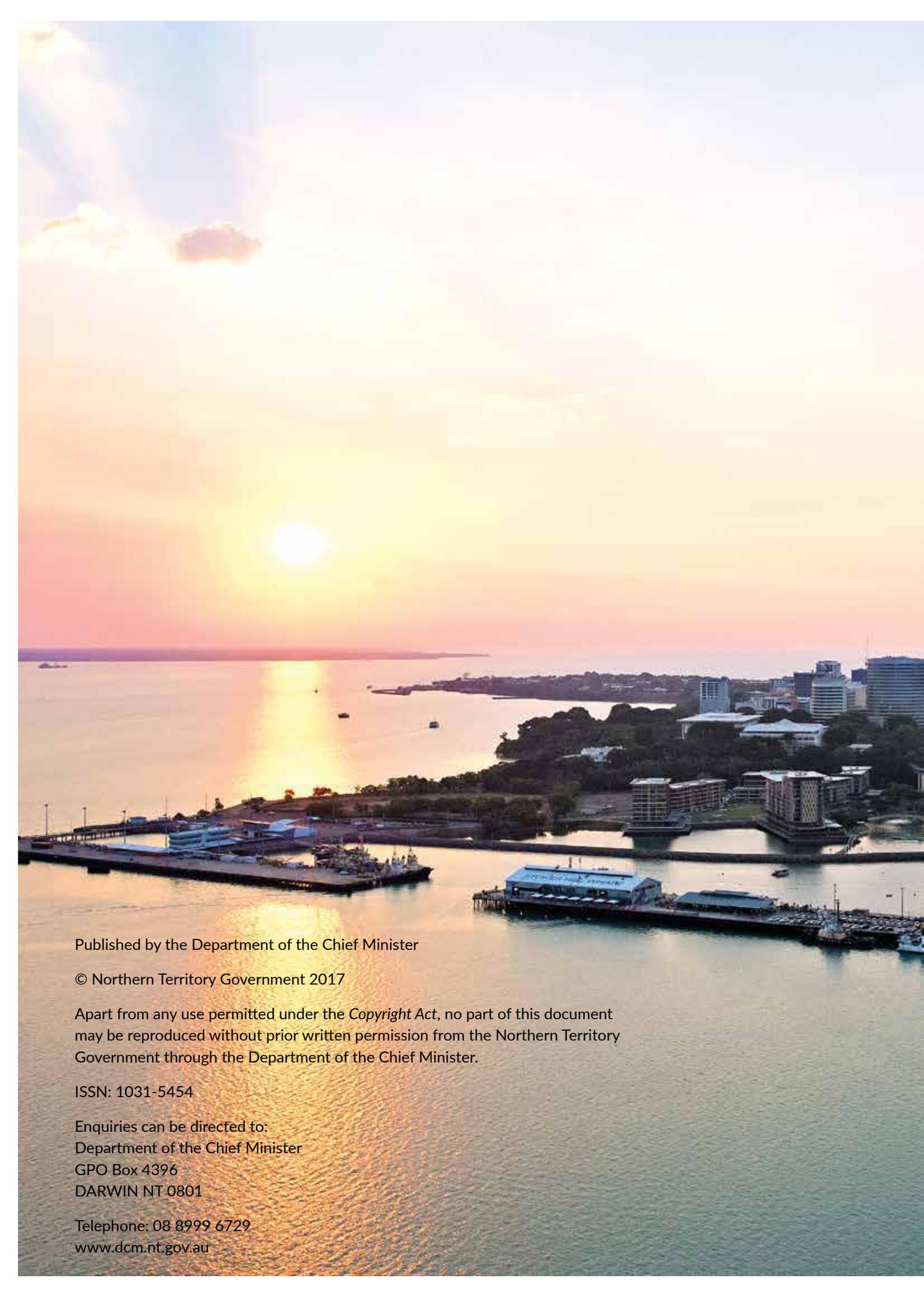


DEPARTMENT OF  
THE CHIEF MINISTER

# ANNUAL REPORT

2016-17





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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 2016–17 annual report on the activities and achievements of the Department of the Chief Minister (DCM).

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

- a) Proper records of all transactions affecting DCM are kept, and the employees under my control observe the provisions of the *Financial Management Act*, the Financial Management Regulations and Treasurer's Directions.
- b) Procedures within DCM afford proper internal control, and a current description of such procedures is recorded in the accounting and property manual, which has been prepared in accordance with the requirements of the *Financial Management Act*.
- c) No indication of fraud, malpractice, major breach of legislation or delegation, major error in or omission from the accounts and records exists.
- d) In accordance with the requirements of section 15 of the *Financial Management Act*, the internal audit capacity available to DCM 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 Treasurer's Directions.
- f) All Employment Instructions issued by the Commissioner for Public Employment have been satisfied.
- g) DCM has implemented processes to achieve compliance with the archives and records management provisions as prescribed in Part 9 of the *Information Act*.
- h) Obligations under the *Carers Recognition Act* and NT Carers Charter have been satisfied.

Yours sincerely



JODIE RYAN

29 September 2017

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## List of acronyms

AILC	Australian Indigenous Leadership Centre
ANZSOG	Australia and New Zealand School of Government
ARMC	Audit and Risk Management Committee
BOM	Board of Management
BRCC	Barkly Regional Coordination Committee
BRRCC	Big Rivers Regional Coordination Committee
CAF	Council for the Australian Federation
CARCC	Central Australia Regional Coordination Committee
CEO	Chief Executive Officer
CEP	Capability Enhancement Plan
COAG	Council of Australian Governments
CSAC	Community Safety Action Committee
DCIS	Department of Corporate and Information Services
DCM	Department of the Chief Minister
DHCD	Department of Housing and Community Development
DIPL	Department of Infrastructure, Planning and Logistics
DLGCS	Department of Local Government and Community Services
DTBI	Department of Trade, Business and Innovation
DTF	Department of Treasury and Finance
EARCC	East Arnhem Regional Coordination Committee
EAREDC	East Arnhem Regional Economic Development Committee
EDRM	Electronic Document Records Management
EEO	Equal Employment Opportunity
EMPA	Executive Master of Public Administration
FBT	Fringe Benefit Tax
FOI	Freedom of Information
FTE	Full-time Equivalent
GST	Goods and Services Tax
HR	Human Resource
IAP2	International Association for Public Participation
ICT	Information and Communications Technology
IGC	Information Governance Committee
ILUA	Indigenous Land Use Agreement
KMP	Key Management Personnel
MLA	Members of Legislative Assembly
NAIDOC	National Aborigines and Islanders Day Observance Committee
NGO	Non-government Organisation
NNPG	NT Government / NGO Partnership Group
NPAH	National Partnership Agreement for Homelessness
NT	Northern Territory
NTPS	Northern Territory Public Sector
OAA	Office of Aboriginal Affairs
OCPE	Office of the Commissioner for Public Employment
PFAS	Per- and Poly-Fluoroalkyl Substances
PSEMA	<i>Public Sector Employment and Management Act</i>
RCC	Regional Coordination Committee
REDC	Regional Economic Development Committee
SA	South Australia
SNAICC	Secretariat of National Aboriginal and Islander Child Care
TCREDC	Tennant Creek Regional Economic Development Committee
TF	Territory Families
TRM	Territory Records Manager
WHS	Workplace Health and Safety

## Purpose of the report

The 2016–17 annual report of the Northern Territory Department of the Chief Minister (DCM) has been prepared by the Chief Executive Officer (CEO) in order to comply with annual reporting requirements under section 28 of the *Public Sector Employment and Management Act* (PSEMA), section 13 of the *Financial Management Act* and the *Information Act*.

Its primary purpose is to report to the Chief Minister on DCM's performance in 2016–17 against approved budget outputs and performance measures. Other audiences include Cabinet, the community, other government agencies, DCM staff and stakeholders.

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

- functions and objectives of the agency
- legislation administered

- organisation overview, including number of employees of each designation and any variation in those numbers since the last report
- operations, initiatives and achievements relating to planning, efficiency, effectiveness, performance and service delivery to the community
- measures taken to ensure public sector principles were upheld and the CEO made aware of any significant failures to uphold them
- management training and staff development programs
- occupational health and safety programs
- financial statements prepared in line with sections 10 and 13 of the *Financial Management Act*.



# 1

## THE AGENCY





*I am pleased to present the annual report for the year ended 30 June 2017.*

This year's annual report provides a comprehensive account of the DCM's functions and performance against approved budgets and resources for 2016–17.

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

In September 2016, DCM was restructured as a result of machinery-of-government changes following the 2016 Northern Territory general election. Through these changes, DCM welcomed the Office of Aboriginal Affairs and retained the Regional Network team, which previously sat within the Northern Australia Development Office, which was transferred to the Department of Trade, Business and Innovation (DTBI). Other transfers of former DCM functions to agencies include:

- the Office of Major Projects, Infrastructure and Investment, and the Strategic Defence Unit to DTBI
- the offices of Youth Affairs, Senior Territorians and Multicultural Affairs to Territory Families (TF).

In 2016–17, DCM continued to provide support to Cabinet and assisted in the establishment of four subcommittees of Cabinet: Children, Jobs, Aboriginal Affairs and Legislation. Divisions across DCM have been allocated the responsibility for providing secretariat support to these subcommittees.

During the year, DCM has also been focussed on delivering a number of projects in line with government's key priorities and election

commitments, including the development of an Early Childhood Development Plan and commencement of the implementation of local decision-making agenda across the NT's remote communities.

2016–17 also saw the development of a Strategic Partnership Agreement with the South Australian Government and an inaugural Australian–first joint Cabinet meeting between SA–NT.

