



LEGISLATIVE ASSEMBLY OF THE NORTHERN TERRITORY

No. 326

WRITTEN QUESTION

J Davis to the Minister for Corporate and Digital Development, Hon Joshua Burgoyne MLA:

SerPro Project Delivery and Cost

1. **The Auditor-General's report Police Information System Replacement Project (Report No. 6 of 2025–26, dated 26 November 2025) records an original approved budget of \$44.950 million, progressive increases to \$55.960 million, and a total cost of \$60.260 million at project closure in January 2024 — an increase of approximately 34 per cent on the original budget. The report states that this figure excludes the cost of Police Force staff involved in implementation, estimated in the business case at \$8.100 million, and excludes the Force's own costs in resolving technical issues, of which it records more than \$4.000 million spent in 2024–25 alone.**

- a. **What is the final audited total cost of the project, inclusive of Police Force staff costs and the Force's costs in resolving technical issues?**

The audited project cost was \$60.26 million, excluding Northern Territory Police Force (NTPF) staff costs and the cost of resolving technical issues. The Department of Corporate and Digital Development (DCDD) does not have a total verified amount of any additional costs.

- b. **What has been spent on the SerPro stabilisation project each year since it commenced in January 2024, and is it complete?**

Expenditure was \$2.32 million in 2023–24 and \$4.05 million in 2024–25. In 2025–26, DCDD's project team transitioned this work to ongoing system support.

c. What has the Police Force spent on SerPro-related business change, training and support in each of 2024–25 and 2025–26?

Provided by NTPF

The Northern Territory Auditor-General's Report to the Legislative Assembly No. 6 of 2025–26, Police Information System Replacement Project, reported that NTPF spent more than \$4 million in 2024–25 on SerPro-related costs, including managing business change, training and support.

Equivalent verified expenditure figures for 2023–24 and 2025–26 are not available. A reliable year-by-year breakdown would require detailed analysis of individual transactions and staff costs. The administrative effort required to respond to this question would result in an undue diversion of resources from service delivery.

d. If the total cost is not compiled across the Department and the Force in that form, in which system is each component recorded?

Provided by NTPF

Each financial transaction is recorded, classified and reported in the Northern Territory Government Accounting System.

e. What amount was paid to each external supplier, systems integrator or contractor engaged on the project, by supplier?

Table 1

Vendor	Total (\$)	Location
Area9 Pty Ltd	88 531	Northern Territory (NT)
Assurex Escrow Pty Ltd	5 500	Interstate
Audio Technology NT Pty Ltd	25 365	NT
Australian Business Company Pty Ltd	219 337	Interstate
Avis Australia	871	NT
BDNA PL	224 700	Interstate
Cabcharge Australia Limited	2 463	Interstate
Cathara Consulting Pty Ltd	285 638	NT
Cigniti Technologies (Australia) Pty Ltd	97 520	Interstate
CJ Consulting HR Solutions Pty Ltd	2 636	NT
Cloudstreet Consulting Pty Ltd	2 932 597	NT
CQR Consulting Australia Pty Ltd	77 300	Interstate
Cybercx Pty Ltd	39 000	NT
Darwin IT Solutions	136 028	NT
Dialog Pty Ltd	4 118 938	NT
Doubletree Alice	3 220	NT
Firepower Pump Systems T/A Territory Fire Service & Training	750	NT
GDBI Pty Ltd ATF Davey BI Consulting Trust	1 143 702	Interstate
Harvey Nash Limited	300 206	Interstate
Hexagon Safety & Infrastructure	23 768	International

