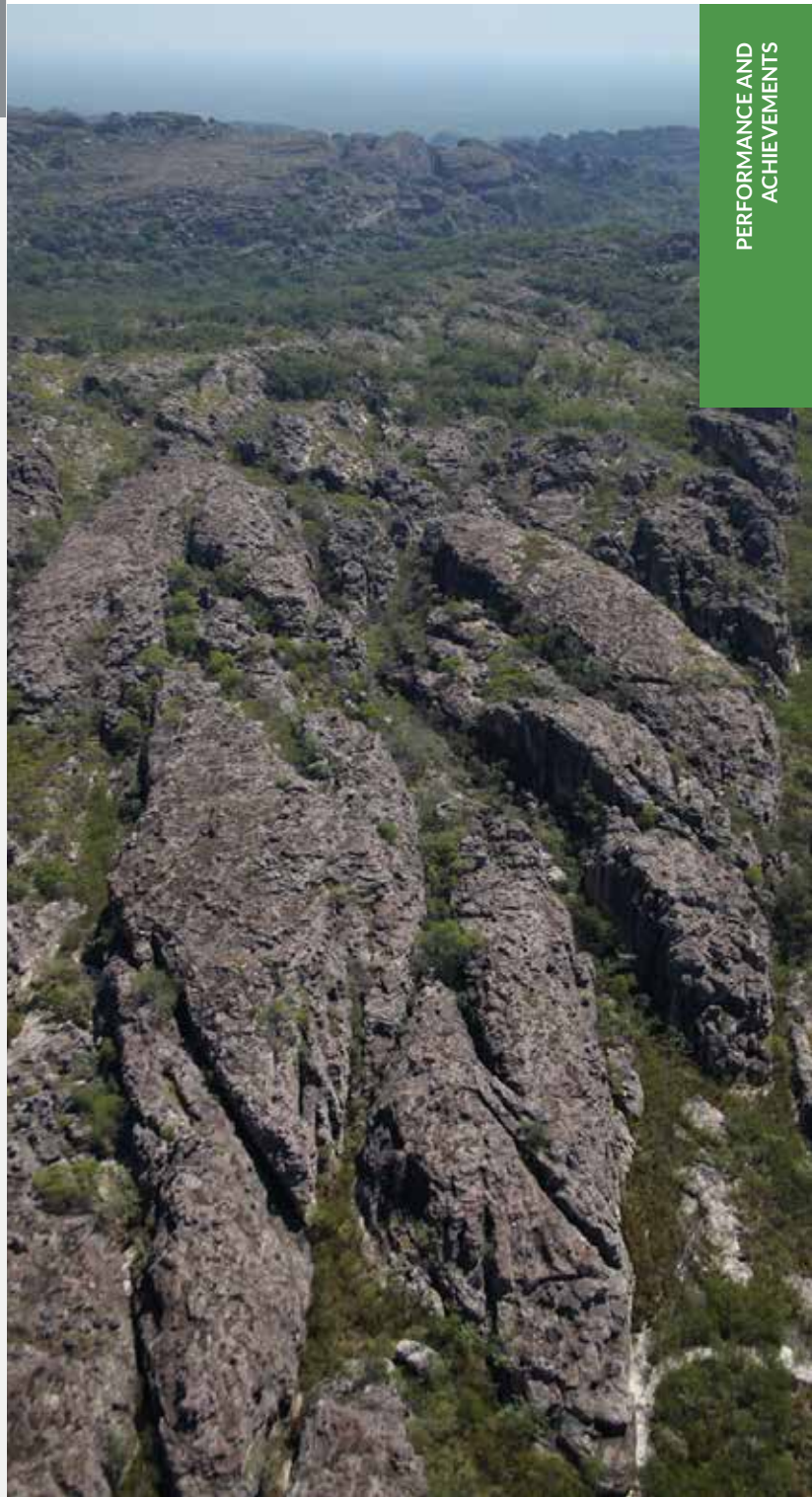
- Under the NT Government's \$100 million Rebuild and Community Development Project, half of the 82 houses damaged or destroyed in 2015 by tropical cyclones Lam and Nathan have been rebuilt in a coordinated recovery effort, and a number of measures were taken to deliver jobs and business opportunities in communities affected.
- In cyclone-affected Galiwin'ku, assisted to establish onsite training and mentoring programs and provided ongoing business support that resulted in locals occupying 50 per cent of jobs on construction projects. More than 200 locals were employed in a range of jobs as part of recovery and rebuilding in major affected communities and homelands.
- Administered \$5 million in grant funding for communities affected by tropical cyclones Lam and Nathan as part of the Community Recovery Fund (CRF). The CRF provides an opportunity to respond to community needs and support a broad range of community initiatives, including community strengthening and infrastructure projects.
- Developed strong partnerships with Developing East Arnhem Limited, Rio Tinto Alcan, Australian Government stakeholders, traditional owners and local businesses to broaden the regional economic base, with a focus on industry development in key sectors including minerals and energy, fisheries and marine services, health and education, tourism, arts and culture, agriculture, and transport and logistics.
- Realised positive regional service delivery and policy coordination outcomes through the East Arnhem Regional Coordination Committee (RCC), which is comprised of regional NT Government agency representatives.
- Maintained strong dialogue between the East Arnhem Regional Economic Development Committee (REDC) and key NT Government ministers, chief executive officers and external stakeholders on regional economic development opportunities and challenges.
- Continued to collaborate with Rio Tinto Alcan to ensure reliable and effective servicing of Gove Peninsula communities, including positive engagement with regional businesses and community leaders via the regional taskforce on matters relating to the ongoing transition of the Nhulunbuy community beyond the curtailment of Rio Tinto Alcan's alumina refinery.

Output: Regional Coordination

Business unit – East Arnhem
Regional Office

Future priorities, 2016–17

- Support the final stages of the tropical cyclones Lam and Nathan rebuild and community development project, ensuring that the slow build program agreed to by Galiwin'ku community leaders continues to deliver local jobs, trade qualifications and further business opportunities for the region.
- Continue to drive specific sector-based industry and economic development in the region; for example, by supporting on-ground tourism operators to improve the success of regional infrastructure bids and working with landowners to explore and pursue viable development opportunities.
- Provide ongoing support and strategic engagement to the East Arnhem REDC and RCC. Key priorities for 2016–17 include infrastructure planning and future power capacity and generation.
- Continue to strengthen regional partnerships and secure projects that will achieve economic growth for the East Arnhem region.
- Develop a long-term infrastructure plan for Gove Port to support diversified marine-based industry growth in fisheries, tourism and logistics.
- Support new opportunities for job and business growth in fisheries and aquaculture, aerospace development, Defence, tourism, mines and energy, and government-funded service delivery, including the National Disability Insurance Scheme.



Output: Regional Coordination

Business unit – Central Australia Regional Office

Key performance indicators	2015–16 estimate	2015–16 actuals	2016–17 budget
Client satisfaction	>85%	100%	>85%
Regional Economic Development Committee meetings supported	11	9	8
Regional Coordination Committee meetings held	11	11	11

Key achievements, 2015–16

- Negotiated initial funding for the Alice Springs After Hours Youth Service, including for youth activities at the Alice Springs Youth Centre.
- Supported proponents of a range of private construction and resource-based projects.
- Represented the NT Government at key public forums and meetings and on committees of significance to Central Australia.
- Coordinated whole-of-government approaches to regional matters and to realising government priorities through the Central Australia Regional Coordination Committee (RCC).
- Coordinated whole-of-government responses to community safety issues affecting Alice Springs in peak periods, particularly throughout the summer school holidays and during major events.
- Supported the Alice Springs Regional Economic Development Committee (REDC) through a range of projects, including the Alice Springs art trail, bike and tourist path development, Larapinta childcare facility and the delivery of the commercial camel industry review.
- With a focus on modernising regional social service delivery, represented the NT Government at cross-sector forums that included the youth, family violence, early childhood development, patrolling and housing sectors.

Future priorities, 2016–17

- ➔ Ensure maximum local content is achieved through the NT Government's capital works program and in private sector developments.
- ➔ Maintain strong whole-of-government policy coordination and service delivery from all agencies in Central Australia.
- ➔ Monitor the delivery and outcomes of regional youth services funding for Alice Springs through the Central Australia RCC.
- ➔ Continue local proponent support to a range of private construction and resource-based projects.
- ➔ Coordinate and facilitate strategic outcomes of the five-year SA/NT memorandum of understanding to work together on building new infrastructure, developing economic and investment opportunities, growing tourism, supporting environmental conservation, developing the arts, and cooperating on efficient service delivery across borders.
- ➔ Support enhanced service delivery outcomes for all town camp residents through the Town Camp Taskforce.
- ➔ Continue targeted and active support of the Alice Springs REDC.

Output: Community Engagement and Support

- Social Policy Coordination unit is responsible for administering a number of grants to Territorians, including recurring grant programs and one-off special purpose grants. The Social Policy Coordination grants budget is split between the two units of Social Policy and Community Engagement. The Community Engagement unit focusses on the areas of youth, senior and multicultural Territorians and the Social Policy Unit provides funding and assistance through the Community Support Grant program. All grants are distributed under grant agreements that include an acquittal process.

Key performance indicators	2015-16 estimate	2015-16 actuals	2016-17 budget
Grants paid	\$20.3M	\$20.1M	\$21M

Business unit: Community Engagement Unit

The Community Engagement unit coordinates, monitors and reports on government services and programs within the community, with particular focus on the multicultural community, young people and senior Territorians. The unit develops and delivers initiatives that promote participation and facilitate the contribution of various groups within the community to government decision making and policy development.

Key achievements, 2015-16

Office of Youth Affairs

- Consulted on and prepared the *Northern Territory Youth Participation Framework 2014-2017 Mid-Term Report*. The whole-of-government framework outlines a shared vision for Territorians aged 12 to 24 years through the activity focus of those NT Government agencies that impact directly on youth.
- Coordinated National Youth Week (NYW) with 4841 young Territorians attending some 70 events and activities held throughout the NT.
- Awarded grants through the Youth Engagement Grants Program to a range of community groups, not-for-profit organisations, local businesses, community leaders, other government agencies and young people.
- Facilitated a direct avenue for young Territorians to provide advice to the NT Government through the Chief Minister's Round Table of Young Territorians.
- In 2016, the Chief Minister's Round Table of Young Territorians recruited 14 members (aged 15 to 25 years) from across the Territory. Membership of the Round Table reflected the diversity of young Territorians including geographic, age cultural and ethnic representation.
- The Round Table met four times during the year and meetings included consultative sessions with government representatives including the Chief Minister and/or the Minister for Young Territorians, leadership and skill development sessions and the opportunity for members to work Community-Based Projects.
- Coordinated an online Territory-wide School Holiday Calendar in partnership with the Alice Springs office to help encourage youth participation during the June/July School Holiday period.

Output: Community Engagement and Support

Community Engagement Unit



National Youth Week 2016 event - ShoutOut's GoodVibes Youth Fest



2016 Chief Minister's Round Table of Young Territorians



The NYW Ambassador, Ms Pritika Desai speaking at the 2016 Young Achiever Awards

Office of Youth Affairs grant programs

■ In 2015–16, the Office of Youth Affairs administered a total of \$237 164 in grants and sponsorship to individuals and organisations through the Youth Engagement Grant Program to fund activities that empower, educate and entertain young people across the Territory.

Grants included:

- Youth Vibe Holiday Grants - to fund activities during the June/July and December/January school holidays.
- NYW Grants - for activities during NYW in April 2016.
- Quick Response Grants - provides responses to urgent requests for funding. These include small grants of up to \$500 to assist individuals and \$2000 for organisations.
- The Office of Youth Affairs also supported the Young Achiever Awards and the YMCA of the Top End 2016 to the value of \$12 500 and \$5 000 respectively.

Regional Youth Services

- The Regional Youth Services initiative is planned to run over four years (2014-2018) to provide early intervention and prevention initiatives for young people across the NT.
- In 2015–16, a total of \$1 893 500 spent on Regional Youth Services to Tennant Creek (\$41 000), Katherine (\$225 000), East Arnhem (\$53 500), Alice Springs (\$1 174 000) and Darwin /Palmerston region (\$400 000). Regional offices will be reporting on these grant payments under their associated outputs.



Performers at the 2016 Darwin Waterfront Harmony Day Soiree – 28 May 2016

Office of Senior Territorians

- Provided grants for activities during Seniors Month that encourage active and healthy lifestyles, celebrate seniors and showcase the positive aspects of ageing.
- Delivered the Seniors Month Calendar to more than 17 000 NT Seniors Card holders. Over 100 events including internet workshops, fitness activities, bus trips and grandparents activities were held in Darwin, Palmerston, Darwin Rural, Katherine, Alice Springs, Barkly and East Arnhem.
- Provided advice to government on matters of importance to seniors through the Minister's Advisory Council for Senior Territorians.
- Developed and published the NT Strong Seniors: Seniors Participation Framework 2016-19.

Office of Senior Territorians grant programs

- Administered a total of \$203 995 in grants in 2015-16, including:
 - 45 grants to 33 organisations to assist with community events during Seniors Month in August 2015.
 - Council of the Ageing NT operational and program funding.

Office of Multicultural Affairs

- Supported the multicultural community through the Multicultural Grants Program and the Multicultural Community Facilities Grants Program.
- Collaborated with key stakeholders to host the 2016 Darwin Waterfront Harmony Soiree and supported the 'Big Day Out in Harmony' in Alice Springs.
- Engaged with multicultural communities, non-government organisations and government agencies on issues relating to multicultural affairs through regular network meetings.
- Provided advice to government on matters important to the multicultural community through coordination of the Minister's Advisory Council on Multicultural Affairs and its relevant working groups.
- Developed and published the NT Multicultural Participation Framework 2016-19.
- Continued to provide assessment and advice to the public on overseas qualifications.

Output: Community Engagement and Support

Community Engagement Unit

Office of Multicultural Affairs grant programs

- The Office of Multicultural Affairs administered a total of \$1.216 million in grants to assist migrant and multicultural communities to celebrate, promote and develop the cultural and linguistic diversity of the NT. Grant programs included:
- Multicultural Grants Program - for projects that benefit the NT in terms of social inclusion, social cohesion and/or cultural and linguistic diversity.
 - Harmony Grants - available to organisations for projects that enhance multiculturalism in the NT, including community and school celebrations, and participation in the Darwin Waterfront Harmony Day Soiree.
 - Charles See Kee Leadership Scholarship - sponsored by the Office of Multicultural Affairs and managed by Charles Darwin University to award one student per year with a scholarship that contributes toward the cost of eight semesters of higher education. The scholarship is aimed at assisting students who have re-settled in Australia as a humanitarian or refugee entrant to undertake study to enhance their employment and leadership opportunities.
 - Cultural and Linguistic Awards - provide the opportunity for community groups to use specialised local, national or overseas resources or experts to further enhance the maintenance or development of their culture and language. The awards aim to transfer skills from the experts to the local community. This grant round has now been incorporated into the Multicultural Grants Program Round 2.
 - Multicultural Community Facilities Grants - assist with the renovation, repair and upgrade of existing premises managed or owned by recognised migrant and/or multicultural community organisations, with the objective of promoting multicultural diversity in the NT. The Grants also support sharing arrangements for the use of existing multicultural community-owned or managed facilities.
 - Operational funding to the Multicultural Community Services of Central Australia and the Multicultural Council of the NT.

Future Priorities, 2016–17

- ➔ Due to machinery of government changes the Community Engagement Unit future priorities are to be developed and reported through Territory Families.

Social Policy unit

Community Support Grants 2015–16

The Social Policy Unit administers the Community Support Grant program. The purpose of the Community Support Grant program is to provide financial assistance to community groups and organisations in the Northern Territory, with the aim of supporting communities to promote participation in the community and improve social connections between different backgrounds, language groups, genders and ages.