The Office of Aboriginal Affairs commenced a refresh of the Aboriginal Affairs Strategy, progressed land and sea priorities, and started planning treaty consultations. The development of a City Deals agreement for the NT has also begun, with a memorandum of understanding with the Commonwealth Government signed in April 2017.

The Royal Commissions and Inquiries team and Hydraulic Fracturing Taskforce also had a busy year assisting with the Royal Commission into the Protection and Detention of Children in the Northern Territory and the Inquiry into Hydraulic Fracturing in the Northern Territory.

I would like to thank staff for their efforts in 2016–17 and look forward to working together and continuing to deliver the priorities of government over the coming year.

A handwritten signature in cursive script that reads "Jodie Ryan".

Jodie Ryan

30 September 2017

## Our vision, history, role and goals

### Our vision

To transform the future of the NT by partnering, coordinating and leading quality government policy, programs and services for all Territorians.

### Our history

Before 1976, the responsibility of the government for the NT rested with the Commonwealth. 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 NT, 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.

DCM now operates with a total of 298 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 DCM are outlined in the Administrative Arrangements Order.

### Our role

The primary role of DCM 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 NT at the state, national and international levels through engagement with 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.

## Organisation

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

Employees work across a range of diverse functions and output groups to facilitate and enable the effective coordination of policy formulation, and monitoring and implementation of policy initiatives across government with a whole of government perspective.

### Employee snapshot at 30 June 2017

#### Employee numbers by output group

Output group	FTE 2015-16 (full-time equivalent)	FTE 2016-17 (full-time equivalent)
Advice and Coordination	129.67	105.77
Government Business Support	161.30	149.14
Corporate and Governance	31.81	42.38
<b>Total</b>	<b>322.78</b>	<b>297.29</b>

The Advice and Coordination output group includes the strategic policy advice units of DCM, the Legal Policy Coordination and Commissions team, the Hydraulic Fracturing Taskforce, and Strategic Communications and Engagement.

The transfer of staff to other agencies resulting from machinery-of-government changes effective from 1 July 2017 attributed to the decrease in full-time equivalent (FTE) employees

The Government Business Support output group includes ministerial employees (108.02), Protocol, Government House, Cabinet support and Ministerial Liaison employees. The decrease in FTE's is attributed to the transfer of the strategic communications team to Advice and Coordination.

The Corporate and Governance output group includes Corporate Services and Executive employees. The increase in FTE's is representative of the participation in early career development programs.

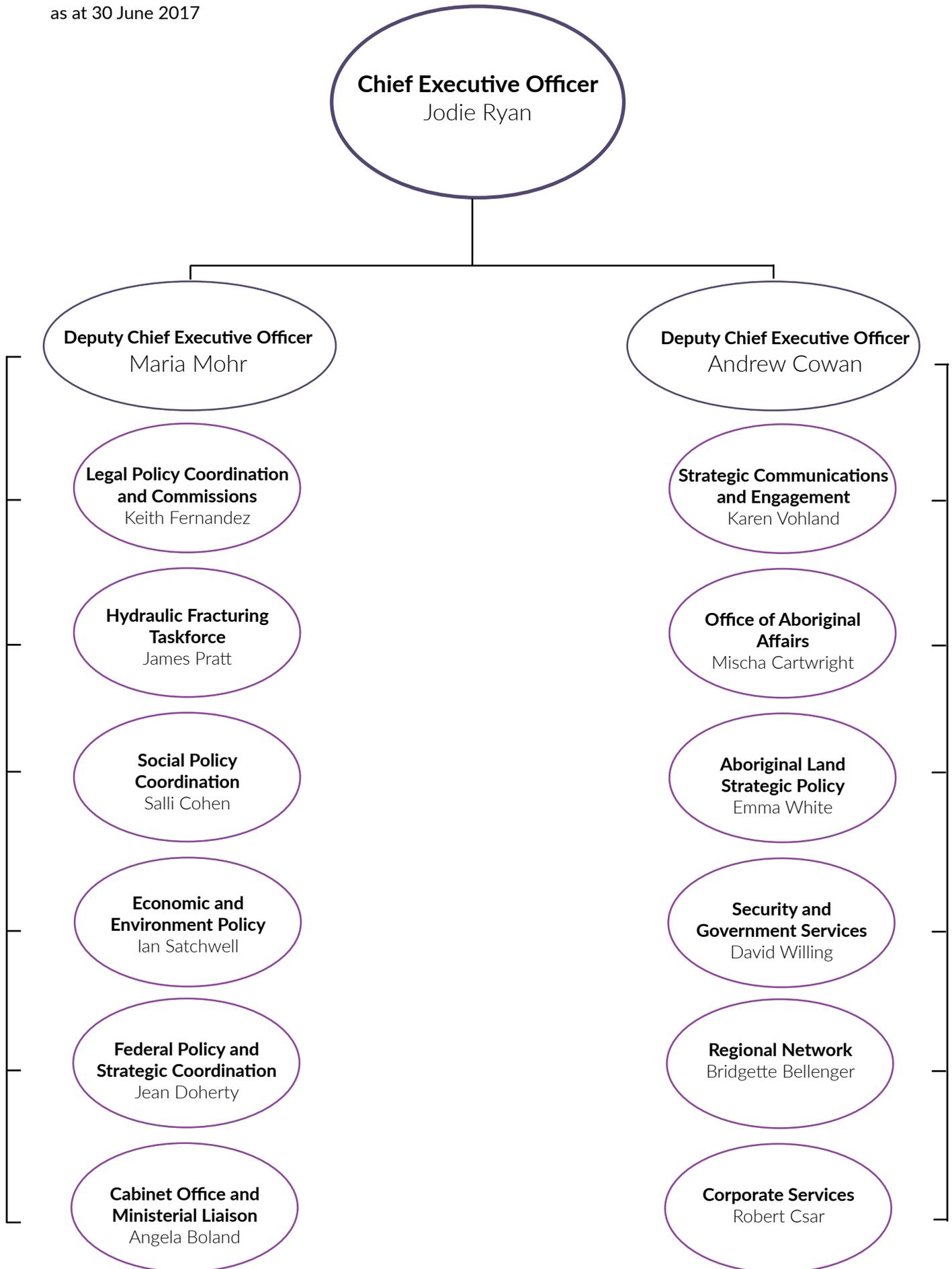
## Employee profile

The table below outlines FTE classifications from June 2016 to June 2017.

Output group	June 2016	June 2017
Executive Contract Officer 6	1.00	1.00
Executive Contract Officer 5	2.00	2.00
Executive Contract Officer 4	3.00	0.00
Executive Contract Officer 3	3.00	2.00
Executive Contract Officer 2	13.50	13.50
Executive Contract Officer 1	17.16	16.00
Executive Officer 3	0.00	2.00
Executive Officer 2	1.00	2.00
Senior Administrative Officer 2	11.50	7.50
Senior Administrative Officer 1	27.75	23.58
Administrative Officer 7	32.70	20.69
Administrative Officer 6	25.63	28.57
Administrative Officer 5	32.68	19.64
Administrative Officer 4	21.28	18.47
Administrative Officer 3	7.78	7.40
Administrative Officer 2	2.00	6.00
Administrative Officer 1	1.45	2.00
Technical 3	2.00	1.94
Technical 2	2.00	2.00
Physical 6	1.00	0.00
Physical 3	4.53	3.53
Graduate program	1.00	5.45
VIP drivers	5.50	4.00
<b>Subtotal</b>	<b>219.46</b>	<b>189.27</b>
Ministerial employees	103.32	108.02
<b>Total</b>	<b>322.78</b>	<b>297.29</b>

## Organisation chart

as at 30 June 2017



# 2

## PERFORMANCE AND ACHIEVEMENTS





## Output performance reporting

*This section describes DCM's performance against planned outcomes for 2016–17. Reporting on performance is against outputs identified in NT Budget Paper No. 3.*

During the 2016–17 financial year, the output structure of DCM changed to reflect the Administrative Arrangements Order of 12 September 2016 and subsequent machinery-of-government changes effective from 1 July 2016.

These changes include the transfer out from DCM of Office of Youth Affairs, Office of Senior Territorians, Office of Multicultural Affairs, Office of Major Projects, Infrastructure and Investments, Northern Australia Development Office, Strategic Defence and Northern Territory Major Events Company, offset by the transfer in of the Office of Aboriginal Affairs.

In 2016–17, DCM operated to an approved end-of-year Budget of \$73.3 million across all output groups. DCM's reported total expenses for the financial year was \$83.2 million, which was greater than the approved end-of-year Budget.

The Budget movement and expenses by output for 2016–17 are outlined in the following table.

Output	2016–17 published budget \$000	2016–17 final estimate \$000	2016–17 actual \$000	2016–17 % actuals against final estimate	Note
<b>Advice and Coordination</b>	<b>34 447</b>	<b>36 234</b>	<b>45 518</b>	<b>26</b>	<b>1</b>
Strategic Policy Coordination and Engagement	17 867	16 836	17 321		
Regional Coordination and Aboriginal Affairs	16 580	19 398	28 198		
<b>Government Business Support</b>	<b>25 531</b>	<b>26 736</b>	<b>27 943</b>	<b>5</b>	
Support to ministers and Leader of the Opposition	17 973	18 886	19 451		
Support to the Administrator	2 750	2 897	2 789		
Government Services	4 808	4 953	5 703		
<b>Corporate and Governance</b>	<b>7 733</b>	<b>10 297</b>	<b>9 734</b>	<b>-5</b>	
Corporate and Governance	7 313	9 877	9 314		
Shared services provided	420	420	420		
<b>Total</b>	<b>67 711</b>	<b>73 267</b>	<b>83 195</b>		<b>2</b>

- 1 Recognition of doubtful advances and provision of additional social, economic and environmental policy advice and coordination, including prioritising the resolution of outstanding Aboriginal land claims.
- 2 The 2016–17 Budget Paper No. 3 published budget has been back cast from \$88.2 million at May 2016 to \$67.7 million to reflect DCM's revised output structure following the machinery-of-government changes. 2016–17 final estimate includes approved end-of-year budget adjustments subsequent to the publication of the 2017–18 Budget Paper No. 3.