Vendor	Total (\$)	Location
Information By Design Pty Ltd	1 102 587	NT
Intergraph Corporation Pty Ltd	61 210	Interstate
Jacana Energy	8 294	NT
Jackadder International	4 504 560	NT
JKW Law Practice	106 360	NT
Joyce Mayne AV/IT Darwin	255	NT
Karen Sheldon Catering Pty Ltd T/AS Karen Sheldon Training	908	NT
KPMG Australia	192 538	NT
KR Oldfield	47 345	NT
Lactalis Australia Pty Ltd	2 181	Interstate
Leading Edge Computers Darwin	4 818	NT
Learn Studios Pty Ltd	5 360	Interstate
Leigh's Catering	1 692	NT
Majestix Media Pty Ltd	7 823	NT
Medhealth Pty Limited	2 009	Interstate
Merit Partners Pty Ltd	34 505	NT
Moraitis Engineering AU	819 304	NT
Mytech Consulting Services Pty Ltd	948 620	NT
Naked Option Pty Ltd	8 850	NT
NEC Australia Pty Ltd	445 687	NT
NEC IT Services Australia Pty Ltd	117 678	NT
NEC IT Solutions Australia Pty Ltd	368 495	NT
Niche Technology Inc	1 571 367	Interstate
Northern Territory Communications Pty Ltd	26 232	NT
Northern Testing	265	NT
Nuadvisory NT	1 402 155	NT
Officemax Australia Pty Ltd	1 426	NT
Phils Fix It	3 282	NT
Pola Seal Pty Ltd	832	NT
Quality People Pty Ltd	1 553 404	Interstate
Radical Systems Pty Ltd	10 124 445	NT
Randazzo C & G Developments Pty Ltd	4 230	NT
Red Sand Developments Pty Ltd	109 236	NT
Reginas Cleaning Group	440	NT
Relational Data Systems Pty Ltd	10 504	NT
Rico Oliver Pty Ltd	7 073	NT
Ricoh Australia	7 373	NT
RTM Darwin	2 310	NT
SARH Consulting Services Pty Ltd	13 884	NT
SBA Office National	1 738	NT
Semvac Pty Ltd	4 587 794	Interstate
Sirva Pty Ltd T/A Allied Pickfords	1 165	NT
Solute Consulting	17 063	Interstate
Sonic Healthplus Pty Ltd	868	Interstate
SRA Information Technology Pty Ltd	1 258 861	NT
St John Ambulance Australia NT Inc	180	NT
Supportlink Australia Limited	55 980	Interstate
Teds Camels	480	NT
Territory Technology Solutions	4 462	NT
Toplock NT	150	NT
Total Ventilation Hygiene Pty Ltd	1 103	Interstate
TQA Consulting Pty Ltd	38 080	NT
Tyler Technologies Inc	6 503	Interstate
Unicard Systems Pty Ltd	3 605	Interstate

Vendor	Total (\$)	Location
Veolia Environmental Services	795	NT
Vincent's Chartered Accountants	4 545	Interstate
Voicethis	194 040	NT
Vystan Interiors	10 058	NT
Winc Australia Pty Limited	5 203	NT
Total*	39 550 275	

* May not add due to rounding

f. What further expenditure is budgeted in 2026–27 and across the forward estimates?

Provided by NTPF

No expenditure profile for projects related to SerPro is available for 2026–27 or across the forward estimates.

2. The original go-live date was December 2021, and the project went live in November 2023, a delay of 23 months. What were the recorded causes of that delay?

The SerPro Program was delivered during an unprecedented period in which several events significantly affected NT Police operations, including the COVID-19 pandemic, the death of Kumanjayi Walker and the related police investigation and coronial proceedings, and changes in police leadership. The COVID-19 response diverted police subject-matter experts from the program, affecting priorities and delaying implementation. In October 2022 an assurance readiness review required further documentation to be prepared and that user guidance and training materials required further enhancement. Rescheduling the outstanding work and additional training extended the go-live date to November 2023.

a. Was any contractual remedy, liquidated damages, credit or refund sought or obtained from any supplier in relation to the delay? If so, in what amount, and if not, why not?

No. The agreed commercial operating model between DCDD and Niche Technology did not have these provisions.

3. **The Auditor-General's recommendations are directed to the Department of Corporate and Digital Development (DCDD') as the agency responsible for delivering information and communications technology. The DCDD's response, printed in the report, is that "The recommendations in the review are noted and work has commenced to incorporate these where practical in a project assurance framework and project management practices."**

- a. **Are the recommendations accepted, as distinct from noted? For each, please state whether it is accepted, accepted in principle, not accepted or under consideration.**

All 10 recommendations were accepted, assigned to responsible officers and are formally tracked through quarterly reporting to DCDD's Audit and Risk Committee.

- b. **What has been implemented since the report was tabled on 27 November 2025, and on what dates?**

DCDD applies a continuous improvement approach to digital project governance and assurance. Since the report was tabled, the actions have been assigned and progress is monitored by DCDD's Audit and Risk Committee. A Project Assurance Framework has been developed and is undergoing peer reviews. The Digital Financial Management Guideline has also been developed to strengthen financial governance by setting clearer expectations for project budgeting, forecasting, cost monitoring, financial reporting and escalation of financial risks and issues.

- c. **What is meant by "where practical", and which recommendations has the Department assessed as not practical to incorporate?**

"Where practical" means tailoring each recommendation to a project's size, risk and delivery approach.

- d. The Auditor-General found that project governance was not separated from organisational governance and that independent assurance reviews were not conducted regularly. How many independent assurance reviews were conducted over the life of the project, and on what dates?