Organisation	Purpose	Amount approved (GST exclusive)
NTeen Fashion Festival	NTeen Fashion Festival Donation	\$200
Alice Springs Mother's Day Classic Committee	Alice Springs Mother's Day Classic	\$300
Royal Agricultural Show Society of the NT Inc.	2016 Darwin Royal Show - Stewart of the Year Sponsorship	\$330
Darwin Community Legal Service	Rights on Show 2015	\$500
Desert Sports Foundation	Community Bank DSF 1000M Running Race	\$500
Katherine District Show Society	Wooden Rooster 'Chief Ministers Cup' 2016	\$500
Old Andado Charitable Trust	Molly's Bash	\$600
Borroloola Gulf Show Society	2016 Borroloola Show	\$800
ConocoPhillips Science Experience (Science Schools Foundation Inc.)	2015 ConocoPhillips Science Experience	\$880
Rotary Club of Alice Springs	Bangtail Muster 2016	\$979
Australian Stock Horse Society - Northern Territory	Katherine Campdraft 2016	\$1,000
Charles Darwin University	Chief Minister's Award for Outstanding Academic Achievement in Science	\$1,000
Daly Waters Rodeo and Campdraft Association	2016 Daly Waters Campdraft and Rodeo sponsorship	\$1,000
Katherine Hospital (Katherine Hospital Medical Officer Education Fund for Doctors)	Attendance to the Rural Medicine Australia Conference 2016	\$1,000
Run with Dad (Prostate Cancer Foundation of Australia)	Run with Dad 2016 Sponsorship	\$1,000
Scouts Australia NT Branch	Howard Springs Scouts Excursion	\$1,000
Tennant Creek RSL Sub Branch	ANZAC Day Events	\$1,000
Litchfield Orchid Club Inc.	26th NT Orchid Spectacular	\$1,200
Central Desert Scorpions	Alice Springs Hottest 7s Women's Rugby League Team 2016 to attend Hottest 7s Comp in Darwin	\$1,500
Darwin Mother's Day Classic Committee	Darwin Mother's Day Classic	\$1,500
St Johns Ambulance Service	Attendance to the International Cadet Camp 2016	\$1,500

Output: Community Engagement and Support

Social Policy Unit

Organisation	Purpose	Amount approved (GST exclusive)
Darwin Patchwork and Quilters Inc.	2015 Territory Quilt Exhibition	\$2,000
Yirara College	Errappa Blue Light Camp attendance Duke of Edinburgh Program	\$2,000
Rotary Club of Stuart	19th Annual Territorian Dinner	\$2,500
MusoMagic	MusoMagic	\$2,700
AM Media Consultants Pty Ltd	2015 Special Children's Christmas Party	\$2,750
AM Media Consultants Pty Ltd	2016 Special Children's Christmas Party	\$2,750
Alice Springs Men's Shed Inc.	Defibrillator purchase	\$2,998
Northern Cowboys Association Inc.	NCA Rodeo	\$3,000
Tennant Creek Darts Association	Gold Nugget Darts Tournament	\$3,600
Total Recreation	2015 Dancing with the Celebrities Gala Ball	\$3,600
Centre Labour Force	Aston Martin Owners Club Events in Alice Springs 2015	\$3,900
Portuguese and Timorese Social Club Inc.	Brighter Future for the People of Timor-Leste Fundraiser Dinner	\$4,000
Borroloola Amateur Race Club	Borroloola Campdraft, Gymkhana and Rodeo	\$4,300
Media Entertainment & Arts Alliance	NT Media Awards	\$4,500
National Coalition of Aboriginal and Torres Strait Islander Social Workers Association	Third Indigenous Social Work Conference	\$4,545
Helping People Achieve Inc.	Territory Day	\$4,740
Aurora Education Foundation	Attendance to Aurora Indigenous Scholars Study Tour	\$5,000
Australian Institute of Architecture	2016 Venice Architecture Biennale	\$5,000
Darwin RSL Sub Branch	ANZAC Day Events	\$5,000
Djuki Mala	Attendance to Australian Performing Arts Market 2016	\$5,000
Henbury School	Henbury Corporate Luncheon	\$5,000
NT Writers Centre	Territory Read Book of the Year Awards	\$5,000
YouthWorX NT	Basic Restorative Practices training - Registration fees for six participants	\$5,100
Darwin Symphony Orchestra	DSO Concert in Nhulunbuy	\$5,218
Coomalie Council	ANZAC Day Events	\$7,000
Motor Vehicle Enthusiasts Club Inc.	24th National Model A Ford Meet	\$8,000
Alice Springs RSL Sub Branch	2016 Alice Springs ANZAC Commemorations	\$9,600
Alice Springs Men's Shed Inc.	Tools purchase	\$10,000
Chung Wah Society	Attendance to 2016 Bendigo Easter Festival	\$10,000
Dinah Beach Cruising Yacht Association Inc.	2015 Darwin to Ambon Yacht Race and Rally	\$10,000

Organisation	Purpose	Amount approved (GST exclusive)
Dinah Beach Cruising Yacht Association Inc.	2016 Darwin to Ambon Yacht Race and Rally	\$10,000
Indian Cultural Society Inc.	2015 India at Mindil	\$10,000
Matilda Alegria	Alter Ego Fashion Event	\$10,000
St Philips College	Sport and Wellbeing Expo	\$10,000
Starlight Children's Foundation	Star Ball 2016 Darwin	\$10,000
Wanderers Football Club	Development of a Strategic Business Plan	\$10,000
Darwin Greyhounds Association of the NT Inc.	2016 Chief Minister's Cup and 2016 Darwin Cup	\$15,000
Rapid Ascent Pty Ltd	Redback Enduro and Run Larapinta	\$15,000
Top End Rodeo Circuit Inc.	2015 APRA Rodeo	\$15,000
Wanderers Football Club	Infrastructure Funding - Cool room	\$18,000
Department of Business	October Business Month - NGO Stream	\$20,000
Epic Events & Marketing	2016 Top End Gran Fondo	\$20,000
Malak Marketplace Traders Association (Darwin Community Arts)	Malak Marketplace Project	\$20,000
Hellenic Macedonian Association NT Inc.	2016 Greek in Country Study Program	\$23,000
Lhere Artepe Aboriginal Corporation	Attendance to World Indigenous Economic Forum	\$23,431
Somerville Community Services	One Off Payment to Assist Struggling Families Over Christmas	\$25,000
The Salvation Army Darwin Corps	Salvo Shuttle	\$27,500
Australian Volunteer Coast Guard Association Inc.	Compliance costs and operational funding	\$29,692
City of Darwin	Bombing of Darwin Events	\$35,000
Surf Life Saving Northern Territory Inc.	NT Interagency VHF Marine Public Safety Radio Network development and installation	\$36,000
In Depth Archaeology	Support to develop three documentaries	\$40,000
Melaleuca Refugee Centre	Support for World Refugee Day 2016	\$42,500
Darwin Aboriginal Art Fair Foundation Ltd	Darwin Aboriginal Art Fair Runway Project	\$50,000
Weave Films Pty Ltd	Land of the Super Crocs	\$50,000
Freds Pass Rural Community Show Inc.	Request for operational funding	\$70,000
NT Major Events Company	World Solar Challenge	\$75,000
Catie Kirke & Associates (ART Your Life Pty Ltd)	Miss A.R.T. Program	\$159,000

Output group – Government Business and Support

Outcome: efficient and effective support of executive government.

Government Services and Support to the administrator

Strategic priority

Provide support to His Honour the Administrator, the Chief Minister, ministers, Leader of the Opposition and other stakeholders.

Business unit – Cabinet Office and DCM Secretariat Services

Cabinet Office

The Cabinet Office provides secretariat services to the Northern Territory Cabinet, the Executive Council and the Remuneration Tribunal. The office advises ministers and agencies on machinery-of-government matters and has a coordination role in managing a number of whole-of-government databases and reporting to Cabinet. The office coordinates administrative arrangements for regional Cabinet visits and makes arrangements for the annual opening of 30-year-old Cabinet records. The unit is responsible for arrangements for the appointment of ministers, chief executive officers and maintaining the government's Administrative Arrangements Orders.

The office provides a parliamentary liaison service, including tabling of government documents and regulations, coordination of responses to parliamentary written questions, and advice to agencies on assent to and commencement of legislation.

The office administers the *Assembly Members and Statutory Officers (Remuneration and Other Entitlements) Act* and has responsibilities in relation to certain requirements of the *NT (Self-Government) Act*, *Audit Act*, *Public Sector Employment and Management Act*, *Interpretation Act* and the *Electoral Act*.

The office provides support to various boards and committees chaired by or involving the agency's Chief Executive Officer, including the agency's Board of Management, the Coordination Committee of agency CEOs, the Northern Australia Capital City Committee and the Crocodile Management Governance Committee.

The office is also responsible for coordinating the agency's preparations for the annual Parliamentary Estimates Committee hearings. Advice and assistance is also provided to agencies on the classification, remuneration and administration of statutory and non-statutory government boards and committees.

Ministerial Liaison

Ministerial Liaison manages the coordination of ministerial advice and information between the agency and ministerial offices and provides high-level support services to the Office of the Chief Executive. The team has a role in cross-agency liaison and information coordination and assists in meeting the agency's whole-of-government reporting obligations, including reporting on the implementation of government's election commitments.

Key performance indicators	2015-16 estimate	2015-16 actuals	2016-17 budget
Cabinet, Cabinet Subcommittee and Executive Council meetings supported	68	72	70
Client satisfaction*	100%	100%	>95%

*Results based on latest available client survey

Key achievements, 2015-16

- Arranged the swearing-in of a new ministry on 15 February 2016.
- Prepared a new Administrative Arrangements Order for the Northern Territory Government in conjunction with the ministry change in February 2016.
- Established procedures for and provided secretariat support to a new Cabinet Sub-Committee on Executive Government Reporting and Board Appointments.
- Managed a regional Cabinet visit to Wadeye (September 2015).
- Assisted the Remuneration Tribunal with two inquiries into the entitlements of members of the Legislative Assembly and one inquiry into the entitlements of magistrates.
- Updated and re-issued the government's Caretaker Convention Guidelines ahead of the August 2016 Northern Territory general election.
- Updated and re-issued the government's Boards Handbook and developed standard guidance materials for agencies in relation to the calculation of board remuneration and other entitlements.
- Updated and re-issued the government's Legislation Handbook.
- Prepared materials for the 30-year opening of the 1985 Cabinet and Executive Council records on 1 January 2016 under the *Information Act*.
- Participated in the delivery of various courses for government officers and the broader community on Cabinet, legislation and other executive government processes.
- Coordinated reporting to government on the progress of the government's 2012 election commitments.
- Coordinated agency and across-government information requests, including input into NT Government submissions and briefings for the Chief Minister's meetings with the non-government organisation sector.
- Managed the coordination, processing, quality control and timeliness of agency ministerial correspondence (616 ministerial requests and 861 generated by the agency).
- Coordinated the agency's Legislative Assembly briefings and related documents for each Sittings of the Legislative Assembly.
- Coordinated the preparation of the agency's 2014-15 annual report.
- Assisted with coordination of the agency's preparation and follow up for the 2016 Estimates Committee Hearings, including processing and quality control of briefings.
- Prepared and updated various agency resources, including the Ministerial Correspondence Handbook and DCM Style Guide, grammar presentation and guide to Cabinet meeting deadlines.
- Commenced development of a new framework for recording and reporting on the implementation of government election commitments.

Government Services and Support to the administrator

Business unit – Cabinet Office
and DCM Secretariat Services

Continuing priorities, 2016–17

- ➔ Continue to improve awareness of issues regarding the remuneration of members of government statutory and non statutory bodies.
- ➔ Complete development of a new framework for recording and reporting on the implementation of government election commitments.
- ➔ Continue to deliver a high-quality, effective and timely ministerial liaison service to stakeholders.
- ➔ Continue to provide leadership and direction to other agency secretariats on a wide range of executive government processes and machinery of government matters.
- ➔ Continue to strengthen business systems to deliver improved ministerial correspondence and Cabinet process workflows.
- ➔ Continue to identify and implement innovative solutions to streamline agency procedures and communication channels.
- ➔ Continue to deliver training sessions on processes and skills related to the ministerial liaison function to various internal and external client groups as required.

Future priorities, 2016–17

- ➔ Arrange the issue of the writ and prorogation of the Legislative Assembly in preparation for the August 2016 Northern Territory general election and deal with agency and ministerial queries in relation to the operation of government during the caretaker period.
- ➔ Assist with the agency's preparations for the 2016 Northern Territory general election, including coordinating preparation of Incoming Government Briefings.
- ➔ Preparations for the 30-year opening of the 1986 Cabinet and Executive Council records.
- ➔ Roll-out the planned new recording and reporting system for government commitments.

Government Services and Support to the administrator

Provide:

- strategic coordination and facilitation, policy advice, and implementation and planning for emergency management and high-level security for the Territory.
- a streamlined whole-of-government approach to ensure government's communication and marketing priorities are effectively and professionally managed across agencies.
- operational advice, support and hospitality services, including protocol matters, to the Chief Minister, ministers, Leader of the Opposition and the Administrator of the Northern Territory.
- secretariat services to the agency, Cabinet and the Executive Council.

Business unit – Security and Emergency Recovery Team

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

Key performance indicators	2015–16 estimate	2015–16 actuals	2016–17 budget
Client satisfaction	85%	100%	>85%

Key achievements, 2015–16

- Since co-locating with its partner unit, the NT Police Security and Emergency Coordination Centre at the Peter McAulay Centre in Berrimah, the Security and Emergency Recovery Team (SERT) continues to build the NT's counter-terrorism capability, improve the transitional arrangements from disaster response to recovery between police, fire and emergency services.
- SERT, along with the Big Rivers region, coordinated recovery support for the Daly River region, including the evacuation of Nauiyu residents during the Christmas Day flood. This support included the establishment of a local recovery capability in the community, overall recovery coordination and the repatriation of Nauiyu residents.
- Worked in close partnership with the Office of Multicultural Affairs to build resilience in the community.
- SERT represented the interests of the NT at a range of national forums including:
 - Australia New Zealand Counter Terrorism Committee (ANZCTC)
 - ANZCTC Crisis Coordination Centre and Communications Capability Sub-Committee
 - ANZCTC Countering Violent Extremism Sub-Committee
 - ANZCTC Countering Violent Extremism Taskforce
 - Critical Infrastructure Advisory Committee
 - Oil and Gas Security Forum
 - Australia and New Zealand Emergency Management Committee (ANZEMC)
 - ANZEMC Recovery Sub-Committee
 - Australian Emergency Management Institute Advisory Group
 - National Oil Security Emergency Committee
 - National Risk Assessment Working Group.

Government Services and Support to the administrator

Business unit – Security and Emergency Recovery Team



Flood waters submerge a bridge to Nauiyu community, Daly River

Facilitate consistent whole-of-government policy advice on high-level security-related matters

- Provided security assessments and briefings to ministers and government employees conducting official duty on international travel.
- Provided strategic level briefing on both security and natural hazards to the Security Emergency Management Sub-committee of Cabinet.
- Drafted an 'NT countering violent extremism framework' and identified resources to appoint a coordinator.
- Coordinated the whole-of-government counter terrorism capability through chairing both the NT Counter Terrorism Reference Group and NT Countering Violent Extremism Working Group.

Facilitating consistent whole-of-government emergency planning and recovery procedures

- Undertook a six-month project funded under the NT Natural Disaster Resilience Program which delivered two outputs: the Northern Territory Government Emergency Operation Centre Finance and Procurement Guidelines; and the Recovery Coordination Centre Concept of Operations.
- Chaired the Australian and New Zealand Emergency Management Committee Recovery Subcommittee.
- Hosted an Australian Government-funded project officer to deliver national emergency management recovery project such as the 'National Impact Assessment Model' and a Monitoring and Evaluation Framework for recovery and other Recovery Sub-Committee project priorities.



St Francis Xavier Catholic School engulfed by flood waters, Daly River



Nauiyu community engulfed by flood waters

Government Services and Support to the administrator

Business unit – Security and Emergency Recovery Team



Flood waters threatening the Daly River Police Station

Future priorities, 2016–17

- Continue to provide security assessments and briefings to ministers and government.
- Continue to manage and maintain the secure national crisis communications capability—the Territory Crisis Coordination Centre.
- Continue to represent NT interests on local and national security and emergency recovery forums.
- Finalise the NT Critical Infrastructure Resilience Framework.
- Finalise and implement the NT Countering Violent Extremism Framework.
- Lead the development of the NT Government Protective Security Framework and increased security measures for NT Government workplaces.
- Lead whole-of-government emergency recovery coordination.
- Work with Fire and Emergency Services to prioritise and deliver emergency management training across the NT to build a broader emergency management capability.
- Work with Northern Territory Police to develop and deliver an enhanced exercise capability.



Working in collaboration

Government Services and Support to the administrator

Business unit – Communications and Marketing Bureau (CMB)

- Provide a streamlined whole-of-government approach to ensure government's communication and marketing priorities are effectively and professionally managed across agencies.
- Take the lead on whole-of-government campaigns, including crisis communications during natural disasters, promotion of key government initiatives, development of a single government website and participation in community events, including the NT show circuit.
- Lead the NT Government's whole-of-government digital communications strategy and policies for social media, online community engagement and the recently launched website NT.GOV.AU.

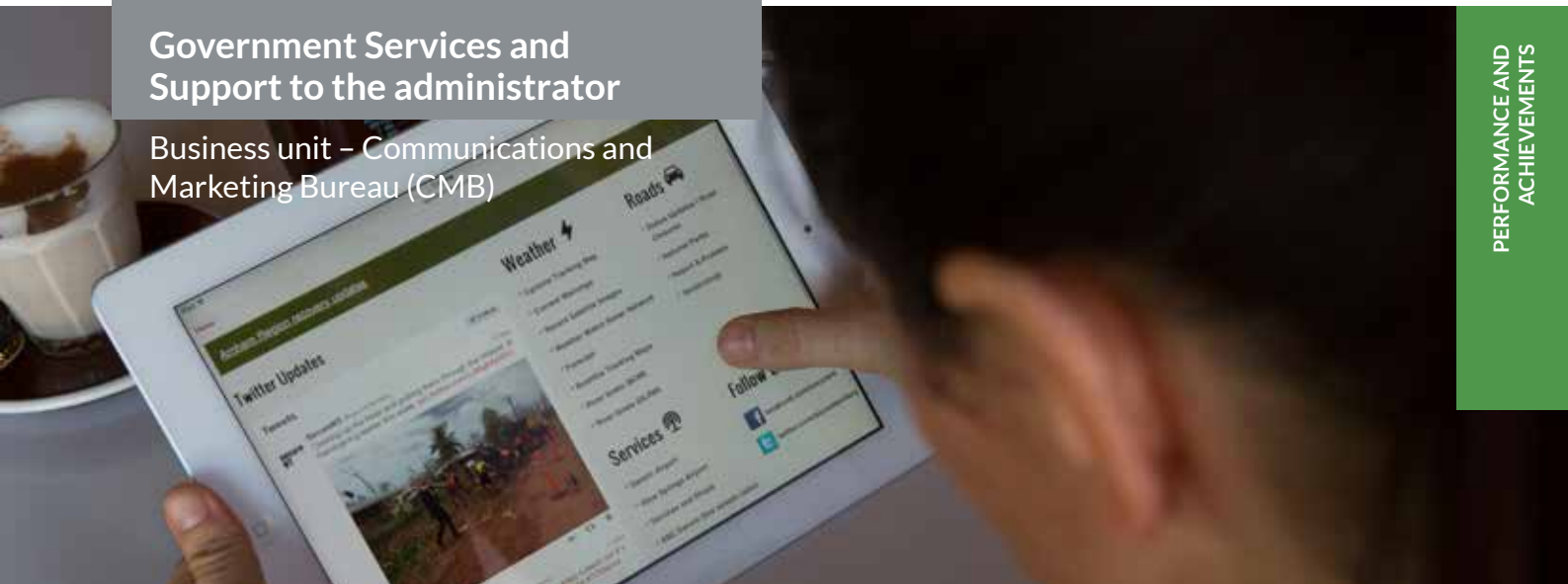
Key performance indicators	2015–16 estimate	2015–16 actuals	2016–17 budget
Client satisfaction	90%	100%	>90%

Key achievements, 2015–16

- Maintained focus on the delivery of a whole-of-government marketing and communications service while building and maintaining relationships with key stakeholders, including media advisors, agencies and external stakeholders.
- Delivered refreshed NT Government brand guidelines, including new templates and consistent advertising styles.
- Implemented a whole-of-government image library and digital asset management system.
- Implemented a whole-of-government marketing and communications activity-forecasting database across all NTPS agencies.
- Delivered major NTG marketing campaigns such as Territory Day, Tackling Ice and Budget 2016, in addition to providing ongoing support and guidance to agencies.
- Implemented a skills and knowledge sharing approach across government to build the capability of marketing and communications practitioners within the NT Government.
- Continued to deliver high-quality, whole-of-government marketing and communications campaigns to keep Territorians, the business community, and national and international stakeholders informed.
- Managed whole-of-government master media buying arrangements.
- Managed whole-of-government media monitoring arrangements.
- Continued to embed evidence-based communications and campaign practices in the work of the CMB.
- Continued to represent the Territory on national crisis communication committees.
- Delivered a new central website, NT.GOV.AU, based on international best practice in user-centered design, while redeveloping and integrating agency websites.
- Through the Print Management unit, managed more than 2400 print jobs during 2015–16, ensuring local industry participation and value for money for government printing.
- Led the Public Information Group's response and recovery communications during the Daly River flood in December 2015.