The Budget decrease of \$14.9 million from the original published amount of \$88.2 million in May 2016 to the final estimate of \$73.2 million includes:

- \$15.2 million transfer to DTBI
- \$18 million transfer to the Department of Tourism and Culture
- \$4 million transfer to TF
- \$1 million transfer to the Department of Corporate and Information Services (DCIS)
- \$12 million transfer in from the former Department of Local Government and Community Services (DLGCS)
- \$3.1 million for one-off executive terminations as a result of the change of government and workers compensation expenses
- \$5 million for independent inquiries (Hydraulic Fracturing, Royal Commission into the Protection and Detention of Children in the Northern Territory)
- \$2.3 million for the Cyclone Recovery Fund to support the recovery from tropical cyclones Lam and Nathan.

## Output group – Advice and Coordination

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

### Output: Strategic Policy Coordination and Engagement

- 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 to the Chief Minister and Cabinet across a wide range of public policy issues.
- Work with relevant agencies and stakeholders to develop, guide and implement priority strategies and initiatives.
- 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.
- Lead and facilitate non-government organisation and NT Government system reform.

Key performance indicators	2016-17 estimate	2016-17 actual	2017-18 budget
Client satisfaction	>85%	65%	>85%
Advice provided within agreed timeframes	>85%	65%	>85%
Council of Australian Governments, senior officers and Council for the Australian Federation meetings	14	14	14
Grant payments within agreed timeframes	>90%	85%	>90%

### Business unit – Federal Policy and Strategic Coordination

Federal Policy and Strategic Coordination works across government agencies to support the Chief Minister and the NT as a member of the Australian Federation through strategic policy leadership that maximises outcomes for the NT.

This includes strategic engagement, coordination and leadership through multilateral and bilateral forums, including the Council of Australian Governments (COAG), the Council for the Australian Federation (CAF) and the SA-NT Strategic Partnership Agreement.

#### Key achievements in 2016-17

- Pre-meeting negotiations, support and advice to the Chief Minister for two COAG meetings and two CAF meetings. Briefings and support for the Chief Executive Officer and Deputy Chief Executive Officer for 13 COAG senior and deputy officials' meetings.
- Coordinate, support and progress the Territory's active participation in national forums such as COAG and CAF. The Chief Minister was the chair of CAF until December 2016. Federal Policy and Strategic Coordination provided executive and secretariat support from January to December 2016.

- Pre-meeting negotiations and support for the SA–NT first ministers' December 2016 meeting held in Alice Springs and the SA–NT governments Joint Cabinet meeting held in Alice Springs in May 2017.
- Agreement on a Strategic Plan underpinning the SA–NT Strategic Partnership, which articulates specific deliverables over the next 12 months across five priority areas: critical road infrastructure upgrades; international engagement; trade and investment; enhancing the visitor experience of the Explorer's Way; supporting vulnerable and disadvantaged children; and creating high-quality disability services, regional jobs and business opportunities through the National Disability Insurance Scheme.
- Active involvement in COAG initiatives, including Indigenous affairs, education and health reform, national energy market, gas market reform, youth detention and child protection, National Disability Insurance Scheme, counter-terrorism, reducing violence against women and their children, and the productivity and innovation agenda.
- Driving and supporting the negotiation of key intergovernmental agreements.

### Future priorities for 2017–18

In 2017–18, the Federal Policy and Strategic Coordination unit will maintain active engagement in COAG, CAF and other national frameworks to ensure optimal outcomes for the Territory across all policy areas.

- Health, education and early childhood funding reform will continue to be major COAG agenda items, with significant work in all these key areas.
- Other key areas will include remote housing, federal financial relations, national energy market and gas reforms, counter-terrorism, National Disability Insurance Scheme, Aboriginal affairs, and reducing violence against women and their children.
- Cross-agency engagement on COAG councils to position the Territory as a member of the CAF to achieve consistent whole of Territory outcomes while maximising strategic interests and federal funding opportunities.

- The SA-NT Strategic Partnership will continue to be a key focus with significant work to progress actions across the five priority areas.
- 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.

### Business unit – Social Policy Coordination

Social Policy Coordination comprises the Development and Coordination Unit and the Partnerships Unit.

The Development and Coordination Unit is responsible for coordinating a whole of government, whole of sector strategic social policy responses. The Development and Coordination Unit is also responsible for Strategic Children's Policy, including the development of the 10-year Early Childhood Development Strategic Plan. The Development and Coordination Unit also provides ongoing secretariat support to the Children's Subcommittee of Cabinet.

The Partnerships 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. The Partnerships Unit provides funding and assistance through the Community Support Grant Program. All grants are distributed under grant agreements that include an acquittal process.

## Key achievements in 2016–17

- Continued to develop collaborative relationships with the non-government sector through:
  - continuation of the NT Government / Non-government organisations (NGO) Partnership Group (NNPG)
  - commencement of a review of the NNPG's roles and responsibilities, membership and work plan
  - commencement of the review of the Good Practice Guidelines for Funding Non-government Organisations.
- Commenced introduction of five-year funding agreements for non-government organisations and standardised contracts for use across government departments.
- Commenced work to develop an Early Childhood Development Strategic Plan, the overall strategic direction for the NT Government towards early childhood, a collaborative effort between NT Government agencies, the Commonwealth and the non-government sector.
- Established the Expert Reference Panel to provide early childhood development advice and strategic direction regarding the plan and established the Working Group (comprising NT NGOs and NT and Commonwealth agencies).
- Provided secretariat services for the Children's Subcommittee of Cabinet.
- Organised 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.
- 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.

## Future priorities for 2017–18

- Finalise the Early Childhood Development Strategic Plan and commence implementation.
- Continue to progress system reform in collaboration with the non-government sector, including:
  - the continued implementation of five-year funding agreements
  - the development of a high level social outcomes framework
  - the finalisation of the review of the Good Practice Guidelines for Funding Non-government Organisations.
- Continue to provide strategic advice on current and emerging social policy issues and initiatives at a local and national level.
- 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.

## Community Support Grants 2016–17

Social Policy Coordination administers the Community Support Grant Program. The program provides financial assistance to community groups and organisations in the NT to support

communities and promote participation to improve social connections between people with different backgrounds, language groups, genders and ages.

### Community Support Grants paid in 2016–17

Organisation	Purpose	Payments (GST exclusive)
Jane Alia	Attendance for four young people to the FUSE Multicultural Youth Summit	\$400
Australian Stock Horse Society – NT Branch Inc.	Katherine ASHS Campdraft 2017 sponsorship	\$1 000
Charles Darwin University	Chief Minister's Award for Outstanding Academic Achievement in Science	\$1 000
Darwin Community Arts	Harmony Soiree 2017	\$1 000
Tennant Creek RSL Sub Branch	ANZAC Day events	\$1 000
Tennant Turf Club Inc.	Tennant Creek Cup Day 2016, Chief Minister's Gift Race prize money	\$1 000
Tennant Turf Club Inc.	Tennant Creek Cup Day 2017, Chief Minister's Foot Race prize money	\$1 000
ConocoPhillips Science Experience (Science Schools Foundation Inc.)	ConocoPhillips Science Experience NT 2016 sponsorship	\$1 200
Litchfield Orchid Club Inc.	27th NT Orchid Spectacular – Chief Minister's Trophy sponsorship	\$1 200
Northern Cowboys Association Inc.	Mataranka Rodeo 2016 sponsorship	\$1 500
YMCA of the Top End	Attendance for three young people to NT Youth Parliament	\$1 500
Darwin Mother's Day Classic Committee	Darwin Mother's Day Classic sponsorship	\$2 000
YMCA of the Top End	YMCA Swimathon sponsorship	\$2 000
Northern Territory Council of Social Service Inc.	Out-of-Home Care Forum for Aboriginal Organisations	\$2 500
Adelaide River Show Society	Adelaide River Campdraft 2017 sponsorship	\$3 000
Rotary Club of Stuart Alice Springs Inc.	Annual Territorian Dinner 2017	\$3 000
United Nations Youth Northern Territory Inc.	Territory Conference 2017	\$3 000
David Peris	Travel to Rio to attend the 2016 Olympics	\$3 180
Henley on Todd Inc.	55th Henley-on-Todd Regatta Birthday Concert	\$3 626
Total Recreation NT Inc.	Dancing with the Celebrities Gala Ball 2016 sponsorship	\$3 800
Southern Cross Care (SA & NT) Inc.	Purchase fitness and wellbeing items for Pearl Supported Care residents	\$4 198
Media Entertainment & Arts Alliance (with The Walkley Foundation)	NT Media Awards 2016 sponsorship	\$4 500