Table 2

Review or audit	Date
Audit	October–December 2020
Project assurance review	May 2022
Project assurance review	June 2022
Project assurance review	July 2022
Project assurance review	August 2022
Project assurance review	October 2022
Pre implementation review	October–November 2023
Audit	October–November 2024

- e. What changes have been made to the governance of major information technology projects as a result, and in which document are they recorded?

DCDD has strengthened governance and assurance arrangements for major digital projects through a coordinated program of reforms at both agency and Northern Territory Government levels.

A draft project assurance framework has been developed to provide a consistent, risk-based approach across the project lifecycle. It defines when independent assurance reviews should occur, how reviews should be commissioned and reported, and how recommendations and agreed actions should be assigned, monitored and escalated.

The framework is intended to improve early identification of delivery risks, provide greater transparency to accountable officers and governance bodies, and support timely intervention where projects are not progressing as planned.

A decision-making framework has also been introduced for major projects to clarify the respective accountabilities and decision rights of agency chief executives, project sponsors, business sponsors, project boards and DCDD, and to support timely escalation and resolution of issues.

These arrangements are being used in one major digital project now, and will inform governance arrangements for other major digital projects.

At the NTG level, the former ICT Governance Board has been replaced by the Digital Governance Board, with an independent external chair and a strengthened focus on strategic oversight of major and high-risk digital investments, including governance, reporting, assurance and escalation.

Together, these changes provide clearer separation between project and organisational governance and strengthen independent oversight across the project lifecycle.

4. **Please list each integration between SerPro and another government system that was not complete at go-live, and for each: its current status and the date on which completion is forecast.**

Table 3

Integration - delivered at go-live
Integrated Justice Information System
Motor Incident Database
MOVERS
Northern Territory Land Information Systems
Intergraph Computer-Aided Dispatch
Intergraph Computer-Aided Dispatch
Internal Affairs and Professional Standards
Integration Management Platform
Mobile Data Enquiry Application
Shooters and Firearms Easy Registration/Tracer
SHOPS
Australian Criminal Intelligence Database
Australian Firearms Information Network
National Exchange of Vehicle and Driver Information System
National Police Reference System

Table 4

Integration - not delivered at go-live	Status	Due date
Northern Territory Police Force (NTPF) – SerPro Stats Classification Plugin	Not started	Integration no longer required
NTPF – SerPro Activity Plugin	Not started	Integration no longer required
NTPF – Internal Affairs Professional Standards (IAPro) - Enhancements	Not started	To be confirmed*
NTPF – Automatic Number Plate Recognition	Not started	To be confirmed*
NTPF – Police Rostering	Not started	To be confirmed*
NTPF – Forensics Register	Not started	To be confirmed*
National Criminal Intelligence System	In progress	30 June 2027
National Automated Fingerprint Identification System	Not started	To be confirmed*
Livescan Machine	Not started	To be confirmed*
National Disability Insurance Scheme	Not started	To be confirmed*
National Vehicles of Interest	Not started	To be confirmed*
Integrated Justice Information System - Courts Results	In progress	To be confirmed*
Banned Drinker Register Integrations	Not started	To be confirmed
CARE System Integration	Not started	To be confirmed*
360 View of a child	Not started	To be confirmed*
Northern Territory Land Information System – locations verification	Not started	To be confirmed*
Integrated Offender Management System	Not started	To be confirmed*

* The list of integrations is provided from the original project scope. Work is needed to determine if these are still required.

a. Which of those integrations remain incomplete today?

Refer table 4

b. What funding is allocated in 2026–27 to complete them?

The National Criminal Intelligence System (NCIS) is the only work package with funding (\$0.48 million).

5. What is the annual cost of operating and maintaining SerPro, and how does that compare with the annual cost of the system it replaced?

Table 5

Item	PROMIS (\$) 2022–23	SerPro (\$) 2025–26	PROMIS (\$) 2025–26
Staffing	625 000	740 000	
Data Centre Services charges		1 200 000	163 000
Annual software and support services		600 000	
Oracle licensing			179 000
TOTAL	625 000	2 540 000	342 000

- a. What licence, support or subscription fees are payable, to whom, and for what term?

Table 6

Licence description	
Contract No.	D17-0153
Contract Title	Provision of an Integrated Policing Information Business System including Software and Support Services
Contract Term	108 months (9 years)
Contract Start Date	15 June 2018
Contract Expiry	14 June 2027
Extension Options	2 x 5 years
Vendor	Niche Technology Inc - \$0.6 million annual fee