Government Services and Support to the administrator

Business unit – Communications and Marketing Bureau (CMB)



Future priorities, 2016–17

- Continue to improve strategic government communications and engagement delivery, engage the Territory community with targeted public information initiatives and deliver a clear brand proposition that supports the Territory economy and lifestyle.
- Offer ongoing support and advice on all media management issues, media monitoring, media reporting and social media strategy and implementation.
- Continue the skills and knowledge sharing approach across government to build the capability of marketing and communications practitioners within the NT Government.
- Take the lead on coordinating emergency and crisis communications during a multi-agency emergency response and recovery situation. This includes emergency kits, operational issues, coordinating proactive communications and managing media activity.
- Develop and promote SecureNT as the primary gateway to information on preparing for and getting through emergency situations in the Northern Territory.
- Oversee all agency communications and strategic engagement forecasting.
- Develop best-practice guidelines for whole-of-government community and stakeholder engagement.
- Establish a creative services panel to ensure the NT Government has ready access to the best and brightest strategic and creative talent.
- Establish a market research panel to ensure the NT Government has a pre-approved supplier base to draw upon.
- Continue to develop the NT Government's digital strategy to transform the customer experience through its digital channels, making it easier and faster for people to find information and to do business with government.
- Develop the NT Government's social media strategy to enhance engagement with the NT community.
- Continue to build relationships with the Australian Government's Digital Transformation Office to ensure effective collaboration on future digital strategies and projects.
- Strengthen the quality assurance process on across-government advertising campaigns to ensure a best-practice approach is taken and government achieves best value for money.

Government Services and Support to the administrator

Business unit – Protocol NT

- Facilitate interaction between Northern Territory Government officials and a broad range of local, national and international stakeholders. The Protocol business unit does this by providing operational advice, support and hospitality services to the Chief Minister, ministers and Leader of the Opposition.

Key performance indicators	2015–16 estimate	2015–16 actuals	2016–17 budget
Client satisfaction	>85%	100%	>85%
Number of internal and external hospitality, ceremonial events supported	120	134	120

Key achievements, 2015–16

- Facilitated 134 official receptions and events hosted by NT Government ministers.
- Provided VIP transport services to the Chief Minister, Speaker of the Legislative Assembly, ministers, Leader of the Opposition, chief justice, Supreme Court judges and visiting dignitaries as required.
- Supported visits by 23 Ambassadors, High Commissioners, Consul Generals, other dignitaries and VIPs from a range of countries.
- Assisted with the delivery of a range of events acknowledging the 74th anniversary of the Bombing of Darwin.
- Provided event coordination services to support significant events, including the V8 Supercars, Darwin Cup Carnival and Territory Day celebrations.
- Arranged the official Territory Day flag-raising ceremony and citizenship ceremony at Parliament House.
- Arranged the visit to Darwin of the designer of the Northern Territory flag, Mr Robert Ingpen.
- Arranged and coordinated two state funeral services.
- Arranged and coordinated the visit to Darwin of the ASEAN Heads of Mission.
- Arranged the inaugural NTPS Recognition of Service ceremonies in Darwin and Alice Springs.
- Assisted with activities supporting the Australian-Taiwan Joint Business Conference.
- Assisted with activities supporting the Red Carpet Investment Forum.
- Assisted with activities supporting the Northern Australia Investment Forum.
- Assisted to coordinate and brief 24 NT Government overseas delegations.

Future priorities, 2016–17

- Continue to provide coordination support for major special projects and events, including ceremonial and hospitality activities.
- Enhance government, business and community ties through effective public communication of protocols, standards and principles.
- Further strengthen strategic relationships through building supportive and purposeful relationships between stakeholders.
- Develop and maintain effective business systems and practices within Protocol NT.
- Ensure Protocol standards, procedures and policies are clearly articulated.

Business unit – Office of the Administrator of the Northern Territory

This output maintains Government House and provides administrative, secretarial, hospitality and ceremonial support to the Administrator of the Northern Territory.

The Office of the Administrator of the Northern Territory is a semi-autonomous business unit under the auspices of the Department of the Chief Minister with staff located both at Government House and the Administrator's offices. It has a unique role and a small but diverse workforce performing functions that are both typical and atypical (e.g. hospitality and horticulture) of the Northern Territory Public Sector, including:

- providing a high standard of advice and service delivery to the Administrator of the Northern Territory
- delivering effective governance and management arrangements in support of the official statutory, ceremonial, diplomatic and community duties of the Administrator

- ensuring efficient and effective stewardship of Government House and the Administrator's offices in accordance with heritage requirements and approved capital works and maintenance programs
- educating and informing Territorians and visitors to the Northern Territory about the role of the Administrator.

Government House is the official residence of the Administrator of the Northern Territory and is maintained at a standard appropriate to a vice-regal office and for the benefit of the people of the NT. The property is preserved and managed in line with the Burra Charter, the *Heritage Act 2011* (NT), the *Environment Protection and Biodiversity Conservation Act 1999* (Cth) and related conservation and heritage requirements.

Key performance indicators	2015–16 estimate	2015–16 actuals	2016–17 budget
Client satisfaction	>90%	100%	>90%
Maintenance programs implemented within agreed timeframes	>80%	80%	>80%
Number of internal and external hospitality, ceremonial and statutory events supported	625	495	625
- Number of courtesy calls received	N/A	63	N/A
- Number of events hosted by His Honour the Administrator	90	94	90
- Number of events attended by His Honour the Administrator	280	317	280
- Number of EXCO meetings presided over	N/A	14	N/A
- Number of investiture ceremonies conducted	4	5	4
- Number of swearing-in ceremonies conducted	N/A	2	N/A

Government Services and Support to the administrator

Key achievements, 2015–16

- The Administrator represented the Governor-General at the reinterment of Corporal Reg Hillier, a Territorian who was killed in action while serving with 1st Battalion, Royal Australian Regiment, in Vietnam on 29 November 1965. The Official Secretary and Office of the Administrator provided ongoing support to the Hillier family and the Vietnam Veterans Association NT in their quest to realise Corporal Hillier's repatriation from Terendak Cemetery, Malaysia to Adelaide River War Cemetery in the Northern Territory.
- Managed the official visit of the Administrator to the Australian War Memorial, Canberra, on the anniversary of the Allies D-Day landings on the coast of Normandy, France, when 14 Australians were killed in action, of whom 12 were RAAF airmen and two were members of the RAN.
- Supported visits by 23 Ambassadors, High Commissioners, Consul Generals, other dignitaries and VIPs from a range of countries.

Continued future priorities, 2016–17

- ➔ Ongoing development of the Administrator's official program, focussing on broad community engagement throughout the NT.
- ➔ Manage the Government House programmable works schedule against allocated capital works, minor new works, and repairs and maintenance funds.
- ➔ Coordinate official activities to accommodate significant disruption at Government House during the installation of replacement air-conditioning and supporting infrastructure.
- ➔ Continue to identify environmentally friendly and economically efficient measures for all activities at Government House, including maintenance requirements.

Output group – Corporate and Governance

Outcome:

- Undertake a range of functions to serve the agency's core corporate and governance needs, including financial services, human resource management, information and communication technology, governance and risk services, and communications and media.
- Provide shared corporate services to the Office of the Commissioner for Public Employment.

Output: Corporate and Governance

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

Business unit – Chief Executive Office

Key performance indicators	2015–16 estimate	2015–16 actuals	2016–17 budget
Client satisfaction	>80%	93%	>80%

Key achievements, 2015–16

- Developed a Bill for amendments to the *Electoral Act*.
- Coordinated response to the Inquiry into Stella Maris.
- Facilitated the development and delivery of an updated whole-of-government travel policy.
- Led the delivery of the 2015 Chief Minister's Awards for Excellence in the Public Sector.
- Assisted with the coordination of the response to the Daly River floods in December 2015.
- Assisted with the development of a new database for the capturing and reporting of election commitments.
- Supported a coordinated response for the implementation of recommendations of the Inquiry into hydraulic fracturing.
- Provided strategic support to the Chief Minister on COAG discussions.

Future priorities, 2016–17

- ➔ Lead the delivery of the Chief Minister's Awards for Excellence in the Public Sector, 2016.
- ➔ Finalise a new database for reporting on the delivery of election commitments.
- ➔ Develop an updated strategic plan.
- ➔ Provide support to the priorities of an incoming government.

Output: Corporate and Governance

Business unit – Corporate Services division

Key performance indicators	2015–16 estimate	2015–16 actuals	2016–17 budget
Client satisfaction	>80%	83%	>80%

Key achievements, 2015–16

- Developed a whole-of-government Travel Policy Framework in consultation with the Department of Corporate and Information Services with effect from 1 July 2016, given the appointment of a single corporate travel provider by government.
- Established an inter-jurisdictional secondment program for staff exchanges with the Australian Government and the New South Wales Government.
- Improved the alignment between individual and organisational goals by lifting the number of staff who have a performance agreement in place to 73%.
- Established the DCM People Committee to oversee strategic people-related initiatives such as leadership, culture and workforce development.
- Implemented MyDevelopment, a development program for AO1 to AO5 staff.
- Developed a range of strategic human resource products and services to improve planning, decision making and operational efficiency. These include strengthening HR reporting for the Board of Management and developing a suite of workforce planning resources.
- Commenced digitising of existing physical files for the agency.
- Participated in the Department of Corporate and Information Services pilot for an improved budgeting system.
- Commenced producing interactive agency policies and procedures.

Future priorities, 2016–17

- ➔ Extend the inter-jurisdictional secondment program to other jurisdictions, including South Australia.
- ➔ Develop a comprehensive human capital plan for the agency to improve organisation performance.
- ➔ Review the Accounting and Property Manual following the release of the updated Treasurer's Directions.

Business unit – Commissions and Inquiries

This unit provides high-level strategic advice and reporting on public policy issues that affect the Northern Territory, particularly in relation to royal commissions, inquiries and reviews.

Key performance indicators	2015–16 estimate	2015–16 actuals	2016–17 budget
Client satisfaction	>80%	80%	80%

Key achievements, 2015–16

- Contributed numerous public and private round table discussions and public policy hearings facilitated by the Royal Commission into Institutional Responses to Child Sexual Abuse.
- Produced data and documents under summons to the Royal Commission into Institutional Responses to Child Sexual Abuse.
- Coordinated NTG response and submissions to various issues papers released by the Royal Commission into Institutional Responses to Child Sexual Abuse.
- Finalised the inquiry to establish an Anti-corruption, Integrity and Misconduct Commission in the Northern Territory.

Future priorities, 2016–17

- ➔ Provide high-level strategic advice and comment across a range of public policy issues that affect the NT, particularly in response to royal commissions, inquiries and reviews.
- ➔ Monitor and coordinate the NT's commitments to royal commissions, inquiries and reviews.
- ➔ Respond to summons and requests for information issued by the Royal Commission into Institutional Responses to Child Sexual Abuse and the Royal Commission into the Protection and Detention of Children in the Northern Territory.
- ➔ Lead agency coordination of the NT's interactions with royal commissions, inquiries and reviews.
- ➔ Monitor and coordinate the interests of the agency and the NT at delegated local and national forums.
- ➔ Maintain effective collaborative partnerships and strategic alliances with agencies and other stakeholders at local and national levels.
- ➔ Engage with the Royal Commission into Institutional Responses to Child Sexual Abuse by participating in round table discussions and responding to issues papers.
- ➔ Engage with the Royal Commission into Youth Justice and Child Protection by participating in round table discussions and hearings.

Output: Shared Services Provided

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

Key performance indicators	2015-16 estimate	2015-16 actuals	2016-17 budget
Client satisfaction	80%	80%	80%

Corporate Services continues to provide services to the Office of the Commissioner for Public Employment (OCPE) under a shared-service arrangement.

Services delivered by the agency under this arrangement to OCPE include:

- financial and budget management and reporting
- human resource (HR) services, including support for workforce operations and organisational workforce development, work health and safety, HR reporting and employee assistance programs
- property, facilities and security management, including travel, fleet and accommodation
- procurement and contracts advice and compliance, including facilitating internal and external audit and risk management
- marketing, media and communications, including web maintenance services.

Key achievements, 2015-16

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

Future priorities, 2016-17

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



Staff from the Department of the Chief Minister are employed in positions that make a real difference to the lives of people in our communities, whether it is preparing for and coordinating emergency disaster recovery, managing major infrastructure projects, hosting international dignitaries or developing policy that enhances the fabric of our NT society. Their achievements make a real difference to the lives and livelihood of Territorians.

Every achievement of our team members is important to the way the agency functions, and the below two profiles are just a few of the achievements and highlights for our staff over the 2015-16 financial year.



John Coleman, Former Chief Executive Officer
March 2015- September 2016
Department of the Chief Minister

John celebrated a stellar 40 years in the NTPS on 3 August 2016.

John was appointed to the position of Chief Executive Officer of the Department of the Chief Minister in March 2015, where he led the agency's \$98 million budget and more than 300 staff. John oversaw a diverse range of initiatives, and his 40-year career history allowed him to have a well-rounded understanding of the various areas of government, at both ministerial and departmental level.

John was previously the CEO of the Department of Lands, Planning and the Environment and of the Darwin Waterfront Corporation.



Salli Cohen, Executive Director
Social Policy Coordination division

On 18 July 2016, Salli Cohen was granted a Master of Criminology and Criminal Justice from Griffith University. Salli began her Masters in 2012 as an online student studying part-time while holding a full-time position with the NTG. She has fulfilled this long-term dream and is now considering whether to do another Masters or a Phd – or not!

Overview

The Department of the Chief Minister plays a vital role in the economic development of the Northern Territory as well as the social development of Territorians. We do this in a number of ways. Our primary purpose is to support the Chief Minister and government to develop a confident, growing and socially cohesive Territory, and we are responsible for overseeing or coordinating major government strategies and positioning the Territory to achieve those priorities.

The Human Resources and Workforce Development team is part of the Corporate Services division and is responsible for:

- advice on conditions of service and human resource best-practice processes
- guiding recruitment and selection processes and actions
- coordinating training activities
- providing advice, recommendations and support on performance management practices
- case management, including workers' compensation
- coordinate probation processes
- update, review, implement and promote HR policies, strategies and procedures
- provide advice on payroll matters in conjunction with Department of Corporate and Information Services
- Consultation and advice that supports implementation of organisational change reporting requirements as per the *Public Sector Employment and Management Act*.

2015–16 snapshot

as at 30 June 2016



322.78

the average full-time equivalent (FTE)

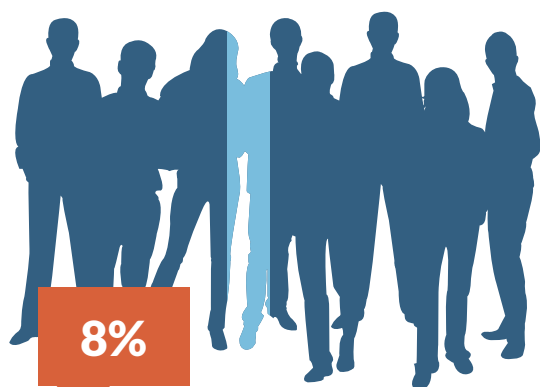
of the agency's workforce was female

63%



13%

of employees worked part time

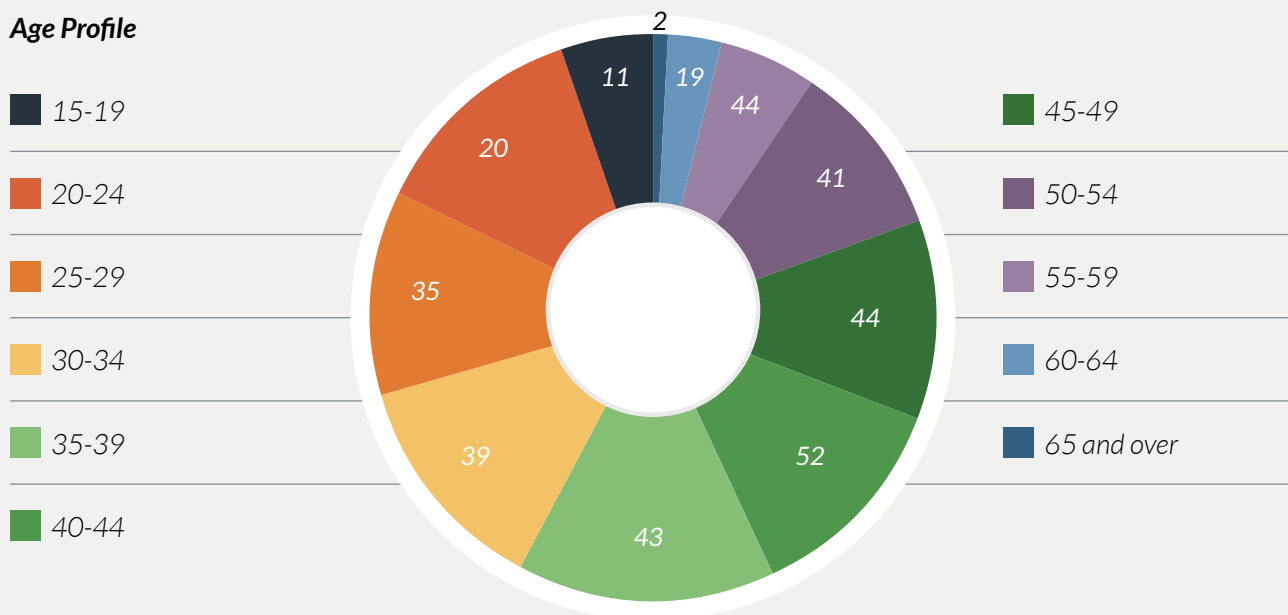


8%

of Indigenous employees in the workforce

\$502 496

spent on conferences, structured learning opportunities, facilitators' fees, training and development, including studies assistance and leadership programs.