Organisation	Purpose	Payments (GST exclusive)
Media Entertainment & Arts Alliance (with The Walkley Foundation)	NT Media Awards 2017 sponsorship	\$4 500
Alice Springs RSL Sub Branch	ANZAC Day events	\$5 000
Darwin High School	'Identity' Dance Performance sponsorship	\$5 000
Darwin High School	'Secrets' Youth Dance Performance – documentation and marketing	\$5 000
Darwin RSL Sub Branch	ANZAC Day events	\$5 000
Henbury School	Annual Henbury Corporate Luncheon platinum sponsorship	\$5 000
Alice Springs RSL Sub Branch	50th Anniversary of Long Tan commemorations	\$5 060
Darwin Greyhound Association	Chief Minister's Cup 2017 sponsorship	\$6 000
Fireflies Inc. (Volleyball Club)	Attendance for 13 junior players to the Australian Indoor Beach Volleyball titles	\$6 448
Coomalie Community Government Council	ANZAC Day events	\$7 000
Bangladesh Association of the Northern Territory Inc.	Bengali Festival of Dance and Music	\$7 400
Indian Cultural Society Darwin Inc.	Holi Festival 2017	\$7 405
Incite Arts	Purchase of lighting, sound and performance equipment	\$8 569
AMSANT (Top End NAIDOC Week Committee)	National Aborigines and Islanders Day Observance Committee (NAIDOC) Week and NAIDOC Ball 2017 sponsorship	\$10 000
Darwin Olympic Soccer Club Inc.	50th anniversary celebrations	\$10 000
Darwin Turf Club Inc.	Horsing Around project	\$10 000
Dinah Beach Cruising Yacht Association Inc.	Darwin to Ambon Yacht Race sponsorship	\$10 000
Katherine Drought Relief Committee	Donation to Hay Runners	\$10 000
Rapid Ascent Pty Ltd	Run Larapinta Stage Race and the Redback Mountain Bike Race sponsorship	\$10 000
Starlight Children's Foundation	Star Ball Darwin 2017 sponsorship	\$10 000
Wanderers Football Club	Wanderers' Centenary Ball sponsorship	\$10 000
Waratah Football Club Inc.	Waratah's Centenary Ball sponsorship	\$10 000
Secretariat of National Aboriginal and Islander Child Care Inc.	National Voice of Our Children Conference silver sponsorship	\$11 000
Yuendumu Sports Weekend Organising Committee	Yuendumu Sports Weekend entertainment costs	\$12 000
Darwin Football Club Inc.	Buffaloes Reception and Centenary Ball sponsorship	\$14 000
Australia Day Council NT Inc.	Australia Day activities 2017	\$15 000
Hellenic Macedonian Association of the NT Inc.	Greek In Country Program, Charles Darwin University study program	\$15 000
Alice Springs Running and Walking Club Inc. (Barrett Drive Mile Committee)	Barrett Drive Mile 2017	\$19 000

Organisation	Purpose	Payments (GST exclusive)
Friends of the Darwin Botanic Gardens Inc.	Tropical Garden Fair 2016	\$25 000
Somerville Community Services	Support to assist struggling families over the Christmas period	\$25 000
Unions NT	Unions NT May Day 2017 events	\$30 600
Freds Pass Rural Community Show Inc.	Freds Pass Rural Show 2017	\$32 000
Mungoorbada Aboriginal Corporation	Purchase a kitchen trailer	\$90 000
Catie Kirke and Associates Pty Ltd	Miss A.R.T. program to be developed and delivered to students at Yirara College	\$90 650
City of Darwin	Bombing of Darwin events	\$100 000
Greek Orthodox Community of North Australia Inc.	Installation and supply of a power substation for the Greek Hall	\$180 000
<b>Total</b>		<b>\$873 236</b>



*Bombing of Darwin 2017 Reception*

## Business unit – Economic and Environment Policy

Economic and Environment Policy leads the development and implementation of whole of government economic and environmental strategies, policies and projects, including horizon scanning to identify priorities to drive sustainable economic growth. The unit is also responsible for delivering whole of government commitments on renewable energy, water and climate.

### Key achievements in 2016–17

- In conjunction with DTBI, the development and release of the 'NT Economic Development Framework' as part of the economic summit process.
- Established and provided support to the Panel for the Review of Water Licences issued since August 2012.
- Established and provided support to the Renewable Energy Expert Panel in the drafting the 'Roadmap to Renewables Report' for the NT.
- Commenced the scoping study for a whole of government data analytics team.
- Established and provided secretariat support to the Jobs Subcommittee of Cabinet.

- Established the Hydraulic Fracturing Independent Inquiry governance arrangements and team.
- Coordinated and developed various NT Government responses to Productivity Commission inquiries.

### Future priorities for 2017–18

- Drive economic policy thinking and activity to grow the NT's economic performance through:
  - identifying emerging economic trends and opportunities in the NT
  - enabling and supporting implementation of initiatives that support economic growth and infrastructure
  - develop a population plan for the NT in conjunction with DTF and DTBI.
- Provide environmental policy thinking and activity to the NT's environment and resource management and enable the sustainable economic growth of the NT through:
  - identification of strategic policy issues
  - development of programs and initiatives to support sustainable environmental development and protection, including for renewable energy, energy, climate change, and whole of government water policies.



## Business unit – Strategic Communications and Engagement

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

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

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

### Key achievements in 2016–17

- Continued support to agencies in promoting effective, coordinated and consistent outcomes across NT Government communication and engagement activity through the Communication Review Committee.
- Communicated the amended *Public Information Act* and provided a user guide to whole of government.
- Delivered cyclone safety community 'pop-up' events throughout greater Darwin to raise awareness of emergency kits and [securent.nt.gov.au](http://securent.nt.gov.au).
- Coordinated International Association for Public Participation training and development to equip NT Government communications and marketing staff with best-practice community engagement principles.

- Launched online engagement website [haveyoursay.nt.gov.au](http://haveyoursay.nt.gov.au), allowing easier access for Territorians to provide feedback and comments on whole of government reviews, projects and initiatives.
- Improved social media presence, engaging with more Territorians on Facebook and Instagram.

### Future priorities for 2017–18

- Boost the social media presence and engagement of NT Government accounts and provide support and advice on DCM communications campaigns and social media strategies.
- Grow the engagement of [haveyoursay.nt.gov.au](http://haveyoursay.nt.gov.au) and encourage Territorians to provide their input and feedback on projects and initiatives.
- Continue support of the Communications Review Committee to promote effective and coordinated communication of government programs and activities.
- Promote awareness of cyclone safety and SecureNT as the gateway to getting through emergency situations in the NT.
- Continue to ensure NT Government brand guidelines are applied and best practice is followed by agencies.
- Grow capacity of the NT image library as a valuable online photo and video resource for the NT Government.



Cyclone awareness display at Palmerston markets.

## Business unit – Inquiries and Commissions

Inquiries and Commissions unit provides high level strategic advice and reporting on public policy issues that affect the NT, particularly in relation to royal commissions, inquiries and reviews.

### Key achievements in 2016–17

- Central coordinating agency for notices to produce, summonses and witness statements, and management for the Royal Commission into the Protection and Detention of Children in the NT.
- Appointed the Commissioner for the Inquiry into Political Donations in the NT.
- Coordinated the NT Government's response and submissions to various issues papers released by the Royal Commission into Institutional Responses to Child Sexual Abuse and the Royal Commission into the Protection and Detention of Children in the NT.
- Led negotiations on behalf of the NT Government with the Commonwealth on its National Redress Scheme.
- Conducted four weeks of community consultation on the Hydraulic Fracturing Inquiry's draft terms of reference, which included reviewing the 364 public submissions received.
- Established the Hydraulic Fracturing Inquiry under the *Inquiries Act (NT)*, sourced a panel of 11 experts and broadened the Inquiry's terms of reference following community consultation.
- Provided secretariat support to the inquiry, through the Hydraulic Fracturing Taskforce, by:
  - releasing the Inquiry's Background and Issues Paper in February 2017
  - holding 37 public hearings in Alice Springs, Tennant Creek, Katherine and Darwin, which were live streamed and viewed by more than 1000 people around the world
  - coordinating an NT community consultation program, including community meetings in 16 towns attended that were by more than 1000 people
- translating the Background and Issues Paper into seven Aboriginal languages
- managing data, including research, mapping and more than 250 public submissions on the Background and Issues Paper and other requests to the inquiry
- procuring services for social and economic impact assessments to support the inquiry's evidence-gathering program.

### Future priorities for 2017–18

- 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.
- Respond to summonses 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.
- Lead negotiations on the National Redress Scheme and Intergovernmental Agreement
- Provide secretariat support to the judicial Inquiry into Political Donations in the NT.
- Provide ongoing secretariat support to the Hydraulic Fracturing Inquiry for its release of an Interim Report in July 2017, draft Final Report in November and completion of a Final Report by the end of 2017.
- Assist the Hydraulic Fracturing Inquiry with its community engagement requirements, including public hearings, community meetings and receipt of public submissions.

## Output: Regional Coordination and Aboriginal Affairs

- Leading coordination across government for improved Aboriginal affairs outcomes, with a key focus on local decision-making, treaty conversations and land and sea priorities.
- Working across agencies to lead and drive the delivery of strategies and actions to improve governmental coordination and economic development in the regions, including for youth, local decision-making, economic growth and early childhood development.
- Enabling regional coordination committees to lead and drive the delivery of strategies and actions to continually improve government coordination, service delivery to drive social and economic development in the regions.

Key performance indicators	2016–17 estimate	2016–17 actual	2017–18 budget
Client satisfaction	>85%	67%	>85%
Grant payments within agreed timeframes	>90%	90%	>90%
Regional Coordination meetings	44	37	44

### Business unit – Office of Aboriginal Affairs

In September 2016, the Office of Aboriginal Affairs (OAA) transferred from the former DLGCS as part of the machinery-of-government changes. The move enables government to drive the significant Aboriginal affairs agenda, focussing on key commitments such as investing in kids, creating jobs, empowering the bush and building safer, fairer and stronger communities.