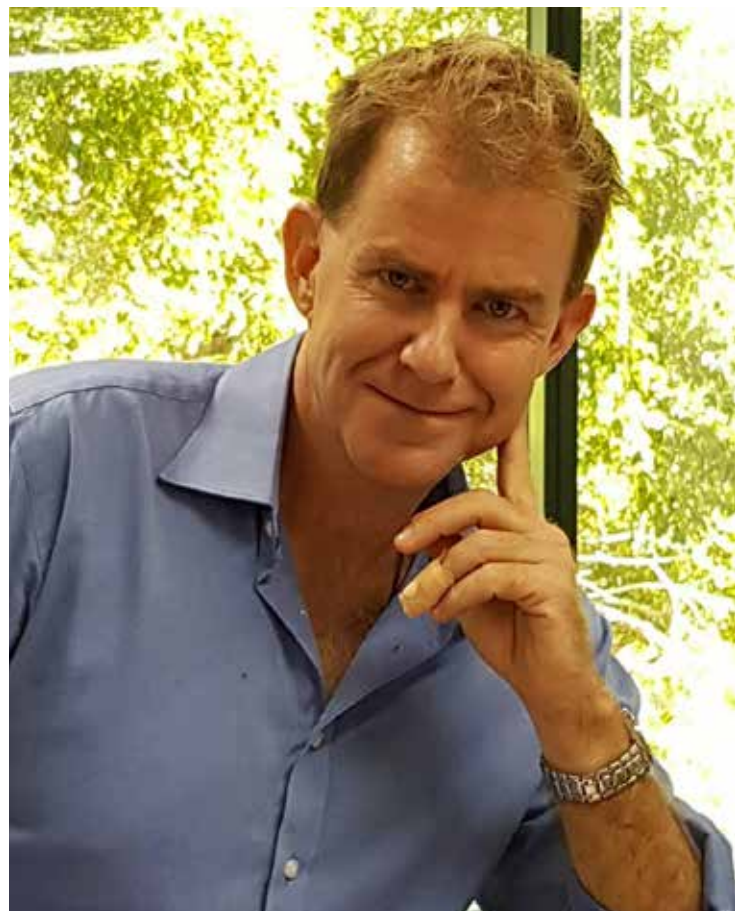
Age Profile**Looking at people strategically**

The agency achieves its purpose through its people, and the quality of the agency's outcomes is reflective of the quality, performance and contributions of its people. The agency recognises this and sees its people as a strategic and valuable asset.

DCM People Committee

The DCM People Committee plays a key role in positioning the agency as an employer of choice by focussing its attention on leadership, workforce planning and effective people management. The committee provides advice and recommendations to the agency's Board of Management to assist it to achieve its strategic workforce development program.

The terms of reference provides for membership of eight full-time members and one rotating member to provide development and input from more junior staff. Membership is not based upon a member's line area responsibility, but rather their level of interest and engagement with the strategic people and leadership program and their capacity to meaningfully contribute to progressing the outcomes in this area.



Richard McAllister, Chair, DCM People Committee

Human Capital Plan

In 2015–16, planning commenced on developing an agency-specific Human Capital Plan. The plan will identify current and future workforce challenges and put in place actionable strategies to build and sustain organisational capability, which is not just people but also processes, systems and structures. The DCM Human Capital Plan will be finalised by the end of 2016 and implemented in early 2017.

Workforce planning

In light of the workforce challenges presented by an ageing workforce, demographic change, current and projected service demands and the economic environment, the practice of robust workforce planning and development is critical to the agency.

During 2015–16, a suite of workforce planning and development resources was developed to enable managers to:

- understand their workforce needs and demands
- anticipate and plan for staffing and resource demands for the future
- develop and maintain an effective workplace by having the right people in the right place at the right time
- have specific strategies, such as targeted employment programs, to fill critical job groups
- succession plan for key, critical and leadership positions
- have an innovative approach to responding to change.

Inter-jurisdictional secondments

The agency has in place inter-jurisdictional secondment arrangements with first ministers' departments, namely the Australian Government Department of the Prime Minister and Cabinet, the New South Wales Department of the Premier and Cabinet, and the South Australian Department of the Premier and Cabinet.

The secondments are designed to enhance understanding and give a deeper appreciation of the reform priorities constraints and opportunities in our respective jurisdictions, improve policy development, program delivery and foster a more effective coordination between levels of government while also offering significant professional development opportunities for staff.

Larnie Batten is a project officer in the Office of Youth Affairs team in our Social Policy division.

Equal Employment Opportunity (EEO)

Encouraging diversity and flexibility

The agency is committed to equality of opportunity in employment for all team members and strives to achieve a gender-balanced and diverse workforce. In 2015–16:

- 63 per cent of our workforce was female
- 37 per cent was male
- 8 per cent identified as Aboriginal or Torres Strait Islander
- 4 per cent identified as having a non-English speaking background
- 2 per cent identified as having a disability.

The agency recognises and acknowledges the importance of providing employees with the flexibility and assistance they need to successfully balance their professional work life with their personal commitments.

In March 2015, Larnie took 12 months off to have a baby—a healthy little boy. She returned to work in March 2016 under a flexible working arrangement, where she works four days a week, giving her a nice work-life balance (even though her day off is full of things to do with her full-of-energy 18 month old).

Larnie has found that while work is busy, the agency and her work team have been incredibly supportive of her flexible work arrangements.





Natalie Wheeler delivering a corporate induction to new staff members

Flexible working arrangements negotiated in 2015-16 included:

- 17 employees working part time
- 1 employee took a secondment to the Australian Government
- 11 employees took recreation leave at half pay
- 14 employees took long service leave at half pay
- 2 employees had a flexible work agreement in place to transition to retirement.

Indigenous Employment and Career Development

The agency is committed to the employment and career development of Indigenous staff, who represent 8 per cent of the agency's workforce.

The Northern Territory Government target for Indigenous representation is 16.1 per cent. The agency continued to focus on improving representation of Indigenous Territorians in the workplace through initiatives such as:

- introducing special measures for all vacancies in February 2015. The Special Measures Plan allows Indigenous applicants to be given preferential consideration before other applicants, in line with the Government's Indigenous Employment and Career Development Strategy 2015-2020 to increase Indigenous employment across the NTPS by 16 per cent by 2020. Since implemented, 84 vacancies were advertised and 13 of these (15.5%) were filled with Aboriginal or Torres Strait Islander applicants.
- developing an action plan to operationalise the Indigenous Employment and Career Development Strategy in the agency.

- special measures training for all staff to attend
- providing leadership and career development opportunities to existing Indigenous employees
- developing cultural awareness in the agency through training.

Learning and professional development

The agency actively supports continuous learning and professional development for all employees.

Capability Enhancement Framework

The agency's employee performance management and development system is the Capability Enhancement Framework, which is designed to ensure that employees and agency goals are better understood and achieved.

The framework comprises the 'Capability Enhancement Plan (CEP)', which identifies, evaluates and documents key performance outcomes, and the 'Learning and Development Plan', which identifies and documents capability development required to achieve the key performance outcomes. As at 30 June 2016, 73 per cent of agency employees had an active CEP in place.

The employees' Learning and Development Plan outlines training and development for individuals as well as informing the Human Resources team of trends and patterns to assist in developing training for the agency.

In 2015-16, the agency invested \$502 496 in conferences, structured learning opportunities, facilitators' fees, training and development, including studies assistance and leadership programs for its employees.



Comparative table for investment in training and development over the last three years

2013-14	2014-15	2015-16
\$166,632	\$164,554	\$502,496

Throughout the reporting period, team members participated in training programs, including:

- Yolngu language course
- 'How to Write a JAQ' training
- Merit selection training
- Cross cultural training
- Stakeholder Engagement and Change Agents
- Australian Institute of Company Directors Course
- Microsoft Office Programs training
- Navigate Complexity – Strategic, analytical, critical and creative thinking for problem-solving, policy design and strategy development
- Better Ministerial Writing
- Machinery of Government
- Policy Boot Camp – this program was designed, developed and delivered by policy directors in the agency to enhance the policy skills of officers working in the policy field.

Professional and technical development

As part of the agency's efforts to build the capability of our workforce, support is provided for employees to gain relevant professional and technical skills through higher education. The support provided includes financial assistance for study fees and paid study leave to attend tutorials, lectures and exams.

In 2015-16, the agency invested \$7594 in financial study assistance for its team members undertaking study in the areas of:

- Bachelor of Behavioural Science
- Bachelor of Commerce
- Master of Emergency Management.

Comparative table for the investment in study assistance over the last three years

2013-14	2014-15	2015-16
\$19,724	\$17,658	\$7,594



Jean Doherty receiving the ANZSOG 2014 EMPA Subject Leader Award for 'Delivering Public Value' in Sydney, August 2016, accompanied by Professor Gary Banks AO, Dean of ANZSOG, and Ernst & Young representative as sponsor.

Leadership development

The agency continues to develop leadership skills and capabilities across all employment levels. It aims to achieve targeted learning and development for employees, while achieving strategic objectives and supporting professional growth.

Jean Doherty, Senior Director, Strategic and Federal Policy, completed the two-year Australia and New Zealand School of Government (ANZSOG) Executive Master of Public Administration (EMPA) program during the year.

Jean said the ANZSOG experience helped her achieve her learning objectives and so much more. Her highlights from the experience include:

- the depth and breadth of relationships formed across Australian and New Zealand public sector agencies
- the range of diagnostic, analytical, project and engagement tools and techniques she can apply in the workplace
- the importance of developing policy through collaboration and evidence-informed approaches
- the benefits of reflexive leadership and learning, inviting a collaborative model as the first option when solving complex problems, substantial projects or multi-faceted issues in the workplace.

'The ANZSOG EMPA has been an extremely rewarding program, both in terms of my personal learnings and its broader application in the NT Public Sector. I was thrilled to represent the NTPS and DCM, receiving an ANZSOG subject leader award for the subject 'Delivering Public Value' in Sydney in August 2016. I encourage anyone with an interest in furthering their public sector capability as future or current executives to consider the program.'

Robert Csar, Director, Corporate Services, participated in the Australia and New Zealand School of Government (ANZSOG) Advancing Leadership executive-level education, for the public sector in 2015–16.

Robert said the program was intensive, self-reflective and thought-provoking. He found the analysis and group workshops covering in-depth processing of conversations most beneficial.

The program gave Robert increased self-awareness, allowing him to be more conscious of different people's choice of words in conversations and giving insight into the individual.

Robert highly recommends this program, as it afforded him refreshed knowledge, acknowledging new ideas and approaches when conversing with people.



Robert Csar, Chief Financial Officer, June 2016

My Development

In 2015–16, the agency communicated and implemented the sector-wide work development initiative, MyDevelopment, for staff at the AO1 to AO5 (and equivalent) levels. The initial information session was well attended by agency staff.

As the agency has staff in the Administrative, Technical and Physical classifications, a range of communication mediums were used to ensure staff eligible to participate in the program and their supervisors were aware of the initiative. It is envisaged that the initiative will help to develop the skills of more junior staff members for future career opportunities and replenish our workforce at the more senior levels in the future. Eligible staff now have access to a range of resources such as on the job learning, mentoring, coaching, shadowing and courses where applicable to fulfil their minimum of one week of on the job training annually.

Employment Programs

NTPS employment programs aim to build a highly skilled and sustainable workforce, that continues to meet the current and future needs of the agency.

In 2015–16, the agency developed the 'Early Careers Strategy', which articulates its aims for each of the programs, and the specific actions intended to achieve those aims. The agency had an approved special measures recruitment plan in place to increase workforce diversity which also applied to early careers programs with the intent of helping to close the gap of Indigenous disadvantage. The strategy will be implemented in 2016–17.

Graduate Development program

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

The agency regularly identifies disciplines needed in its future workforce and offers employment to graduates, as part of its strategic succession management. Graduates are offered 12-month fixed-period contracts and are rotated through various work groups throughout the agency.

In January 2016, two graduates, Greg Malkoun and Myles Bateman, were recruited to the agency within the Strategic and Federal Policy work group and the Economic and Environment Policy work group. Myles has been successful in gaining a position as a Project Officer with NADO's East Arnhem Regional team.



'I really enjoyed the Graduate Program and had the pleasure of working and networking with some of the most experienced public servants in Australia. Working in a central agency like DCM allowed me to develop the necessary skills required to be a strong civil servant. These skills included strong leadership, accountability, networking and strengthened my ability to work at a standard that delivers high-quality, strategic outcomes for Territorians.'

Greg Malkoun



Alex and his agency colleagues at the Disability Awareness festival breakfast.

Indigenous Employment Program

In February 2016, one Indigenous Employment Program participant joined the agency and was placed in the Human Resources work group before moving to Finance.

Vacation Employment Program

Two employees commenced employment under the Vacation Employment Program: one in October 2015 in Economic and Environment Policy and the other in November 2015 in Strategic and Federal Policy.

Disability Employment Program

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

Alex McInnes was successful in his application to join the Disability Employment Program at the Department of the Chief Minister in 2016 and works for three days per week in the Business Services team. Alex is developing knowledge and skills in records management and is currently responsible for mail sorting and some electronic filing tasks.

Program	2014-15 Number of participants	2015-16 Number of participants
Graduate Development Program	4	4
Indigenous Employment Program	3	1
Apprenticeship Program	1	0
Vacation Employment	0	2
Disability Employment Program	0	1
Total	8	8



Staff participating in weekly Yoga classes

Workplace health, safety and wellbeing

In accordance with Employment Instruction 7, the CEO must ensure the application of appropriate occupational health and safety (OHS) standards and programs. The agency is also required to provide information in the annual report in relation to OHS programs.

The Workplace Health and Safety Committee met twice during 2015–16 to discuss strategic, operational, policy and reporting matters and to develop health, safety and wellbeing programs. During the year, the committee has undergone considerable reform while its key objective was to implement the 2014 DCIS audit recommendations along with updating its work health and safety website content.

Work continues on the redesign of an agency-wide Work Health and Safety Management System.

Wellbeing

The agency remains committed to the health and wellbeing of all team members by continuing to offer initiatives and activities such as the Employee Assistance Program, ergonomic assessments and flu vaccinations.

Initiatives	No. of employees accessed the initiative 2014–15	No. of employees accessed the initiative 2015–16
Employee Assistance Program	35	71
Ergonomic assessments	3	17
Flu vaccinations	96	86

The agency held weekly in-house yoga sessions for staff, led by one of our talented staff members who is also a qualified yoga instructor. Participants pay a small fee for the classes, which is donated to various charities.

Other charity events such as Jeans for Genes Day and the RSPCA Cupcake Day were supported, with the agency raising \$507 for the RSPCA.

Employment Instructions

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

The required reporting and performance achieved against each instruction is outlined below.

Employment Instructions

1. Filling Vacancies

Chief Executive Officers must develop a procedure to fill vacancies consistent with the Act, its subordinate legislation and any relevant award or enterprise agreement. Section 28(2) (c) of the Act requires the Chief Executive Officers to report annually on the number of employees of each designations and any variations or enterprise agreement.

Agency's Action(s): Recruitment Action: advertised 77 vacancies (permanent and temporary), 118 employees commenced or transferred in, and 133 employees separated or transferred out during the reporting period. The agency has experienced a decrease of 11 separations compared to the same time last year. No promotion appeal was lodged during 2015–16.

2. Probation

Chief Executive Officers must develop a probation procedure consistent with the Act, its subordinate legislation and any relevant award or enterprise agreement.

Agency's Action(s): The agency has reviewed its Probation Policy. New ongoing employees are advised of the probation process by the Department of Corporate and Information Services (DCIS) as part of their Offer of Employment. The process is explained during the induction and in the agency's information pack for new employees and available on the agency's intranet.

3. Natural Justice

The principles of natural justice are to be observed in all dealings with employees.

Agency's Action(s): The principles of natural justice are observed in all dealings with employees and are reflected in relevant internal policies and procedures.

4. Employee Performance and Development Systems

Chief Executive Officers must develop and implement an employee performance and development procedure consistent with the Act, its subordinate legislation and any relevant award or enterprise agreement.

Agency's Action(s): The agency's performance management system, Capability Enhancement Framework (CEP), incorporates the NTPS Capability and Leadership Framework, integrates the agency's planning frameworks and objectives with employees' work priorities.

The CEP system is a 12-month cycle of planning, doing and reviewing the work of employees, linking individual performance, position responsibilities, the values and the strategic needs of the agency as a whole, taking into account future requirements.

5. Medical Examinations

Chief Executives Officer may engage a health practitioner in accordance with the Act and Employment Instruction Number 3.

Agency's Action(s): One employee was directed to attend medical examinations by approved health practitioners in 2015–16.

Employment Instructions

6. Performance and Inability

Chief Executive Officers may develop employee performance and inability procedures consistent with the Act, its subordinate legislation and any relevant or enterprise agreement. Section 18(2) of the Act requires the Commission to report annually on the extent to which the inability procedures have been invoked in the Public Sector. Chief Executive Officers shall provide the Commissioner with the information necessary to comply with the reporting requirement.

Agency's Action(s): The agency's performance management system CEP provides a framework for managers and employees to document where performance improvement is required. Human Resources provide advice to managers dealing with underperformance issues and assist managers and employees in performance improvement efforts. No performance and inability actions were undertaken in 2015-16.

7. Discipline

Chief Executive Officers may develop discipline procedures consistent with the Act, its subordinate legislation and any relevant award or enterprise agreement. Section 18(2) of the Act requires the Commissioner to report annually on the extent to which the inability procedures have been invoked in the Public Sector. Chief Executive Officers shall provide information necessary for the Commissioner to comply with the reporting requirement.

Agency's Action(s): Human Resources provide advice and support to managers and employees dealing with discipline. There were three discipline actions undertaken in 2015-16.

8. Internal Agency Complaints and Section 59 Grievance Reviews

The agency must develop an internal employee grievance handling policy and procedure consistent with the Act, its subordinate legislation and any relevant award or enterprise agreement.

Agency's Action(s): Human Resources provide advice and support to managers and employees dealing with grievances. No grievances were lodged in 2015-16.

9. Employment Records

The agency has responsibility for keeping employees' employment records. The agency must comply with the requirements of the *Information Act* (NT) regarding correction, collecting and handling of personal information contained on an employee's employment record.

Agency's Action(s): Employee records are securely maintained by the Department of Corporate and Information Services and the agency's Human Resources unit. The agency follows NT Government policy regarding access to these files. Any requests to access employee records are made through the Executive Director Corporate Services.

10. Equality of Employment Opportunity Programs

Chief Executive Officers must develop an Equality of Employment Opportunity Program consistent with the *Public Sector Employment and Management Act*, its subordinate legislation, the *Anti-Discrimination Act* and any relevant award or enterprise agreement.

Agency's Action(s): The agency is developing a Human Capital Plan, Indigenous Employment Strategy and a Positive Workplace Policy for implementation in 2017.

11. Work Health and Safety Standard Programs

Chief Executive Officers must ensure the application of appropriate work health and safety (WHS) standards and programs. The agency is also required to provide information in the annual report in relation to WHS programs.

Agency's Action(s): Work continues in relation to meeting legislative obligations in developing and implementing training, especially in the area of hazard identification.

Employment Instructions

12. Code of Conduct

The Code of Conduct stipulates the basic level of conduct expected of Public Sector Officers as defined in the Act. The agency may issue an agency-specific Code of Conduct that is consistent with the Act.

Agency's Action(s): New employees are provided with the NTPS Code of Conduct booklet as part of their commencement package. Code of Conduct session features as part of the employee induction upon commencement for all new employees. Employees are reminded of their obligations and promote compliance with the NTPS Code of Conduct through a range of forums provided during their employment. Training and intranet are used to remind employees about accepting gifts and benefits, use of technology (IT) and other resources, confidentiality, conflicts of interest, outside employment, fraud and ethics, harassment and bullying, health and safety, making public comment, including via social media, outside employment, privacy and record keeping.

13. Appropriate Workplace Behaviour

The agency must develop an agency policy and procedure to foster appropriate workplace behaviour and a culture of respect and to deal effectively with inappropriate workplace behaviour and bullying.

Agency's Action(s): The agency is committed to providing all employees with a safe and healthy workplace, free from inappropriate behaviours such as bullying, harassment and discrimination. Appropriate workplace behaviour sessions feature as part of the employee induction upon commencement for all new employees. The focus is on developing employees' understanding of the need to take responsibility for their own behaviours and actions in the workplace. No formal complaint was made about inappropriate workplace behaviour during the reporting period.

14. Redeployment and Redundancy Procedures

This Employment Instruction is designed to assist NT Public Sector (NTPS) employees and agencies in understanding their rights and obligations in redeployment and redundancy situations, and to ensure that these situations are handled as sensitively, efficiently and effectively as possible. The agency will ensure that a redeployee is provided with an appropriate level of assistance and case management, actively monitor vacancies to identify other suitable employment and refer the redeployee where necessary to potentially suitable vacancies, and assist in the identification of reasonable training and development opportunities to maximise the potential for redeployment.

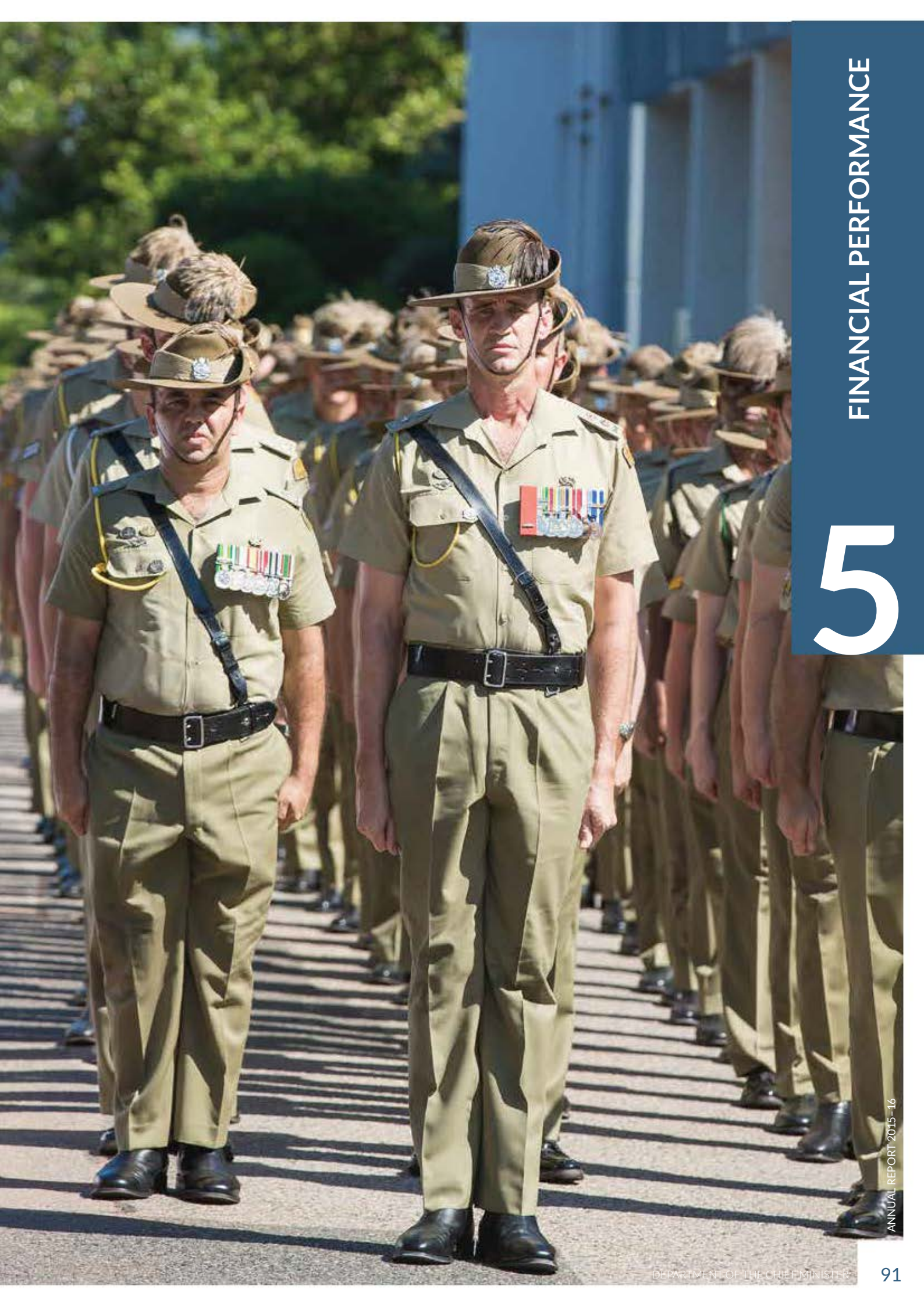
Agency's Action(s): For 2015–16, the Department of the Chief Minister had no redeployees.

15. Special Measures

Sets out the requirements and conditions of approval by the Commissioner for Public Employment of agency special measure programs, plans or arrangements.

Agency's Action(s): The Special Measures Plan allows Indigenous applicants to be given preferential consideration before other applicants, in line with the Government's Indigenous Employment and Career Development Strategy 2015-2020 to increase Indigenous employment across the NTPS to 16 per cent by 2020. On 26 February 2015, the agency formally adopted an approved Special Measures Plan by the Office of the Commissioner for Public Employment thus demonstrating DCM's commitment to equality of employment opportunities for Indigenous Australians.

As at 30 June 2016, Indigenous staff representation in DCM was 8%.



Financial Statement Overview

For the year ended 30 June 2016

Overview

The 2015-16 financial statements for the Department of the Chief Minister (the 'agency') have been prepared on an accrual basis in accordance with the Northern Territory's financial management framework and the Australian Accounting Standards. The agency's financial performance in 2015-16 and comparative financial information for 2014-15 are reported in four financial statements: the Comprehensive Operating Statement, Balance Sheet, Statement of Changes in Equity and Cash Flow Statement.

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

Budget

Movement in the agency's 2015-16 budget from the May 2015 Budget to May 2016 Budget is outlined in the table provided in Output Performance Reporting page 28.

Significant variations between actual outcome compared to the original May 2015 Budget for the 2015-16 financial year are reported on Note 23 of the financial statements. Where comparisons to budget have been made in this overview, it reflects the final approved end of year budget.

Comprehensive Operating Statement

Summary	2015-16 \$M	2014-15 \$M	Movement \$M
Operating Income	115.30	103.99	11.31
Operating Expenses	120.50	116.30	4.20
Net Surplus/(Deficit)	(5.20)	(12.31)	7.11

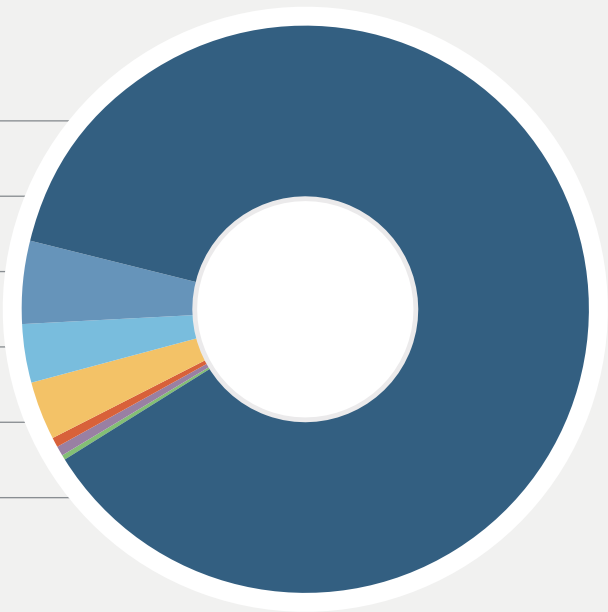
The agency recorded an operating deficit of \$5.20 million in 2015-16 compared to the 2014-15 deficit of \$12.31 million. All NT Government general agencies are funded on a deficit basis. The final approved end of year budget deficit was \$5.55 million, an improved outcome of \$0.35 million.

Operating Income

The agency received income of \$115.30 million in 2015-16, an increase of \$11.31 million compared to 2014-15. This increase is predominately due to increased Output Appropriation of \$11.08 million resulting from significant funding to support the activities of the Office of Major Projects, Infrastructure and Investment and event funding for Northern Territory Major Events Company.

2015-16 Source of Income

Output Revenue	\$101.72M
Free of Charge Services	\$5.38M
Commonwealth Revenue	\$3.91M
Sale of Goods and Services	\$3.83M
Grants Revenue	\$0.23M
Interest Revenue	\$0.19M
Other Income	\$0.04M



The agency's primary source of income is Output Appropriation (\$101.72 million), which makes up 88.2 per cent of all agency income of \$115.30 million. Further income received by the agency includes Commonwealth Appropriation of \$3.91 million or 3.4 per cent, and sales of goods and services of \$3.83 million or 3.3 per cent. Other income recognised by the agency includes goods and services received free of charge from Department of Corporate and Information Services, interest and miscellaneous revenue.

Operating Expenses

Total expenses of \$120.50 million were incurred by the agency; this was an increase of \$4.20 million on the prior year and was \$0.01 million lower than the final approved end of year budget.

Employee expenses were over end of year budget by \$3.18 million largely due to fixed period employment. This was offset by reduced goods and services expenditure driven by major projects and timing of grants mainly relating to Natural Disaster Relief Recovery Arrangements Community Recovery Fund.

Employee Expenditure

Employee expenses increase by 7.9 per cent or \$3.38 million in 2015–16 compared to 2014–15 predominately due to fixed period employment for specific one-off projects and relief and recovery efforts.

Administration Expenditure

Total administrative expenses increased by \$2.49 million in 2015–16 compared to 2014–15 predominantly due to an increase in legal expenses associated with significant major projects of Darwin Harbour and Foreshore Development, Strategic Oil and Gas Development, and Screenrights.

Grants Expenditure

Grants and subsidies expenses decreased by \$1.66 million when compared to 2014–15.

Balance Sheet

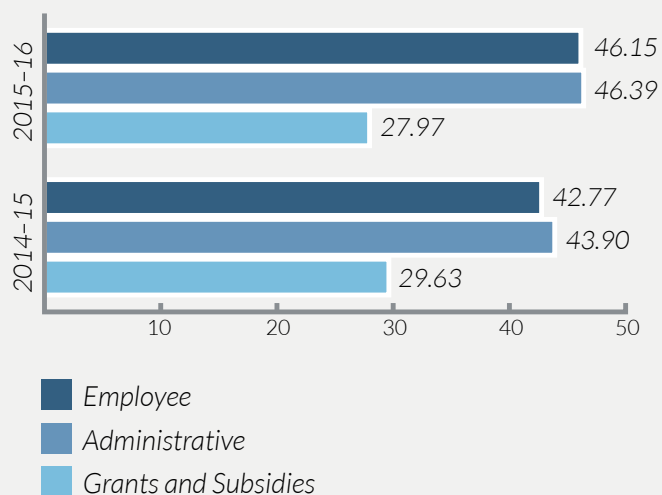
Summary	2015–16 \$M	2014–15 \$M	Movement \$M
Assets	39.28	48.53	(9.25)
Liabilities	10.80	11.76	(0.96)
Equity	28.48	36.77	(8.29)

During 2015–16 agency's total assets decreased by \$9.25 million to \$39.28 million which is predominantly attributed to the decrease in cash. Cash reduced in 2015–16 due to planned use of cash balances relating to one-off expenditure incurred and expenditure related to externally funded programs received in previous financial years.

The decrease in liabilities of \$0.96 million predominately relates to a decrease in payables of \$1.15 million.

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

Expenditure Comparison (\$M)



Financial Statement Overview

For the year ended 30 June 2016

Statement of Changes in Equity

Summary	2015-16 \$M	2014-15 \$M	Movement \$M
Balance 1 July	36.77	41.17	(4.40)
Accumulated Funds	(5.20)	(12.31)	(7.11)
Reserves	-	(0.04)	(0.04)
Capital	(3.08)	7.95	(11.03)
Balance 30 June	28.49	36.77	(8.28)

The agency’s total equity is the difference between total assets and total liabilities. For the 2015-16 year, equity decreased by \$8.28 million to \$28.49 million.

The decrease in the agency’s equity at the end of 2015-16 was predominantly due to the deficit reported from the comprehensive operating statement for the year of \$5.2 million and a decrease in capital of \$3.08 million due to capital withdrawal for the transfer of funding relating to Township Leasing to Department of Local Government and Community Services.

Cash Flow Statement

Summary	2015-16 \$M	2014-15 \$M	Movement \$M
Balance 1 July	19.47	22.33	(2.86)
Receipts	117.20	103.22	13.98
Payments	(122.38)	(111.66)	(10.72)
Repayment of advances	0.07	0.01	0.06
Purchase of Assets	(0.04)	(0.25)	0.21
Advances	(2.99)	(0.18)	(2.81)
Equity	(4.17)	6.00	(10.17)
Cash at End of Financial Year	7.16	19.47	(12.31)

The cash flow statement summary above provides information on the movement of cash during the year and shows a decrease in cash balances of \$12.31 million to \$7.16 million.

Financial Report

Certification of the Financial Statements

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

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



Jodie Ryan
Chief Executive Officer

31 August 2016



Robert Csar
Chief Financial Officer

31 August 2016

Comprehensive Operating Statement

For the year ended 30 June 2016

	Note	2016 \$000	2015 \$000
INCOME			
Grants and subsidies revenue			
Current		233	1 579
Appropriation			
Output		101 724	90 638
Commonwealth		3 913	4 179
Sales of goods and services		3 829	2 382
Interest revenue		186	174
Goods and services received free of charge	4	5 375	4 974
Other income		37	61
TOTAL INCOME	3	115 297	103 987
EXPENSES			
Employee expenses		46 147	42 767
Administrative expenses			
Purchases of goods and services	5	39 849	37 783
Repairs and maintenance		445	409
Depreciation and amortisation	9, 10	700	562
Other administrative expenses ¹	6	5 393	5 145
Grants and subsidies expenses			
Current		27 061	19 676
Capital		904	9 954
TOTAL EXPENSES	3	120 499	116 296
NET SURPLUS/(DEFICIT)		(5 202)	(12 309)
OTHER COMPREHENSIVE INCOME			
Items that will not be reclassified to net surplus/deficit			
Changes in asset revaluation surplus		-	(36)
TOTAL OTHER COMPREHENSIVE INCOME		-	(36)
COMPREHENSIVE RESULT		(5 202)	(12 345)

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

¹ Includes DCIS service charges.