OAA's key priorities include local decision-making, treaty consultations and ensuring land and sea ownership delivers on the economic and social aspiration of Aboriginal Territorians.

OAA has taken on a strong policy role, leading whole of government strategic advice on current and emerging Aboriginal affairs matters at a local and national level.

OAA has nine staff based in Alice Springs and Darwin. More than 50 per cent of the staff are Aboriginal.

OAA incorporates the First Circles Engagement Program for emerging leaders.

OAA is developing a new Aboriginal Affairs Strategy for the NT that will be driven by remote community priorities.

### Key achievements in 2016–17

- Commenced a refresh of the NT Aboriginal Affairs Strategy.
- Actively engaged in and contributed to the refresh of the COAG Closing the Gap framework.
- Executed a five-year funding agreement between NT Government and Aboriginal Peak Organisations Northern Territory.
- Presented a key address at the third National Indigenous Economic Development Forum, 19–21 October 2017, in Darwin.
- Supported First Circles Engagement members to present at the National Indigenous Forum as part of NAIDOC events held in Darwin.
- Established Aboriginal affairs governance structures including the Aboriginal Affairs Subcommittee of Cabinet.
- Strengthened Commonwealth and NT relations at a regional, Territory and national level.

### Future priorities for 2017–18

- Develop a new Aboriginal Affairs Strategy in alignment with a refresh of COAG’s Closing the Gap framework that is shaped in partnership with Aboriginal people and communities.
- Provide a quality secretariat function for the Aboriginal Affairs Subcommittee of Cabinet.
- Lead discussions about treaty options with Aboriginal people of the NT.
- Participate in and contribute to the NT Biannual Strategic Forum with the Commonwealth and four land councils to work collaboratively across matters of significance, affecting Aboriginal Territorians and land and sea matters.

### First Circles Engagement

The First Circles Engagement initiative includes up to 16 members from across the NT.

First Circles Engagement is about identifying, mentoring and supporting Aboriginal leaders from across remote NT.

The First Circles members engage directly with the community, NT Government ministers and Cabinet by:

- being involved in community activities
- liaising with community members
- participating in community projects and policy development
- working with NT Government and local authorities to help coordinate projects and support policies
- identifying priority community projects for infrastructure investment.

### Business unit: Regional Network

The Regional Network supports all levels of government, regional stakeholders and Aboriginal communities in the implementation of NT Government priorities, responding to regional town and community concerns, and facilitating growth and development in regions and remote communities.

The regional executive directors provide whole of government leadership across their region, coordinating government and non-government effort on key regional and remote priorities. DCM also has a legislative responsibility to coordinate disaster preparedness and recovery.

DCM’s network has four offices, which are led by a Regional Executive Director who reports to the Regional Network Leader in Darwin (includes the Top End region):

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

In 2015, DCM placed a Regional Director in Wadeye as a direct response to a period of significant community unrest, tasked with coordinating responses and community engagement. This has been a very successful placement and is now an ongoing position. Given the success of the senior officer in Wadeye, a similar position was recruited to in Palmerston and Jabiru, both priority regions of government. The Palmerston position was recruited to in March 2017.



## Business unit – Barkly Regional Office

### Key achievements in 2016–17

- Through the Barkly Regional Coordination Committee (BRCC) ensured high level coordination of NT Government activities throughout the region, including social and economic development and community safety.
- Provided secretariat support for the Tennant Creek Community Safety Action Committee (CSAC) and, in partnership with NT Police, facilitated NT Government support to identify and implement solutions to local community safety issues.
- Negotiated a two-year funding agreement with the Barkly Regional Council for the delivery of the Barkly Youth Centre Program in Tennant Creek.
- In partnership with Tourism NT and the Borella Steering Committee, completed the permanent Albert Borella Memorial Display at the Battery Hill Mining Centre in Tennant Creek.
- Supported and worked closely with the Tennant Creek Regional Economic Development Committee (TCREDC) to identify and prioritise local economic development opportunities. Key achievements included:
  - developed a new Tennant Creek and Barkly Region Strategic Action Plan 2016–18
  - continued to support the Tennant Creek and Mount Isa Cross-Border Alliance to collaborate on the Northern Gas Pipeline, and future railway and infrastructure corridor between Tennant Creek and Mount Isa
  - worked with the TCREDC to contribute to the development of a centralised milling facility in Tennant Creek.

### Future priorities for 2017–18

- Work collaboratively with communities to implement government’s local decision-making agenda.
- Maintain high level NT Government representation on the TCREDC to support, 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, pastoral and agriculture.

- Work closely with the Department of Primary Industry and Resources to ensure completion of a feasibility study for construction of a centralised milling facility in Tennant Creek.
- Continue to chair and convene Social and Economic Development stakeholder meetings with NT Government departments and the Commonwealth to share information and work collaboratively to ensure opportunities for social and economic development are progressed across the Barkly region.

## Business unit – Big Rivers Regional Office

### Key achievements in 2016–17

- Coordinated a whole of government approach to local regional matters and government priorities through the Big Rivers Regional Coordination Committee (BRRCC).
- Supported the Economic Summit forums in Katherine.
- Supported the implementation of the Katherine Community Safety Committee
- Supported the Katherine Town Councils 10 Year Infrastructure Plan.

### Future priorities for 2017–18

- Lead the BRRCC to ensure high level coordination of NT Government activities throughout the region.
- Drive the development and implementation of local decision-making initiatives and opportunities within the Big Rivers region.
- Support the DCIS and the Department of Infrastructure, Planning and Logistics (DIPL) in cross government coordination for the redevelopment of the Katherine Government Centre.

- Support DIPL in the development of the Katherine agribusiness logistic hub.
- Undertake comprehensive services mapping of priority communities across the region for the purpose of planning, coordination and engagement around key government, DCM and regional office priorities.
- Work closely with the Department of Housing and Community Development (DHCD) to deliver programs such as HomeBuild and Room to Breathe.

### Business unit – East Arnhem Regional Office

#### Key achievements in 2016–17

- Strengthened and improved the Regional Coordination Committee structures for East Arnhem, including better alignment with the government's central, children's and families, jobs and tourism, environment and culture clusters and better alignment with external stakeholders.
- Realised positive regional service delivery and policy coordination outcomes through the East Arnhem Regional Coordination Committee (EARCC) and external stakeholder engagement in the areas of youth and substance abuse initiatives, including volatile substance abuse; community strengthening, including employment, sport and recreation, youth development and safety; housing and coordination; and input to major infrastructure initiatives for the East Arnhem region.
- Continued to coordinate the \$100 million cyclones Lam and Nathan recovery and rebuilding project, including finalising the \$5 million community recovery fund with outstanding results across the affected communities, a local workforce participation rate of 50 per cent in reconstruction projects and a contextualised Certificate III training program for 20 Yolngu workers to ensure on-the-job and certified training opportunities were delivered.
- Continued strong partnerships with Developing East Arnhem Limited, Rio Tinto, South32, land councils, Commonwealth agencies, traditional owners and local businesses to broaden the regional economic base, with a focus on industry development in key sectors including minerals and energy, fisheries and marine services, health and education, tourism, arts and culture, agriculture, and transport and logistics.
- Worked with the EAREDC and relevant agencies and stakeholders to develop key supply chain strategies for inclusion in the 10-year infrastructure plan.
- Provided senior-level coordination and support to the Groote Eylandt Executive Steering Committee with the Anindilyakwa Land Council and the Commonwealth.

#### Future priorities for 2017–18

- Drive and facilitate the effective rollout of the NT Government's local decision-making agenda in East Arnhem in partnership with regional and local organisations and community leaders.
- Support the final stages of the tropical cyclones Lam and Nathan rebuild and community development project, ensuring the final build program agreed to by Galiwin'ku community leaders continues to deliver local jobs, trade qualifications and further business opportunities for the region and the Community Recovery Fund is finalised and properly acquitted with the Commonwealth.
- Provide ongoing support and strategic engagement to the EAREDC and Regional Coordination Committee.
- Continue to strengthen regional partnerships and secure projects that will achieve economic and social growth for the East Arnhem region, including the Nhulunbuy aged care facility, rollout of the National Disability Insurance Scheme and other major projects, including the East Arnhem Gallery Wing.
- Work with Developing East Arnhem Limited and relevant agencies to establish 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.

## Business unit – Central Australia Regional Office

### Key achievements in 2016–17

- 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 approaches to regional matters and realised government priorities through the Central Australia Regional Coordination Committee (CARCC).
- 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 Regional Economic Development Committee (REDC) in Alice Springs, delivering outcomes including:
  - development of a horticulture investment prospectus for the Central Australia and Barkly regions to assist with investment attraction and industry development
  - advocacy for the development of a seniors' lifestyle village in Alice Springs
  - completion of stage 1 of the Wayfinding signage project.

- Provided direct funding support through to Ntaria, Yulara District communities, Yuendumu and Lajamanu to promote tourism, improve communication, improve health and promote small business opportunities.

### Future priorities for 2017–18

- Maintain strong whole of government policy coordination and service delivery from all agencies in Central Australia, particularly around the youth, local decision-making, early childhood development and the revitalisation of Alice Springs central business district agendas.
- Support enhanced service delivery outcomes for all town camp residents through the Town Camp Taskforce.
- 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.
- Continue targeted and active support of the Alice Springs REDC.