Balance Sheet

As at 30 June 2016

	Note	2016 \$000	2015 \$000
ASSETS			
Current Assets			
Cash and deposits	7	7 160	19 472
Receivables	8	881	1 339
Advances and investments		5 909	1 139
Prepayments		293	16
Total Current Assets		14 243	21 966
Non-Current Assets			
Advances and investments		-	1 855
Property, plant and equipment	9,11	24 998	24 666
Heritage and cultural assets	10	43	44
Total Non-Current Assets		25 041	26 566
TOTAL ASSETS		39 284	48 532
LIABILITIES			
Current Liabilities			
Payables	12	4 680	5 832
Provisions	13	4 278	4 142
Other liabilities	14	130	227
Total Current Liabilities		9 088	10 201
Non-Current Liabilities			
Provisions	13	1 711	1 563
Total Non-Current Liabilities		1 711	1 563
TOTAL LIABILITIES		10 799	11 764
NET ASSETS		28 485	36 767
EQUITY			
Capital		57 075	60 154
Reserves	15	11 481	11 481
Accumulated funds		(40 070)	(34 868)
TOTAL EQUITY		28 485	36 767

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

Statement of Changes in Equity

For the year ended 30 June 2016

	Note	Equity at 1 July \$000	Comprehensive result \$000	Transactions with owners in their capacity as owners \$000	Equity at 30 June \$000
2015-16 Accumulated Funds		(34 868)	(5 202)		(40 070)
Changes in accounting policy					
Correction of prior period errors					
Transfers from reserves					
		(34 868)	(5 202)		(40 070)
Reserves	15	11 481			11 481
Revaluation increment - land					
Revaluation (decrement) - buildings					
		11 481			11 481
Capital - Transactions with Owners					
Equity injections					
Capital appropriation		42 825		100	42 925
Equity transfers in		21 187		1 090	22 277
Other equity injections		22 966		30	22 996
Equity withdrawals					
Capital withdrawal		(17 592)		(4 300)	(21 892)
Equity transfers out		(9 231)			(9 231)
		60 154		(3 080)	57 074
Total Equity at End of Financial Year		36 767	(5 202)	(3 080)	28 485
2014-15 Accumulated Funds		(22 559)	(12 309)		(34 868)
Changes in accounting policy					
Correction of prior period errors					
Transfers from reserves					
		(22 559)	(12 309)		(34 868)
Reserves	15	11 517			11 517
Revaluation increment - land			785		785
Revaluation (decrement) - buildings			(821)		(821)
		11 517	(36)		11 481
Capital - Transactions with Owners					
Equity injections					
Capital appropriation		42 430		395	42 825
Equity transfers in		19 199		1 988	21 187
Other equity injections		16 106		6 860	22 966
Equity withdrawals					
Capital withdrawal		(16 335)		(1 257)	(17 592)
Equity transfers out		(9 193)		(38)	(9 231)
		52 207		7 948	60 154
Total Equity at End of Financial Year		41 165	(12 345)	7 948	36 767

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

Cash Flow Statement

For the year ended 30 June 2016

	Note	2015 \$000	2014 \$000
CASH FLOWS FROM OPERATING ACTIVITIES			
Operating Receipts			
Grants and subsidies received			
Current		233	1 579
Capital			
Appropriation			
Output		101 724	90 638
Commonwealth		3 913	4 179
Receipts from sales of goods and services		11 139	6 649
Interest received		186	174
Total Operating Receipts		117 195	103 219
Operating Payments			
Payments to employees		(46 877)	(42 238)
Payments for goods and services		(47 540)	(39 791)
Grants and subsidies paid			
Current		(27 062)	(19 676)
Capital		(904)	(9 954)
Total Operating Payments		(122 383)	(111 658)
Net Cash From/(Used in) Operating Activities	16	(5 188)	(8 439)
CASH FLOWS FROM INVESTING ACTIVITIES			
Investing Receipts			
Repayment of advances		71	8
Total Investing Receipts		71	8
Investing Payments			
Purchases of assets		(39)	(244)
Advances and investing payments		(2 986)	(181)
Total Investing Payments		(3 025)	(425)
Net Cash From/(Used in) Investing Activities		(2 954)	(417)
CASH FLOWS FROM FINANCING ACTIVITIES			
Financing Receipts			
Equity injections			
Capital appropriation		100	395
Other equity injections		30	6 860
Total Financing Receipts		130	7 255
Financing Payments			
Equity withdrawals		(4 300)	(1 257)
Total Financing Payments		(4 300)	(1 257)
Net Cash From/(Used in) Financing Activities		(4 170)	5 998
Net increase/(decrease) in cash held		(12 312)	(2 858)
Cash at beginning of financial year		19 472	22 330
CASH AT END OF FINANCIAL YEAR	7	7 160	19 472

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

Notes to the Financial Statements

For the year ended 30 June 2016

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Notes to the Financial Statements

For the year ended 30 June 2016

1. Objectives and Funding

The Department of the Chief Minister is responsible for ensuring that government priorities are reflected in policy and implemented effectively by the public sector. It provides whole-of-government policy advice and leadership in coordinating approaches to priority issues throughout the NTPS. The agency's primary contribution to the strategic direction of the government is through the coordination of coherent, rigorous and evidence-based advice to the Chief Minister and Cabinet. Strategic priorities for the agency in 2015–16 included the following:

- Be exemplars of good practice
- Support the Chief Minister and Cabinet to deliver government outcomes
- Provide leadership and coordination across government
- Develop and influence government policy and drive its implementation
- Engage our stakeholders about government's vision for the Territory

Additional information in relation to the Department of the Chief Minister and its principal activities can be found in this annual report. The agency is predominantly funded by, and is dependent on, the receipt of Parliamentary appropriations. The financial statements encompass all funds through which the agency controls resources to carry on its functions and deliver outputs. For reporting purposes, outputs delivered by the agency are summarised into several output groups. Note 3 provides summary financial information in the form of a Comprehensive Operating Statement by output group.

2. Statement of Significant Accounting Policies

a) Statement of Compliance

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

- (i) a Certification of the Financial Statements;
- (ii) a Comprehensive Operating Statement;
- (iii) a Balance Sheet;
- (iv) a Statement of Changes in Equity;
- (v) a Cash Flow Statement; and
- (vi) applicable explanatory notes to the financial statements.

b) Basis of Accounting

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

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

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

Notes to the Financial Statements

For the year ended 30 June 2016

The following new and revised accounting standards and interpretations were effective for the first time in 2015–16:

AASB 1048 Interpretation of Standards This reflects amended versions of Interpretations arising in relation to amendments to AASB 9 Financial Instruments and consequential amendments arising from the issuance of AASB 15 Revenue from Contracts with Customers. The standard does not impact the financial statements.

AASB 2013-9 Amendments to Australian Accounting Standards [Part C Financial Instruments]

Part C of this Standard amends AASB 9 Financial Instruments to add Chapter 6 Hedge accounting and makes consequential amendments to AASB 9 and numerous other Standards. The standard does not impact the financial statements.

AASB 2014-8 Amendments to Australian Accounting Standards arising from AASB 9 This Standard makes amendments to AASB 9 Financial Instruments (December 2009) and AASB 9 Financial Instruments (December 2010). These amendments arise from the issuance of AASB 9 Financial Instruments in December 2014. The standard does not impact the financial statements.

AASB 2015-3 Amendments to Australian Accounting Standards arising from the withdrawal of AASB 1031 Materiality

The standard completes the withdrawal of references to AASB 1031 in all Australian Accounting Standards and Interpretations, allowing the standard to effectively be withdrawn. The standard does not impact the financial statements.

AASB 2015-4 Amendments to Australian Accounting Standards – Financial Reporting

Requirements for Australian Groups with a Foreign Parent Amendments are made to AASB 128 Investments in Associates and Joint ventures to require the ultimate Australian entity to apply the equity method in accounting for interests in associates and joint ventures, if either the entity or the group is a reporting entity, or both the entity and group are reporting entities. The standard does not impact the financial statements.

AASB 2014-1 Amendments to Australian Accounting Standards (Part E - Financial Instruments)

Part E of this Standard defers the application date of AASB 9 Financial Instruments to annual reporting periods beginning on or after 1 January 2018. The standard does not impact the financial statements.

Notes to the Financial Statements

For the year ended 30 June 2016

The following standards and interpretations are likely to have an insignificant impact on the financial statements for future reporting periods, but the exact impact is yet to be determined:

Standard/Interpretation	Effective for annual reporting periods beginning on or after
AASB 9 Financial Instruments (December 2014), AASB 2014-7 Amendments to Australian Accounting Standards arising from AASB 9 (December 2014)	1 January 2018
AASB 15 Revenue from Contracts with Customers, AASB 2014-5 Amendments to Australian Accounting Standards arising from AASB 15	1 January 2018
AASB 1056 Superannuation Entities	1 July 2016
AASB 1057 Application of Accounting Standards	1 January 2016
AASB 2014-3 Amendments to Australian Accounting Standards - Accounting for Acquisitions of Interests in Joint Operations [AASB 1 and AASB 11]	1 January 2016
AASB 2015-9 Amendments to Australian Accounting Standards - Scope and Application Paragraphs [AASB 8, 133 and 1057]	1 January 2016
AASB 2015-10 Amendments to Australian Accounting Standards - Effective Date of Amendments to AASB 10 and AASB 128	1 January 2016

The following standards and interpretations are expected to have a potential impact on the financial statements for future reporting periods:

Standard/Interpretation	Effective for annual reporting periods beginning on or after	Impact
AASB 2015-6 Amendments to Australian Accounting Standards – Extending Related Party Disclosures to Not-for-Profit Public Sector Entities [AASB 10, 124 and 1049]	1 July 2016	New note disclosure to include remuneration of Key Management Personnel (KMP) and related party transactions.
2016-2 Amendments to Australian Accounting Standards – Disclosure Initiative: Amendments to AASB 107	1 January 2017	New disclosure on the reconciliation of the changes in liabilities arising from financing activities
AASB 16 Leases	1 January 2019	Reclassification of operating leases greater than 12 months to finance lease reporting requirements

Notes to the Financial Statements

For the year ended 30 June 2016

Standard/Interpretation	Effective for annual reporting periods beginning on or after	Impact
AASB 9 Financial Instruments	1 January 2018	Simplified requirements for classification and measurement of financial assets, a new hedging accounting model and a revised impairment loss model to recognise impairment losses earlier as opposed to only when incurred
AASB 15 Revenue from Contracts with Customers	1 January 2018	Requires an entity to recognise revenue when the entity satisfies a performance obligation by transferring a promised good or service to a customer.
AASB 2014-1 Amendments to Australian Accounting Standards [Part E Financial Instruments]	1 January 2018	Amends various AAS's to reflect the deferral of the mandatory application date of AASB 9
AASB 2014-4 Amendments to Australian Accounting Standards - Clarification of Acceptable Methods of Depreciation and Amortisation [AASB 116 and AASB 138]	1 January 2016	Provides additional guidance on how the depreciation or amortisation of property, plant and equipment and intangible assets should be calculated and clarifies that the use of revenue-based methods to calculate the depreciation of an asset is not appropriate.
AASB 2014-5 Amendments to Australian Accounting Standards arising from AASB 15	1 January 2017	Amends the measurement of trade receivables and the recognition of dividends.
AASB 2014-7 Amendments to Australian Accounting Standards arising from AASB 9	1 January 2018	Amends various AAS's to reflect the changes as a result of AASB 9
AASB 2014-9 Amendments to Australian Accounting Standards - Equity Method in Separate Financial Statements [AASB 1, 127 and 128]	1 January 2016	Allows an entity to account for investments in subsidiaries, joint ventures and associates in its separate financial statement at cost or using the equity method.
AASB 2015-1 Amendments to Australian Accounting Standards - Annual Improvements to Australian Accounting Standards 2012-14 Cycle [AASB 1, 2, 3, 5, 7, 11, 110, 119, 121, 133, 134, 137 and 140]	1 January 2016	The amendments include AASB 5 change in methods of disposal; AASB 7 Servicing contracts and applicability of the amendments to AASB 7 to condensed interim financial statements; AASB 119 Discount rate: regional market issue and AASB 134 Disclosure of information 'elsewhere in the interim financial report'.

Notes to the Financial Statements

For the year ended 30 June 2016

c) Reporting Entity

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

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

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

d) Agency and Territory Items

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

Central Holding Authority

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

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

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

The Central Holding Authority recognises and records all Territory items, and as such, these items are not included in the agency's financial statements. However, as the agency is accountable for certain Territory items managed on behalf of Government, these items have been separately disclosed in Note 22 – Schedule of Administered Territory Items.

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 Judgments and Estimates

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

Notes to the Financial Statements

For the year ended 30 June 2016

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

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

Employee Benefits – Note 2(v) and Note 13: Non-current liabilities in respect of employee benefits are 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 participant, using the best information available.
- Contingent Liabilities – Note 19: 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(r), Note 8: Receivables and Note 17: 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), Note 9: Property, Plant and Equipment, and Note 10: Heritage and Cultural Assets.

i) Goods and Services Tax

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

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

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

j) 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. Exchanges of goods or services of the same nature and value without any cash consideration being exchanged are not recognised as income.

Grants and Other Contributions

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

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

Notes to the Financial Statements

For the year ended 30 June 2016

Appropriation

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

Commonwealth appropriation follows from the Intergovernmental Agreement on Federal Financial Relations, resulting in Specific Purpose Payments (SPPs) and National Partnership (NP) payments being made by the Commonwealth Treasury to state treasuries, in a manner similar to arrangements for GST payments. These payments are received by the Department of Treasury and Finance on behalf of the Central Holding Authority and then on passed to the relevant agencies as Commonwealth appropriation.

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

Sale of Goods

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

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

Rendering of Services

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

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

Interest Revenue

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

Goods and Services Received Free of Charge

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

Disposal of Assets

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

Contributions of Assets

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

Notes to the Financial Statements

For the year ended 30 June 2016

k) Repairs and Maintenance Expense

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

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:

	2016	2015
Buildings	50 years	50 years
Infrastructure Assets	50 years	50 years
Plant and Equipment	5 years	5 years
Heritage and Cultural Assets	100 years	100 years

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

m) Interest Expense

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

n) Cash and Deposits

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

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. Analyses of the age of the receivables that are past due as at the reporting date are disclosed in an aging schedule under credit risk in Note 17 Financial Instruments. Reconciliation of changes in the allowance accounts is also presented.

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

Notes to the Financial Statements

For the year ended 30 June 2016

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 agency in future years. Where these costs represent separate components of a complex asset, they are accounted for as separate assets and are separately depreciated over their expected useful lives.

Construction (Work in Progress)

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

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;
- heritage and cultural assets;
- biological assets; and
- intangibles.

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

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

Impairment of Assets

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

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

Notes to the Financial Statements

For the year ended 30 June 2016

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

In certain situations, an impairment loss may subsequently be reversed. Where an impairment loss is subsequently reversed, the carrying amount of the asset is increased to the revised estimate of its recoverable amount. A reversal of an impairment loss is recognised in the Comprehensive Operating Statement as income, unless the asset is carried at a revalued amount, in which case the impairment reversal results in an increase in the asset revaluation surplus. Note 15 provides additional information in relation to the asset revaluation surplus.

s) Assets Held for Sale

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

These assets are measured at the lower of the asset's carrying amount and fair value less costs to sell. These assets are not depreciated. Non-current assets held for sale have been recognised on the face of the financial statements as current assets.

t) Leased Assets

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

Finance Leases

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

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

Operating Leases

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

u) 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.

v) Employee Benefits

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

Notes to the Financial Statements

For the year ended 30 June 2016

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

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

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

As part of the financial management framework, the Central Holding Authority assumes the long service leave liabilities of Government agencies, including the agency and as such no long service leave liability is recognised in agency financial statements.

w) Superannuation

Employees' superannuation entitlements are provided through the:

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

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

x) 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.

y) Commitments

Disclosures in relation to capital and other commitments, including lease commitments are shown at Note 18.

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

z) Financial Instruments

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

Financial assets and liabilities are recognised on the Balance Sheet when the agency becomes a party to the contractual provisions of the financial instrument. The agency's financial instruments include cash and deposits; receivables; advances; investments loan and placements; payables; advances received; borrowings and derivatives.

Notes to the Financial Statements

For the year ended 30 June 2016

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

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

Classification of Financial Instruments

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

Financial assets are classified into the following categories:

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

Financial liabilities are classified into the following categories:

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

Financial Assets or Financial Liabilities at Fair Value through Profit or Loss

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

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

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

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

- such designation eliminates or significantly reduces a measurement or recognition inconsistency that would otherwise arise; or
- the instrument forms part of a group of financial instruments, which is managed and its performance is evaluated on a fair value basis, in accordance with a documented risk management or investment strategy, and information about the grouping is provided internally on that basis; or
- it forms part of a contract containing one or more embedded derivatives, and AASB 139 Financial Instruments: Recognition and Measurement permits the contract to be designated as at FVTPL.
- Financial liabilities at fair value through profit or loss include deposits held excluding statutory deposits, accounts payable and accrued expenses. Financial assets at fair value through profit or loss include short-term securities and bonds.

Notes to the Financial Statements

For the year ended 30 June 2016

Held-to-Maturity Investments

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

Loans and Receivables

For details refer to Note 2 (o), but exclude statutory receivables.

Available-for-Sale Financial Assets

Available-for-sale financial assets are those non-derivative financial assets, principally equity securities that are designated as available-for-sale or are not classified as any of the three preceding categories. After initial recognition available-for-sale securities are measured at fair value with gains or losses being recognised as a separate component of equity until the investment is derecognised or until the investment is determined to be impaired, at which time the cumulative gain or loss previously reported in equity is recognised in the Comprehensive Operating Statement.

Financial Liabilities at Amortised Cost

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

Derivatives

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

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

Netting of Swap Transactions

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

Note 17 provides additional information on financial instruments.

aa) 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.

Notes to the Financial Statements

For the year ended 30 June 2016

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

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

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

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

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

Level 3 – inputs are unobservable.