MacDonnell Ranges, Alice Springs



*Kakadu Crocodile Hotel Jabiru*

### **Business unit – Jabiru Regional Office**

#### **Key achievements in 2016–17**

- Appointed a permanent Regional Director in Jabiru to coordinate government effort and work with all stakeholders on building a sustainable, viable future for Jabiru.
- Re-engaged with the Commonwealth and other stakeholders on the future of Jabiru based on agreed core negotiation principles through membership of the Jabiru Stakeholders Group.

#### **Future priorities for 2017–18**

- Work in partnership with the Commonwealth to provide funding to scope expert reports in relation to population and economic modelling, and infrastructure and contaminated sites assessments for the future of Jabiru.
- Participate in negotiations with the Department of Prime Minister and Cabinet, Executive Director, Township Leasing, Northern Land Council and Gundjeihmi Aboriginal Corporation regarding future possibilities for Jabiru.

### **Business unit – Wadeye Regional Office**

#### **Key achievements in 2016–17**

- Support the establishment of the Kardu Alliance. This group of locally owned and operated Aboriginal organisations will lead the local decision-making agenda in the township of Wadeye.
- Assisting with the commencement of the first 25 home refurbishments led by a local Aboriginal organisation, achieving a current local participation rate of more than 53 per cent.
- Establishing the youth leadership program.

#### **Future priorities for 2017–18**

- Continue to work closely with DHCD to deliver on the government’s Room to Breathe program in Wadeye as well as the ongoing program to build new and refurbish existing houses.
- Work with relevant NT Government agencies and the community to deliver infrastructure projects, including the barge landing, to ensure improved outcomes for the community in terms of both employment, access and amenities.

## Business unit – Aboriginal Land Strategic Policy

Aboriginal Land Strategic Policy unit focusses on coordinating the development and implementation of whole of government policies that relate to land and sea ownership, delivering on the economic and social aspirations of Aboriginal Territorians. This includes providing strategic policy advice in relation to the operation of the *Aboriginal Land Rights (Northern Territory) Act 1976* (Cth) and the *Native Title Act 1993* (Cth) in the NT.

### Key achievements in 2016–17

- Ongoing implementation of the Kenbi Framework Deed between the NT Government and the Northern Land Council, including the execution of the Kenbi (Cox Peninsula) Indigenous Land Use Agreement (ILUA) and lodgement with the National Native Title Tribunal for registration.
- Participated in the Biannual Strategic Forum with the Commonwealth and four NT land councils in October 2016 and May 2017 to build strong and productive relationships between all parties to

progress strategic reforms of mutual interest.

- Public release of the Sacred Sites Processes and Outcomes Review.

### Future priorities for 2017–18

- Develop and implement a whole of government Territory Aboriginal Land and Sea Strategy.
- Resolution of outstanding Aboriginal land claims:
  - ongoing implementation of the Kenbi Framework Deed, including ILUA Registration and resolution of remediation issues to enable the final remaining areas of land under claim to be handed over as freehold to the Larrakia Development Corporation and the Kenbi Land Trust respectively
  - commencement of negotiations with the Northern Land Council to resolve the 23 outstanding beds and banks of rivers and intertidal zone land claims.
- The development and implementation of an NT Government Strategic Native Title Policy framework.



## Output group – Government Business Support

**Outcome:** Efficient and effective support of executive government.

### Output: Support to the Administrator

Operational advice, support and hospitality services, including protocol matters, to the Administrator of the Northern Territory.

#### Business unit – Office of the Administrator of the Northern Territory

Office of the Administrator of the Northern Territory maintains Government House and provides administrative, secretariat, hospitality and ceremonial support to the Administrator of the Northern Territory.

The office is a semi-autonomous unit under the auspices of DCM 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 both typical and atypical (for example, hospitality and horticulture) of the NTPS, including:

- providing a high standard of advice and service delivery to the Administrator

- 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 NT about the role of the Administrator.

The office provides direct support to the Administrator, who is at the same time Her Majesty The Queen's representative, the Governor-General's representative and the senior Commonwealth representative in the NT.

Government House is the official residence of the Administrator and is maintained at a standard appropriate to a vice-regal office and for the benefit of the people of the 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	2016–17 estimate	2016–17 actual	2017–18 budget
Client satisfaction	>85%	90%	>90%
Government House maintenance programs implemented within agreed timeframes	>80%	80%	>80%
Number of internal and external hospitality, ceremonial and statutory events supported	625	374*	625

\* Reduction in number of supported internal events due to air-conditioning plant replacement program.

## Key achievements 2016–17

- Researched and obtained a replacement British Empire Medal that was awarded to Benjamin Wongathauoo Mason, father of Andrea Mason (Territorian of the Year, 2017). Mr Mason's British Empire Medal was stolen in 1978, one year after presentation. The Office of the Administrator arranged for Mr Mason's family to be presented with a replacement medal.
- Supported bilateral diplomatic and trade visits to the NT by ambassadors, high commissioners, consuls-general and dignitaries from a range of countries.

## Future priorities 2017–18

- Successfully coordinate the vice-regal handover from incumbent Administrator to the Administrator-Designate.
- Manage the Government House programmable works schedule against allocated capital works, minor new works, and repairs and maintenance funds.
- Continue to identify environmentally friendly and economically efficient measures for all activities at Government House, including maintenance requirements.

## Output: Government Services

- Provide strategic coordination and facilitation, policy advice, and implementation and planning counter- disaster management and high level security for the Territory.
- Provide operational advice, support and hospitality services, including protocol matters, to the Chief Minister, ministers and the Leader of the Opposition.
- Provide secretariat services to DCM, Cabinet and the Executive Council.

Key performance indicators	2016–17 estimate	2016–17 actual	2017–18 budget
Client satisfaction	>90%	89%	>90%
Cabinet, Cabinet Subcommittee and Executive Council meetings supported	50	54	50

## Business unit – Cabinet Office and Ministerial Liaison

### Cabinet Office

The Cabinet Office provides procedural, operational and secretariat services to the NT Cabinet, its subcommittees, Executive Council, the Remuneration Tribunal and DCM. This includes the programming of Cabinet business and agendas, scheduling meetings, and providing a quality assurance service for Executive Council and Cabinet documentation.

### Ministerial Liaison

The Ministerial Liaison unit manages the coordination of ministerial advice and information between DCM and ministerial offices and provides high level support services to the Office of the Chief Executive.

The team has a role in cross-agency liaison and information coordination and assists in meeting DCM's whole of government reporting obligations, including reporting on the implementation of government's election commitments.

## Key achievements in 2016–17

- Updated and re-issued the government's Caretaker Convention Guidelines ahead of the August 2016 NT general election.
- Prepared a new Administrative Arrangements Order for the NT Government in conjunction with the change of government in September 2016.
- Established procedures for the new Cabinet, including the electronic management of Cabinet documents.
- Updated and re-issued the government's Legislation Handbook.
- Revised the Ministerial Code of Conduct.
- Participated in the delivery of various courses for government officers and the broader community on Cabinet, legislation and other executive government processes.
- Presented at the Legislative Assembly 'know your assembly' seminars conducted across the NT.

## Future priorities for 2017–18

- Manage the appointment of the Administrator of the Northern Territory.
- Amend the *Assembly Members and Statutory Officers (Remuneration and Other Entitlements) Act* by the Remuneration Tribunal.
- Continue to assist agencies to deliver on the government's election commitment to have a 50/50 gender balance on statutory and non-statutory boards.
- Prepare for the 30-year opening of the 1987 Cabinet and Executive Council records.

## Business unit – Protocol NT

Protocol NT facilitates interaction between NT Government officials and a range of local, national and international stakeholders by providing operational advice, support and hospitality services to the Chief Minister, ministers and Leader of the Opposition.

## Key achievements in 2016–17

- Facilitated 93 official receptions and events hosted by NT Government ministers.
- Supported visits by 20 ambassadors, high commissioners and consuls general, and other dignitaries and visiting VIPs from various countries.
- Assisted with the delivery of a range of events acknowledging the 75<sup>th</sup> 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 and citizenship ceremonies at Parliament House.
- Provided advice and support for the inaugural SA–NT Cabinet meeting held in Alice Springs.

## Future priorities for 2017–18

- 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 – Security and Emergency Recovery

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

### Key achievements in 2016–17

- Continued to build counter-terrorism capability in the NT and nationally, working in collaboration with NT Police, Fire and Emergency Services, the Commonwealth and other jurisdictions.
- In conjunction with the Central Australia region, coordinated recovery support for the community of Kintore, which experienced a flash flood in December 2016.
- Finalised DCM's business continuity plan and supported the Incident Management team.
- Represented the interests of the NT at a range of national forums.
- Coordinated the whole of government counter-terrorism capability through chairing both the NT Counter-Terrorism Reference Group and the NT Countering Violent Extremism Working Group.

### Future priorities for 2017–18

- Coordinate the development of a whole of government approach to protecting crowded places from acts of violence.
- Implement the NT Critical Infrastructure Resilience Framework.
- In conjunction with the NT Police, Fire and Emergency Services, lead a strategic review of the Territory Emergency Management Council and Senior Officers Group.



*NT Government staff assisted with recovery efforts following Cyclone Debbie in Queensland.*

## Output group – Corporate and Governance

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

### Output: Corporate and Governance

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

#### Business unit – Office of the Chief Executive Officer

##### Key achievements in 2016–17

- Provided support to the incoming government following the 2016 NT general election.
- Successfully delivered machinery-of-government changes to the NTPS following the 2016 NT general election.
- Supported the first SA-NT Joint Cabinet meeting in Alice Springs in May 2017.
- Led the delivery of the 2016 Chief Minister's Awards for Excellence in the Public Sector.