Notes to the Financial Statements

For the year ended 30 June 2016

3. Comprehensive Operating Statement by Output Group

		Advice and Coordination		Government Business Support		Corporate and Governance		Total	
		2016 \$000	2015 \$000	2016 \$000	2015 \$000	2016 \$000	2015 \$000	2016 \$000	2015 \$000
Note									
3. Comprehensive Operating Statement by Output Group									
INCOME									
Grants and subsidies revenue									
Current		20	1 284	213	294	-	-	233	1 579
Appropriation									
Output									
Commonwealth		61 326	54 182	34 988	30 513	5 410	5 943	101 724	90 638
Sales of goods and services		3 913	4 179	-	-	-	-	3 913	4 179
Interest revenue		2 835	1 332	574	626	420	423	3 829	2 382
		186	174	-		-	-	186	174
Goods and services received free of charge	4	1 908	1 650	2 909	2 658	558	667	5 375	4 974
Other income		13	-	1	8	23	53	37	61
TOTAL INCOME		70 201	62 801	38 685	34 100	6 411	7 086	115 297	103 987
EXPENSES									
Employee expenses		16 931	14 065	24 743	21 960	4 473	6 742	46 147	42 767
Administrative expenses									
Purchases of goods and services	5	25 446	23 397	13 241	13 016	1 161	1 370	39 849	37 783
Repairs and maintenance		12	5	260	376	174	28	445	409
Depreciation and amortisation	9, 10	382	230	292	283	26	49	700	562
Other administrative expenses	6	1 908	1 650	2 910	2 799	575	695	5 393	5 145
Grants and subsidies expenses									
Current		27 061	19 664	-	11	-	-	27 061	19 676
Capital		904	9 954	-	-	-	-	904	9 954
TOTAL EXPENSES		72 645	68 965	41 446	38 446	6 409	8 884	120 499	116 296
NET SURPLUS/(DEFICIT)		(2 444)	(6 164)	(2 761)	(4 346)	2	(1 798)	(5 202)	(12 309)
OTHER COMPREHENSIVE INCOME									
Items that will not be reclassified to net surplus/deficit									
Changes in asset revaluation surplus		-	-	-	(36)	-	-	-	(36)
TOTAL OTHER COMPREHENSIVE INCOME		-	-	-	(36)	-	-	-	(36)
COMPREHENSIVE RESULT		(2 444)	(6 164)	(2 761)	(4 382)	2	(1 798)	(5 202)	(12 345)

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

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Notes to the Financial Statements

For the year ended 30 June 2016

	2016 \$000	2015 \$000
4. Goods and Services Received free of charge		
Department of Corporate and Information Services	5 375	4 974
	5 375	4 974
5. Purchases of Goods and Services		
The net surplus/(deficit) has been arrived at after charging the following expenses:		
Goods and services expenses:		
Consultants ⁽¹⁾	10 537	17 329
Marketing and promotion ⁽²⁾	4 274	3 247
Document production	181	221
Legal expenses ⁽³⁾	9 271	2 266
Recruitment ⁽⁴⁾	171	123
Training and study	502	276
Official duty fares	2 008	2 475
Travelling allowance	346	422
	27 290	26 359
(1) Includes marketing, promotion and IT consultants. Decrease is predominantly due to finishing of a number of major projects.		
(2) Includes advertising for marketing and promotion but excludes marketing and promotion consultants' expenses, which are incorporated in the consultants' category.		
(3) Includes legal fees, claim and settlement costs. Legal expenses include payments to Screenrights, and legal costs for new major projects.		
(4) Includes recruitment-related advertising costs.		
6. Other Administrative Expenses		
Assets written down	-	81
Doubtful Debt Expense	17	-
Write-offs and Losses	1	89
Department of Corporate and Information Services	5 375	4 974
	5 393	5 145
7. Cash and Deposits		
Cash on hand	2	3
Cash at bank	7 158	19 469
	7 160	19 472
8. Receivables		
Current		
Accounts receivable	347	261
Less: Allowance for impairment losses	(19)	-
	328	261
Interest receivables		
GST receivables	395	963
Other receivables	157	116
	552	1 079
Total Receivables	881	1 339

Notes to the Financial Statements

For the year ended 30 June 2016

	2016 \$000	2015 \$000
9. Property, Plant and Equipment		
Land		
At fair value	16 480	16 480
Buildings		
At fair value	9 468	9 523
Less: Accumulated depreciation	(3 553)	(3 471)
	5 915	6 051
Infrastructure		
At fair value	-	-
Less: Accumulated depreciation	-	-
	-	-
Plant and equipment		
At fair value	4 062	4 108
Less: Accumulated depreciation	(1 656)	(2 157)
	2 405	1 951
Computer software		
At capitalised cost	291	419
Less: Accumulated depreciation	(129)	(249)
	162	170
Computer hardware		
At capitalised cost	38	-
Less: Accumulated depreciation	(8)	-
	31	-
Transport equipment		
At capitalised cost	41	41
Less: Accumulated depreciation	(36)	(28)
	5	14
Total Property, Plant and Equipment	24 998	24 666

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.

Notes to the Financial Statements

For the year ended 30 June 2016

9. Property, Plant and Equipment (continued)

2016 Property, Plant and Equipment Reconciliations

A reconciliation of the carrying amount of property, plant and equipment at the beginning and end of 2015-16 is set out below:

	Land \$000	Buildings \$000	Infrastructure \$000	Construction (Work in Progress) \$000	Plant and Equipment \$000	Computer Software \$000	Computer Hardware \$000	Transport Equipment \$000	Total \$000
Carrying amount as at 1 July 2015	16 480	6 051	-	-	1 951	170	-	14	24 666
Additions	-	-	-	-	-	-	38	-	38
Disposals	-	-	-	-	-	-	-	-	-
Depreciation	-	(136)	-	-	(502)	(45)	(8)	(8)	(699)
Additions/(Disposals) from administrative restructuring	-	-	-	-	-	-	-	-	-
Additions/(Disposals) from asset transfers	-	-	-	-	956	37	-	-	993
Revaluation increments/ (decrements)	-	-	-	-	-	-	-	-	-
Impairment losses	-	-	-	-	-	-	-	-	-
Impairment losses reversed	-	-	-	-	-	-	-	-	-
Other movements	-	-	-	-	-	-	-	-	-
Carrying amount as at 30 June 2016	16 480	5 915	-	-	2 405	162	31	5	24 998

Notes to the Financial Statements

For the year ended 30 June 2016

9. Property, Plant and Equipment (continued)

2015 Property, Plant and Equipment Reconciliations

A reconciliation of the carrying amount of property, plant and equipment at the beginning and end of 2014-15 is set out below:

	Land \$000	Buildings \$000	Infrastructure \$000	Construction (Work in Progress) \$000	Plant and Equipment \$000	Computer Software \$000	Computer Hardware \$000	Transport Equipment \$000	Total \$000
Carrying amount as at 1 July 2014	15 695	6 576	-	-	879	51	-	22	23 223
Additions	-	-	-	-	90	154	-	-	244
Disposals	-	-	-	-	-	-	-	-	-
Depreciation	-	(134)	-	-	(384)	(35)	-	(8)	(561)
Additions/(Disposals) from administrative restructuring	-	-	-	-	-	-	-	-	-
Additions/(Disposals) from asset transfers	-	512	-	-	1 366	-	-	-	1 878
Revaluation increments/ (decrements)	785	(902)	-	-	-	-	-	-	(117)
Impairment losses	-	-	-	-	-	-	-	-	-
Impairment losses reversed	-	-	-	-	-	-	-	-	-
Other movements	-	-	-	-	-	-	-	-	-
Carrying amount as at 30 June 2015	16 480	6 051	-	-	1 951	170	-	14	24 666

Notes to the Financial Statements

For the year ended 30 June 2016

	2016 \$000	2015 \$000
10. Heritage and Cultural Assets		
Carrying amount		
At valuation		
Less: Accumulated depreciation	70	147
Written down value – 30 June	(27)	(103)
	43	44
Reconciliation of movements		
Carrying amount at 1 July	44	134
Additions	-	-
Disposals	-	(89)
Depreciation	(1)	(1)
Additions/(Disposals) from asset transfers	-	-
Revaluation increments/(decrements)	-	-
Impairment losses	-	-
Impairment losses reversed	-	-
Other movements	-	-
Carrying amount as at 30 June	43	44
Impairment of heritage and cultural assets		
Agency heritage and cultural assets were assessed for impairment as at 30 June 2016.		
No impairment adjustments were required as a result of this review.		

Notes to the Financial Statements

For the year ended 30 June 2016

11. 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
2015-16				
Asset classes				
Land (Note 9)		16 480		16 480
Buildings (Note 9)			5 915	5 915
Plant and equipment (Note 9)			2 405	2 405
Computer software (Note 9)			162	162
Computer hardware (Note 9)			31	31
Transport equipment (Note 9)			5	5
Heritage and cultural assets (Note 10)			43	43
Total		16 480	8 561	25 041
2014-15				
Asset classes				
Land (Note 9)		16 480		16 480
Buildings (Note 9)			6 051	6 051
Plant and equipment (Note 9)			1 951	1 951
Computer software (Note 9)			170	170
Transport equipment (Note 9)			14	14
Heritage and cultural assets (Note 10)			44	44
Total		16 480	8 230	24 711

There were no transfers between Level 1 and Levels 2 or 3 during 2015-16.

Notes to the Financial Statements

For the year ended 30 June 2016

b) Valuation techniques and inputs

Valuation techniques used to measure fair value in 2015–16 are:

	Level 2 Techniques	Level 3 Techniques
Asset Classes		
Land (Note 9)	Market approach	
Buildings (Note 9)		Cost approach
Plant and equipment (Note 9)		Cost approach
Computer software (Note 9)		Cost approach
Computer hardware (Note 9)		Cost approach
Transport equipment (Note 9)		Cost approach
Heritage and cultural assets (Note 10)		Cost approach

There were no changes in valuation techniques from 2014–15 to 2015–16.

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

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

Notes to the Financial Statements

For the year ended 30 June 2016

c) Additional information for Level 3 fair value measurements (i) Reconciliation of recurring Level 3 fair value measurements

	Land \$'000	Buildings \$'000	Infrastructure \$'000	Plant and Equipment \$'000	Computer Software \$'000	Computer Hardware \$'000	Transport Equipment \$'000	Heritage and Cultural \$'000
2015-16								
Fair value as at 1 July 2015	-	6 051	-	1 951	170	-	14	44
Additions	-	-	-	-	-	38	-	-
Disposals	-	-	-	-	-	-	-	-
Transfers from Level 2	-	-	-	-	-	-	-	-
Transfers to Level 2	-	-	-	-	-	-	-	-
Depreciation	-	(136)	-	(502)	(45)	(8)	(8)	(1)
Additions/(Disposals) from asset transfers	-	-	-	956	37	-	-	-
Gains/losses recognised in net surplus/deficit	-	-	-	-	-	-	-	-
Gains/losses recognised in other comprehensive income	-	-	-	-	-	-	-	-
Fair value as at 30 June 2016	-	5 915	-	2 405	162	31	5	43
2014-15								
Fair value as at 1 July 2014	15 695	6 576	-	879	51	-	22	134
Additions	-	-	-	90	154	-	-	-
Disposals	-	-	-	-	-	-	-	-
Transfers from Level 2	-	-	-	-	-	-	-	-
Transfers to Level 2	(16 480)	-	-	-	-	-	-	-
Depreciation	-	(134)	-	(384)	(35)	-	(8)	(1)
Additions/(Disposals) from asset transfers	-	512	-	1 366	-	-	-	-
Gains/losses recognised in net surplus/deficit	-	(81)	-	-	-	-	-	(89)
Gains/losses recognised in other comprehensive income	785	(821)	-	-	-	-	-	-
Fair value as at 30 June 2015	-	6 051	-	1 951	170	-	14	44

Notes to the Financial Statements

For the year ended 30 June 2016

(ii) Sensitivity analysis

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

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

	2016 \$000	2015 \$000
12. Payables		
Accounts payable	370	2 382
Accrued expenses	4 234	3 396
Other payables	76	55
Total Payables	4 680	5 832
13. Provisions		
Current		
<i>Employee benefits</i>		
Recreation leave and airfares	3 120	2 952
Leave loading	409	361
Other employee benefits	-	-
	3 529	3 313
<i>Other current provisions</i>		
Fringe Benefit Tax	165	141
Payroll Tax	285	331
Superannuation	300	357
	750	829
Total Current	4 278	4 142
Non-Current		
<i>Employee benefits</i>		
Recreation leave and airfares	1 711	1 563
Total Non-Current	1 711	1 563
Total Provisions	5 989	5 705

Notes to the Financial Statements

For the year ended 30 June 2016

	2016 \$000	2015 \$000
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14. Provisions (continued)

Reconciliations of Provisions

Fringe Benefit Tax		
Balance as at 1 July	141	119
Additional provisions recognised	617	474
Reductions arising from payments	(593)	(452)
Balance as at 30 June	165	141
Payroll Tax		
Balance as at 1 July	331	307
Additional provisions recognised	285	331
Reductions arising from payments	(331)	(307)
Balance as at 30 June	285	331
Superannuation		
Balance as at 1 July	357	309
Additional provisions recognised	300	356
Reductions arising from payments	(357)	(309)
Balance as at 30 June	300	357

The Agency employed 325.78 employees as at 30 June 2016 (321.99 employees as at 30 June 2015).

14. Other Liabilities

Unearned revenue	130	227
Total Other Liabilities	130	227

15. Reserves

Asset revaluation surplus

(i) Nature and purpose of the asset revaluation surplus

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

(ii) Movements in the asset revaluation surplus

Balance as at 1 July	11 481	11 517
Increment/(Decrement) – land	-	785
Increment/(Decrement) – buildings	-	(821)
Impairment (losses)/reversals – buildings	-	-
Balance as at 30 June	11 481	11 481

Notes to the Financial Statements

For the year ended 30 June 2016

2016
\$000

2015
\$000

16. Notes to the Cash Flow Statement

Reconciliation of cash

The total of agency 'Cash and deposits' of \$7.16 million recorded in the Balance Sheet is consistent with that recorded as 'Cash' in the Cash Flow Statement.

Net Surplus/(Deficit)	(5 202)	(12 309)
Non-cash items:		
Depreciation and amortisation	700	562
Asset write-offs/write-downs	-	171
(Gain)/Loss on disposal of assets	-	-
Repairs and Maintenance Minor New Works - Non Cash	98	72
Changes in assets and liabilities:		
Decrease/(Increase) in receivables	459	(1 164)
Decrease/(Increase) in prepayments	(277)	208
Decrease/(Increase) in other assets	-	-
(Decrease)/Increase in payables	(1 152)	3 676
(Decrease)/Increase in provision for employee benefits	363	196
(Decrease)/Increase in other provisions	(78)	94
(Decrease)/Increase in other deferred income	(97)	55
Net Cash from Operating Activities	(5 187)	(8 439)

17. 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 the agency include cash and deposits, receivables, and payables. The agency has limited exposure to financial risks as discussed below.

a) Categorisation of financial instruments

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

Notes to the Financial Statements

For the year ended 30 June 2016

2015–16 Categorisation of Financial Instruments

Fair value through profit or loss

	Held for trading \$'000	Designated at fair value \$'000	Held to maturity investments \$'000	Financial assets - Loans and receivables \$'000	Financial assets - available for sale \$'000	Financial Liabilities - amortised cost \$'000	Other \$'000	Total \$'000
Cash and deposits							7 160	7 160
Receivables ¹				850				850
Advances				5 909				5 909
Total Financial Assets								13 919
Payables ¹						(4 574)		(4 574)
Total Financial Liabilities								(4 574)

2014–15 Categorisation of Financial Instruments

Fair value through profit or loss

	Held for trading \$'000	Designated at fair value \$'000	Held to maturity investments \$'000	Financial assets - Loans and receivables \$'000	Financial assets - available for sale \$'000	Financial Liabilities - amortised cost \$'000	Other \$'000	Total \$'000
Cash and deposits							19 472	19 472
Receivables ¹				1 315				1 315
Advances				2 994				2 994
Total Financial Assets								23 781
Payables ¹						(5 567)		(5 567)
Total Financial Liabilities								(5 567)

¹ Total amounts disclosed here exclude statutory amounts.

Notes to the Financial Statements

For the year ended 30 June 2016

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 below.

Internal Receivables	Ageing of Receivables \$000	Ageing of Impaired Receivables \$000	Net Receivables \$000
2015-16			
Not overdue	192	-	192
Overdue for less than 30 days	-	-	-
Overdue for 30 to 60 days	-	-	-
Overdue for more than 60 days	1	-	1
Total	193	-	193
2014-15			
Not overdue	-	-	-
Overdue for less than 30 days	-	-	-
Overdue for 30 to 60 days	-	-	-
Overdue for more than 60 days	-	-	-
Total	-	-	-
External Receivables			
2015-16			
Not overdue	135	-	135
Overdue for less than 30 days	-	-	-
Overdue for 30 to 60 days	-	-	-
Overdue for more than 60 days	19	19	-
Total	154	19	135
2014-15			
Not overdue	233	-	233
Overdue for less than 30 days	6	-	6
Overdue for 30 to 60 days	-	-	-
Overdue for more than 60 days	22	-	22
Total	261	-	261

Notes to the Financial Statements

For the year ended 30 June 2016

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.

2016 Maturity analysis for financial assets and liabilities

	Interest Bearing				Non-Interest Bearing \$000	Total \$000	Weighted Average %
	Fixed or Variable	Less than a Year \$000	1 to 5 Years \$000	More than 5 Years \$000			
Assets							
Cash and deposits					7 160	7 160	
Receivables					881	881	
Advances	Fixed	5 909				5 909	6.00
Total Financial Assets		5 909			8 041	13 950	
Liabilities							
Payables					(4 680)	(4 680)	
Total Financial Liabilities					(4 680)	(4 680)	

2015 Maturity analysis for financial assets and liabilities

Assets							
Cash and deposits					19 472	19 472	
Receivables					1 339	1 339	
Advances	Fixed		2 994			2 994	6.00
Total Financial Assets			2 994		20 811	23 805	
Liabilities							
Payables					(5 832)	(5 832)	
Total Financial Liabilities					(5 832)	(5 832)	

d) Market risk

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

(i) Interest rate risk

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

(ii) Price risk

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

(iii) Currency risk

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

Notes to the Financial Statements

For the year ended 30 June 2016

e) Net fair value

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

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

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

	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	7 160	7 160			7 160
Receivables	881	881			881
Advances	5 909	5 909			5 909
Total Financial Assets	13 950	13 950			13 950
Financial Liabilities					
Payables	(4 680)	(4 680)			(4 680)
Total Financial Liabilities	(4 680)	(4 680)			(4 680)
2015					
Financial Assets					
Cash and deposits	19 472	19 472			19 472
Receivables	1 339	1 339			1 339
Advances	2 994	2 994			2 994
Total Financial Assets	23 805	23 805			23 805
Financial Liabilities					
Payables	(5 832)	(5 832)			(5 832)
Total Financial Liabilities	(5 832)	(5 832)			(5 832)

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

There were no changes in valuation techniques during the period.

Notes to the Financial Statements

For the year ended 30 June 2016

	2016		2015	
	Internal \$000	External \$000	Internal \$000	External \$000
18. Commitments				
(i) Capital Expenditure Commitments				
Capital expenditure commitments primarily related to the construction of property, plant and equipment. Capital expenditure commitments contracted for at balance date but not recognised as liabilities are payable as follows:				
Within one year				
Later than one year and not later than five years				
Later than five years				
(ii) Operating Lease Commitments				
The agency leases property under non-cancellable operating leases expiring from one to five years. Leases generally provide the agency with a right of renewal at which time all lease terms are renegotiated. Future operating lease commitments not recognised as liabilities are payable as follows:				
Within one year	561		578	
Later than one year and not later than five years	534		573	
Later than five years	4			
	1 098		1 151	
(iii) Other Expenditure Commitments				
Other non-cancellable expenditure commitments not recognised as liabilities are payable as follows:				
Within one year	12 523	2 043	11 276	8 066
Later than one year and not later than five years	1 800	1 636		140
Later than five years				
	14 323	3 679	11 276	8 206

Notes to the Financial Statements

For the year ended 30 June 2016

19. Contingent Liabilities and Contingent Assets

a) Contingent Liabilities

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

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

b) Contingent Assets

The agency had no contingent assets as at 30 June 2016 or 30 June 2015.

20. 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.

Notes to the Financial Statements

For the year ended 30 June 2016

Agency		Agency	
2015 \$000	No. of Trans.	2014 \$000	No. of Trans.

21. Write-offs, Postponements, Waivers, Gifts and ex-Gratia Payments

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

Represented by:

<i>Amounts written off, postponed and waived by Delegates</i>			
Irrecoverable amounts payable to the Territory or an agency written off	1	2	-
Losses or deficiencies of money written off	-	-	-
Public property written off	-	-	89
Waiver or postponement of right to receive or recover money or property	-	-	-
Total Written Off, Postponed and Waived by Delegates	1	2	89
<i>Amounts written off, postponed and waived by the Treasurer</i>			
Irrecoverable amounts payable to the Territory or an agency written off	-	-	-
Losses or deficiencies of money written off	-	-	-
Public property written off	-	-	-
Waiver or postponement of right to receive or recover money or property	-	-	-
Total Written Off, Postponed and Waived by the Treasurer	-	-	-
Write-offs, Postponements and Waivers Authorised Under Other Legislation	-	-	-
Gifts Under the <i>Financial Management Act</i>			
Gifts Authorised Under Other Legislation			
Ex Gratia Payments Under the <i>Financial Management Act</i>			

22. Schedule of Administered Territory Items

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

Notes to the Financial Statements

For the year ended 30 June 2016

23. Budgetary Information

Comprehensive Operating Statement	2015-16 Actual \$000	2015-16 Original Budget \$000	Variance \$000	Note
INCOME				
Taxation revenue				
Grants and subsidies revenue				
Current	233	37	196	
Capital				
Appropriation				
Output	101 724	86 646	15 078	1
Commonwealth	3 913	2 755	1 158	
Sales of goods and services	3 829	1 673	2 156	2
Interest revenue	186	129	57	
Goods and services received free of charge	5 375	4 615	760	
Gain on disposal of assets				
Other income	37	45	(8)	
TOTAL INCOME	115 297	95 900	(19 397)	
EXPENSES				
Employee expenses	46 147	41 343	4 804	3
Administrative expenses				
Purchases of goods and services	39 849	33 382	6 467	4
Repairs and maintenance	445	880	(435)	
Depreciation and amortisation	700	820	(120)	
Other administrative expenses	5 393	4 615	778	
Grants and subsidies expenses				
Current	27 061	16 635	10 426	5
Capital	904	1 019	(115)	
TOTAL EXPENSES	120 499	98 694	21 805	6
NET SURPLUS/(DEFICIT)	(5 202)	(2 794)	(2 408)	
OTHER COMPREHENSIVE INCOME				
Items that will not be reclassified to net surplus/deficit				
Changes in asset revaluation surplus	-	-	-	
TOTAL OTHER COMPREHENSIVE INCOME	-	-	-	
COMPREHENSIVE RESULT	(5 202)	(2 794)	(2 408)	

Notes to the Financial Statements

For the year ended 30 June 2016

Notes:

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

- (1) Increase is predominantly due to new major projects funding and new event funding to Northern Territory Major Events Company.
- (2) Increase is predominantly due to increased recoveries of Northern Territory Major Events Company's function transfers and secondments, and sponsorships received predominantly relating to the Indigenous Economic Development forum.
- (3) Increase is due to fixed period employment for specific one-off projects such as Digital Strategy and for relief and recovery effort employee expenses relating to Natural Disaster Relief and Recovery Arrangements predominantly for Cyclone Lam.
- (4) Increase is predominantly due to new major projects including Darwin Harbour and Foreshore Development and Strategic Oil and Gas Development and expenditure relating to Screenrights.
- (5) Increase is due to new event funding to Northern Territory Major Events Company.
- (6) Increase in total expenditure is related to additional Budget adjustments undertaken and reflected in the revised May 2016 Budget.

Notes to the Financial Statements

For the year ended 30 June 2016

	2015-16 Actual \$000	2015-16 Original Budget \$000	Variance \$000	Note
Balance Sheet				
ASSETS				
Current assets				
Cash and deposits	7 160	13 619	(6 459)	1
Receivables	881	173	708	
Advances and investments	5 909	1 410	4 499	2
Prepayments	293	224	69	
Total current assets	14 243	15 426	(1 183)	
Non-current assets				
Property, plant and equipment	25 041	26 319	(1 278)	
Total non-current assets	25 041	26 319	(1 278)	
TOTAL ASSETS	39 284	41 745	(2 461)	
LIABILITIES				
Current liabilities				
Payables	4 680	2 155	2 525	3
Provisions	4 278	3 956	322	
Other liabilities	130	172	(42)	
Total current liabilities	9 088	6 283	2 805	
Non-current liabilities				
Provisions	1 711	1 459	252	
Total non-current liabilities	1 711	1 459	252	
TOTAL LIABILITIES	10 799	7 742	3 057	
NET ASSETS	28 485	34 003	(5 518)	
EQUITY				
Capital	57 075	62 397	(5 322)	4
Reserves	11 481	11 517	(36)	
Accumulated funds	(40 071)	(39 911)	(160)	
TOTAL EQUITY	28 485	34 003	(5 518)	

Notes:

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

- (1) Decrease is due to the use of cash balances relating to one-off expenditure incurred and expenditure related to externally funded programs received in previous financial years.
- (2) Increase is predominantly due to new advances provided during the financial year.
- (3) Increase is due to higher than budgeted accruals and accounts payable for the agency.
- (4) Decrease is predominantly due to transfer of funding for Township Leasing to Department of Local Government and Community Services.

Notes to the Financial Statements

For the year ended 30 June 2016

Cash Flow Statement

2015-16 Actual \$000	2015-16 Original Budget \$000	Variance \$000	Note
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CASH FLOWS FROM OPERATING ACTIVITIES

Operating receipts

Grants and subsidies received				
Current	233	37	196	
Capital	-	-	-	
Appropriation				
Output	101 724	86 646	15 078	1
Commonwealth	3 913	2 755	1 158	
Receipts from sales of goods and services	11 139	1 718	9 421	2
Interest received	186	129	57	
Total operating receipts	117 195	91 285	25 910	

Operating payments

Payments to employees	46 878	41 343	5 535	3
Payments for goods and services	47 540	34 262	13 278	4
Grants and subsidies paid				
Current	27 061	16 635	10 426	5
Capital	904	1 019	(115)	
Total operating payments	122 383	93 259	29 124	
Net cash from/(used in) operating activities	(5 188)	(1 974)	(3 214)	

CASH FLOWS FROM INVESTING ACTIVITIES

Investing receipts

Proceeds from asset sales	-	5	(5)	
Repayment of advances	71	1 453	(1 382)	
Total investing receipts	71	1 458	(1 387)	

Investing payments

Purchases of assets	39	400	(361)	
Advances and investing payments	2 986	-	2 986	6
Total investing payments	3 025	400	2 625	
Net cash from/(used in) investing activities	(2 954)	1 058	(4 012)	

Notes to the Financial Statements

For the year ended 30 June 2016

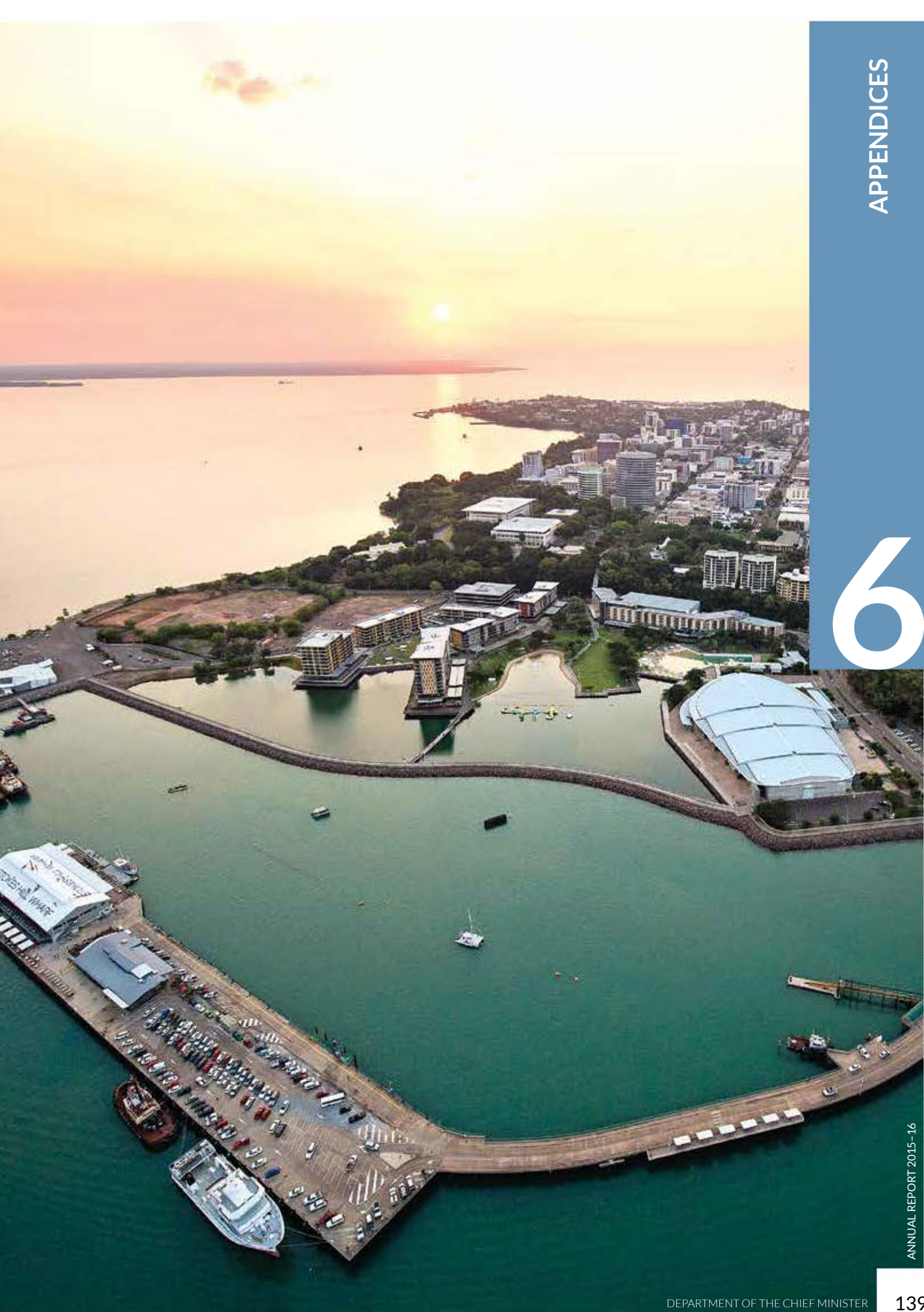
Cash Flow Statement (continued)

	2014-15 Actual \$000	2014-15 Original Budget \$000	Variance \$000	Note
CASH FLOWS FROM FINANCING ACTIVITIES				
Financing receipts				
Equity injections				
Capital appropriation	100	395	(295)	
Other equity injections	30	800	(770)	
Total financing receipts	130	1 195	(1 065)	
Financing payments				
Equity withdrawals	4 300	-	4 300	7
Total financing payments	4 300	-	4 300	
Net cash from/(used in) financing activities	(4 170)	1 195	(5 365)	
Net increase/(decrease) in cash held	(12 312)	279	(12 591)	
Cash at beginning of financial year	19 472	13 340	6 132	
CASH AT END OF FINANCIAL YEAR	7 160	13 619	(6 459)	

Notes:

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

- (1) Increase is predominantly due to new major projects funding and new event funding to Northern Territory Major Events Company.
- (2) Increase is predominantly due to increased recoveries of Northern Territory Major Events Company's function transfers and secondments, and sponsorships received predominantly relating to the Indigenous Economic Development forum.
- (3) Increase is due to fixed period employment for specific one-off projects such as Digital Strategy and for relief and recovery effort employee expenses relating to Natural Disaster Relief and Recovery Arrangements predominantly for Cyclone Lam.
- (4) Increase is predominantly due to new major projects and expenditure relating to Screenrights.
- (5) Increase is due to new event funding relating to Northern Territory Major Events Company.
- (6) Increase is predominantly due to new advances paid during the financial year.
- (7) Decrease is predominantly due to transfer of funding relating to Township Leasing to Department of Local Government and Community Services.



Appendix 1

Members of the Northern Territory Ministry and the Leader of the Opposition as at 30 June 2016

Hon. Adam Giles MLA

Chief Minister
Minister for Police, Fire and Emergency Services
Minister for Tourism
Minister for Northern and Central Australia
Minister for Economic Development and Major Projects
Minister for Indigenous Affairs

Hon. Peter Styles MLA

Minister for Business
Minister for Racing, Gaming and Licensing
Minister for Asian Engagement and Trade
Minister for Employment and Training
Minister for Public Employment
Minister for Corporate and Information Services
Minister for Multicultural Affairs
Minister for Defence Industries
Minister for Senior Territorians

Hon. David Tollner MLA

Treasurer
Minister for Lands and Planning
Minister for Mines and Energy

Hon. John Elferink MLA

Attorney-General and Minister for Justice
Minister for Children and Families
Minister for Health
Minister for Disability Services
Minister for Mental Health Services
Minister for Correctional Services

Hon. Peter Chandler MLA

Minister for Education
Minister for Transport
Minister for Infrastructure
Minister for Essential Services
Minister for Veterans Support

Hon. Gary Higgins MLA

Minister for Primary Industry and Fisheries
Minister for Land Resource Management
Minister for the Environment
Minister for Arts and Museums

Hon. Bess Price MLA

Minister for Local Government and Community Services
Minister for Housing
Minister for Parks and Wildlife
Minister for Men's Policy
Minister for Women's Policy
Minister for Statehood

As at 30 June 2016, the portfolios of Sport and Recreation and Young Territorians were held by the Chief Minister on an acting basis pending formal allocation.

Leader of the Opposition

Mr Michael Gunner MLA

Appendix 2

Employee and Operational Expenditure for the Northern Territory Ministry and the Leader of the Opposition as at 30 June 2016

The table below outlines employee and operational expenditure in 2015–16 for the NT Ministry, Ministerial support and the Office of the Leader of the Opposition.

2015–16 Ministerial Expenditure

Minister	Total expenses \$'000
The Hon. Adam Giles (Chief Minister)	4 274
Employee expenses	3 036
Operating expenses	1 238
The Hon. Peter Styles	1 367
Employee expenses	1 021
Operating expenses	346
The Hon. David Tollner	1 365
Employee expenses	1 166
Operating expenses	199
The Hon. John Elferink	1 436
Employee expenses	1 153
Operating expenses	283
The Hon. Peter Chandler	1 185
Employee expenses	951
Operating expenses	234
The Hon. Gary Higgins	1 227
Employee expenses	974
Operating expenses	253
The Hon. Bess Price	1 411
Employee expenses	1 023
Operating expenses	388
The Hon. Willem Westra van Holthe	570
Employee expenses	372
Operating expenses	198

Appendix 2

Employee and Operational Expenditure for the Northern Territory Ministry and the Leader of the Opposition as at 30 June 2016

Minister	Total expenses \$'000
The Hon Nathan Barrett	289
Employee expenses	240
Operating expenses	49
Ministerial Support	6 510
Employee expenses	3 154
Operating expenses	3 356
Office of the Leader of the Opposition	1 979
Employee expenses	1 527
Operating expenses	452
Total	21 613
Employee expenses	14 617
Operating expenses	6 996

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Feedback Form

The Department of the Chief Minister welcomes your feedback on the 2015–16 annual report.

CONTACT DETAILS (optional)

Name.....

Organisation

Postal address

.....

Email address.....

DOCUMENT CONTENT

The report met your needs

- ☐ Strongly agree
☐ Agree
☐ Disagree
☐ Strongly disagree

The format of the report enabled easy access to areas of interest

- ☐ Strongly agree
☐ Agree
☐ Disagree
☐ Strongly disagree

The report is easy to understand

- ☐ Strongly agree
☐ Agree
☐ Disagree
☐ Strongly disagree

WHICH OF THE FOLLOWING BEST DESCRIBES YOUR PRIMARY INTEREST IN READING THIS REPORT?

- ☐ Business
☐ Student
☐ Employee
☐ Local
☐ Contractor/ supplier
☐ Member of a community group
☐ Member of an environmental group
☐ Other (please specify)

COMMENTS

Do you have any comments or suggestions on how our future annual reports could be improved?

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Once completed, please post to:

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 GPO Box 4396
 Darwin NT 0801

Alternatively, submit your feedback electronically on the agency's website at www.dcm.nt.gov.au