##### Future priorities for 2017–18

- Represent the NT at national forums to ensure the Territory's perspective and needs are understood by other jurisdictions.
- Finalise the NT Government – Charles Darwin University Partnership Agreement.
- Finalise the Darwin City Deal, and potential regional city deals, with the Commonwealth.
- Lead the delivery of the Chief Minister's Awards for Excellence in the Public Sector, 2017.

#### Business unit – Corporate Services

##### Key achievements in 2016–17

- Extended the inter-jurisdictional secondment program to the South Australian Public Service.
- Produced an Aboriginal Employment Strategy 2017–2020 to continually strive to represent the community we serve.
- Delivered anti-discrimination, harassment and bullying, and cross-cultural training to employees.

##### Future priorities for 2017–18

- Develop service statements for each of the corporate services business units.
- Revamp the existing graduate program to improve retention rates.
- Finalise the Human Capital Plan 2017–2020 for DCM to strengthen our organisation and employee capabilities for the future.
- Launch and implement the Aboriginal Employment Strategy 2017–2020.

### Output: Shared Services provided

Provide shared corporate and governance services to OCPE.

##### Key achievements in 2016–17

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

##### Future priorities for 2017–18

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

# 3

## OUR PEOPLE



## Overview

*The role of DCM is to provide high quality support to the Chief Minister that is apolitical, responsive and meets business needs. As the first minister's agency, we lead and coordinate agendas where outcomes require multiple agencies to work together. We provide the expertise to build capability across government and engage with stakeholders in the right way at the right time to ensure they are involved in the design of policy and program delivery.*

DCM's vision is to shape the future of the NT through developing, coordinating and leading progress across government for improved outcomes for all Territorians. The values identified by the NTPS are:

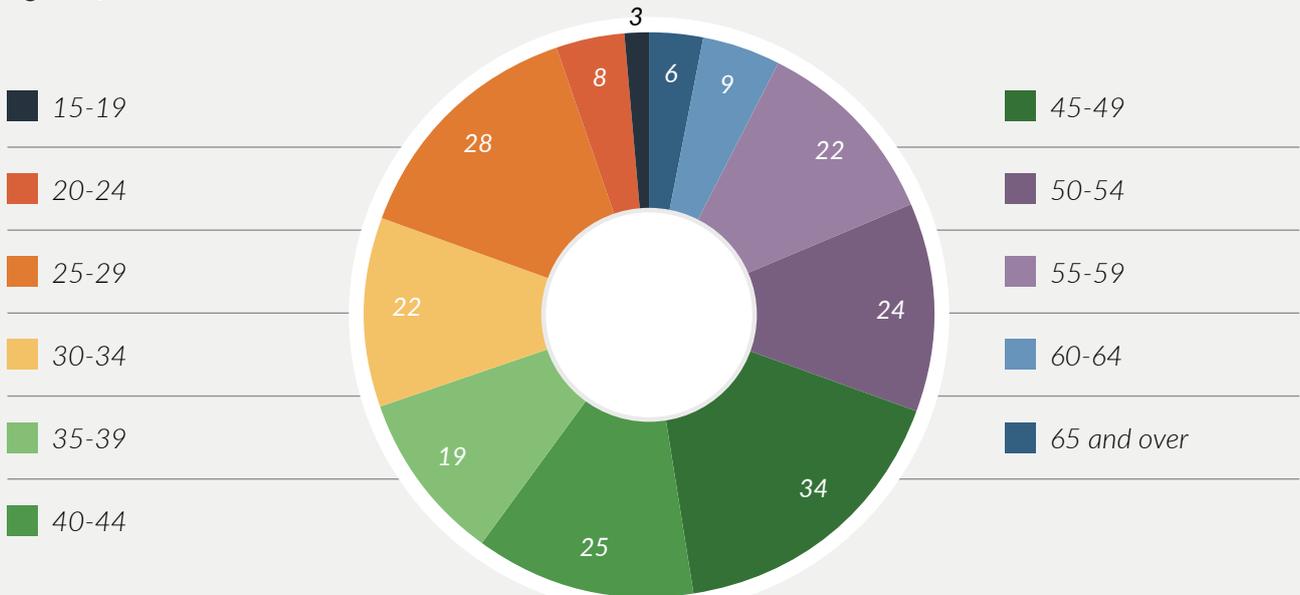
- accountability
- commitment to service
- diversity
- ethical practice
- impartiality
- respect.

Employee commitment and satisfaction is integral in achieving our operational outcomes. DCM is committed to a strategic approach to develop capability of our people and focusses on:

- building a flexible and highly professional workforce
- workforce management and workforce planning strategies
- best practice recruitment, promotion and retention strategies
- employee engagement
- performance management and career planning
- targeted learning and development opportunities.

Human Resource (HR) Services is dedicated to delivering best practice in HR management for all employees. HR Services works alongside senior managers to support and encourage a positive workplace culture. It does this through a consistent advisory service and development of programs, policies and frameworks to comply with legislative requirements for employment. During the year, there were some notable HR activities involving workforce planning, learning and development, including the internal Policy Boot Camp, which is designed, developed and delivered by DCM's policy directors to enhance policy officers' capabilities.

## Age Profile



## Looking at people strategically

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

### Human Capital Plan

In 2016–17, the first draft of the Human Capital Plan was completed. 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 about people but also processes, systems and structures. The plan will be finalised by the end of 2017 and implemented in early 2018.

### 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 DCM.

During 2016–17, a suite of workforce planning and development resources were finalised, enabling 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 critical and leadership positions
- have an innovative approach to responding to change.

### Inter-jurisdictional secondments

DCM has five inter-jurisdictional secondment arrangements with first ministers' agencies, namely the Commonwealth's 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 and program delivery, and foster more effective coordination between levels of government while also offering significant professional development opportunities for employees.

## Equal employment opportunity (EEO)

### Encouraging diversity and flexibility

DCM is committed to equality of opportunity in employment for all employees and strives to achieve a gender-balanced and diverse workforce. In 2016–17:

- 66 per cent of our workforce was female
- 15.2 per cent identified as Aboriginal or Torres Strait Islander
- 3 per cent identified as having a non-English-speaking background
- 2 per cent identified as having a disability.

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

Flexible working arrangements negotiated in 2016–17 included:

- 18 employees working part time
- 5 employees took a secondment to the Commonwealth or NGOs
- 15 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.

## Aboriginal employment and career development

DCM is committed to the current NTPS target of 16 per cent Aboriginal representation. Aboriginal employees currently represent 15.2 per cent of DCM's workforce, which increased from eight per cent in 2015–16. In 2016–17, the Aboriginal Employment Strategy was developed and included annual targets which aim to achieve a 24 per cent Aboriginal workforce by 2020.

DCM continued to focus on improving representation of Aboriginal Territorians in the workplace through initiatives such as:

- The Special Measures Plan, which allows Aboriginal applicants to be given preferential consideration before other applicants in line with the government's Aboriginal Employment and Career Development Strategy 2015–2020 to increase Aboriginal employment across the NTPS to 16 per cent by 2020.
- Developing cultural awareness in DCM through training.



## Learning and professional development

DCM aims to make learning accessible and relevant for employees at all locations and roles, offering both an annual training calendar and regularly promoting opportunities to attain qualifications and develop technical proficiency, leadership and other capabilities with training and leadership programs and events.

The employees' Learning and Development Plan outlines training and development for individuals as well as informing the HR services of trends and patterns to assist in developing training for DCM.

In 2016–17, DCM invested \$320 769 in conferences, structured learning opportunities, facilitators' fees, training and development, including study assistance and leadership programs for its employees.

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

2014–15	2015–16	2016–17
\$164 554	\$502 496	\$320 769

Throughout the reporting period, employees participated in the following training programs:

- National Aboriginal Economic Development Forum
- Social Media for Government – Emerging Trends to Drive Innovation, Engagement and Effectiveness
- Aboriginal and Torres Strait Islander Employee Forum
- anti-discrimination, harassment and bullying
- Capability and Leadership Framework
- Challenging Unconscious Bias
- company directors' course
- merit selection training
- Public Sector Management Program.

## Professional and technical development

As part of DCM'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.

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

2014–15	2015–16	2016–17
\$17 658	\$7 594	\$13 362

In 2016–17, DCM invested \$13 362 in financial study assistance for its employees undertaking study in the areas of:

- Bachelor of Applied Science
- Bachelor of Behavioural Science
- Bachelor of Commerce
- Bachelor of Humanitarian and Community Studies
- Certificate IV in Business Administration
- Certificate IV in Leadership and Training
- Certificate IV in Accounting
- Diploma in Business
- Graduate Diploma in Legal Practice
- Professional Certificate in Indigenous Research.

## Leadership development

DCM 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 from the Federal Policy and Strategic Coordination unit achieved outstanding results in completing the Australia and New Zealand School of Government (ANZSOG) Executive Master of Public Administration (EMPA). Jean was awarded the ANZSOG 2014 EMPA Subject Leader Award for 'Delivering Public Value' in August 2016.

Leanne Caton from OAA participated in the ANZSOG leadership program during the year.

Kim Wheatley from Strategic Communications and Engagement, completed the Future Leaders program.

## MyDevelopment

In 2016–17, DCM continued to promote the sector-wide work development initiative, MyDevelopment, for employees at the AO1 to AO5 (and equivalent) levels. DCM's eligible

employees in the administrative, technical and physical classifications, and their supervisors, were made aware of the initiative through a range of communication mediums were aware of the initiative.

This initiative develops the skills of more junior employees for future career opportunities to replenish our workforce at the more senior levels in the future. Eligible employees continue to have access to a range of resources such as on-the-job learning, mentoring, coaching, shadowing and courses to fulfil their minimum of one week of on-the-job training per year.

## Capability Enhancement Framework

DCM's employee performance management and development system is the Capability Enhancement Framework, which is designed to ensure employees and strategic priorities are better understood and achieved.

The framework comprises the Learning and Development Plan and the Capability Enhancement Plan (CEP), which identifies, evaluates and documents key performance outcomes.

## Employment programs

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

2016–17 saw the implementation of DCM's Early Careers Strategy. This strategy was developed to help articulate the aims for each of the programs and the specific actions intended to achieve those aims. Recruitment to these early career programs were undertaken in line with DCM's approved Special Measures Plan.

## Graduate program

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

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

Two graduates, Samantha Strawhorn and Isabelle Collins, commenced with DCM in the latter half of 2016. DCM then welcomed Melissa Beasley, Laura Burfitt, Evana Coote and Natasha Chadwick in January 2017. Building upon the success from the previous graduate intake, DCM expanded the number of units for their rotation opportunities and included the following areas: Social Policy, Economic and Environment Policy, Royal Commission and Inquiries, Aboriginal Land Strategic Policy, Regional Network, Federal Policy and Strategic Coordination, Corporate Services, Government House and OCPE.



*For the next 12 months graduates Natasha Chadwick, Melissa Beasley and Evana Coote will be rotated throughout DCM to develop their skills and knowledge.*

## Aboriginal traineeship program

The Aboriginal traineeship program combines employment with structured learning and awards a nationally recognised certificate to the trainee at the end of the program. In January 2017, DCM welcomed Aylissa Austral and Tahmika McLeod to the workforce. The trainees commenced their employment in Corporate Services before rotating into Social Policy, the Regional Network and Federal Policy, with a goal to complete their Certificate III in Business Administration in 2018.

## Vacation employment program

Seven employees commenced employment under the vacation employment program in the 2016–17 period in a range of areas, including Corporate Services, Strategic Communications and Engagement, Social Policy, Federal Policy and Strategic Coordination, and Legal Policy Coordination.

### Comparison of participants by employment program

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



*Aylissa Austral and Tahmika McLeod joined the workforce as part of DCM's Aboriginal traineeship program*

## Workplace health, safety and wellbeing

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

DCM strives to ensure a safe and healthy work environment for all employees, contractors, clients and visitors. In 2016–17 DCM's active Work Health and Safety Committee implemented policies, plans and information sheets and updated the WHS intranet to ensure the currency of information available to employees. In addition, a DCM WHS consultation plan was implemented and employees informed about hazard and risk identification, assessment and control procedures.

DCM's first automatic external defibrillator was also installed in Corporate Services. Other government agencies located in NT House were notified of the defibrillator's location and offered use of the device if necessary.



RSPCA Cupcake Day 2016

## Wellbeing

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

### Workplace initiatives accessed by employees

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

DCM promoted 'R U OK?' Day' by holding a morning tea with a presentation on how to start a conversation, the power of having the conversation, and discussing reasons why we encourage people to connect and support each other.

Charity events such as Jeans for Genes Day and the RSPCA's Cupcake Day were again supported, with DCM contributing \$508.55 to the total amount of \$15,361.95 raised by NT Government and non-government members for the RSPCA Darwin branch.

During the 2016–17 Christmas break DCM observed a closedown in most parts of the business. This helped manage DCM's recreation leave liability without comprising service delivery.

## 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

CEOs 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 CEOs to report annually on the number of employees of each designation and any variations or enterprise agreement.

Recruitment action: advertised 50 vacancies (permanent and temporary), 123 employees commenced or transferred in, and 88 employees separated or transferred out during the reporting period. DCM has experienced a decrease of 45 separations compared to the same time last year. No promotion appeal was lodged during 2016–17.

#### 2. Probation

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

DCM has a current Probation Policy consistent with the Act and relevant awards. New ongoing employees are advised of the probation process by the DCIS as part of its offer of employment. The process is explained during the induction and included in DCM's information pack for new employees as well as available on DCM's intranet. Senior management is advised on the status of employee probation and are to complete reports within set timeframes.

#### 3. Natural Justice

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

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

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

DCM's performance management system, the CEP, incorporates the NTPS Capability and Leadership Framework and integrates DCM's planning frameworks and objectives with employees' work priorities.

CEP 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 DCM as a whole, taking into account future requirements.

#### 5. Medical Examinations

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

No employees were directed to attend a medical examination by approved health practitioners in 2016–17.

#### 6. Performance and Inability

CEOs 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 Commissioner to report annually to the minister on the extent to which the inability procedures have been invoked in the NTPS. CEOs provide the Commissioner with the information necessary to comply with the reporting requirements using the state of service reporting survey.

## Employment Instructions

DCM's performance management system, the CEP, provides a framework for managers and employees to document where performance improvement is required. HR services provides advice to managers dealing with underperformance issues and assists managers and employees in performance improvement efforts. There were four performance and inability actions undertaken in 2016-17.

### 7. Discipline

CEOs 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 to the minister on the extent to which the discipline procedures have been invoked in the NTPS. CEOs provide the Commissioner with the information necessary to comply with the reporting requirement using the state.

HR provides advice and support to managers and employees dealing with discipline. There was one discipline action undertaken in 2016-17.

### 8. Internal Agency Complaints and Section 59 Grievance Reviews

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

The Grievance Resolution Policy and Procedures and flowchart is available on DCM's intranet. HR promotes sound workplace practices and workshops are offered encouraging appropriate workplace behaviours.

There were two internal complaints received and three section 59 grievances raised during the reporting period.

### 9. Employment Records

DCM has responsibility for keeping employees' employment records. DCM 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.

Employee records are securely maintained by the DCIS and DCM's HR services. DCM follows NT Government policy regarding access to these files. An employee request to access personal records are to be made through the Executive Director, Corporate Services.

### 10. Equality of Employment Opportunity Programs

CEOs must develop an EEO Program consistent with the Act, its subordinate legislation, the *Anti-Discrimination Act* and any relevant award or enterprise agreement.

DCM actively participates in employment opportunity programs and is currently developing a Human Capital Plan 2017-2020 and Aboriginal Employment Strategy 2017-2020. DCM adheres to the principles of the NTPS EmployAbility Strategy.

### 11. Work Health and Safety Standard Programs

CEOs must ensure the application of appropriate WHS standards and programs. DCM is also required to provide information in the annual report in relation to WHS programs.

Work continues in relation to meeting legislative obligations in developing and implementing training, especially in the area of hazard identification.

### 12. Code of Conduct

The Code of Conduct stipulates the basic level of conduct expected of public sector officers as defined in the Act. DCM may issue an agency-specific Code of Conduct that is consistent with the Act.

## Employment Instructions

New employees are provided with the NTPS Code of Conduct booklet as part of their commencement package. Code of conduct sessions feature 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 the intranet are used to remind employees about accepting gifts and benefits, use of technology 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), privacy and record keeping.

### 13. Appropriate Workplace Behaviour

DCM 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.

DCM is committed to providing all employees with a safe and healthy workplace, free from inappropriate behaviours such as bullying, harassment and discrimination. Anti-discrimination and harassment sessions and Combat Bullying 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. Five formal complaints were made about inappropriate workplace behaviour during the reporting period.

### 14. Redeployment and Redundancy Procedures

This Employment Instruction is designed to assist NTPS employees and agencies in understanding their rights and obligations in redeployment and redundancy situations and to ensure these situations are handled as sensitively, efficiently and effectively as possible. DCM will ensure 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.

DCM adheres to the current redeployment and redundancy provisions. Three employees were declared surplus to requirements in 2016–17. One employee was made redundant and two were placed under redeployment provisions.

### 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.

The Special Measures Plan allows Aboriginal 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 Aboriginal employment across the NTPS to 16 per cent by 2020. DCM continues to implement the approved Special Measures Plan to all vacancies, demonstrating DCM's commitment to equality of employment opportunities for Aboriginal people.

# 4

## GOVERNANCE



# Boards and committees

## Board of Management

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

- setting the strategic direction for DCM
- ensure DCM staff are engaged and supported to continually improve their skills, knowledge and expertise
- ensuring DCM delivers on the priorities set by government
- 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 2017

#### Members

**Ms Jodie Ryan**  
Chief Executive Officer and Chair

**Ms Maria Mohr**  
Deputy Chief Executive Officer

**Mr Andrew Cowan**  
Deputy Chief Executive Officer

**Mr Arthur Townsend**  
Executive Director, Central Australia

**Ms Bridgette Bellenger**  
Regional Network Leader

#### Observers

**Mr Robert Csar**  
Chief Financial Officer

#### Secretariat

**Miss Alexandra Canon**  
Executive Officer to the Chief Executive Officer

## Audit and Risk Management Committee

BOM agreed to create a joint Audit and Risk Management Committee (ARMC) with the OCPE in July 2013. The purpose of ARMC is to provide independent and objective advice and assistance to the CEO on the effectiveness of DCM's risk, control and compliance frameworks and financial reporting responsibilities.

ARMC's functions and responsibilities include:

- monitoring strategic, reputational, corporate and operational risk management and the adequacy of the internal controls established to manage identified risks
- monitoring the adequacy of the internal control environment, monitoring the internal audit function and reviewing the adequacy of policies, practices and procedures in relation to their contribution to, and impact on, DCM's internal control environment
- reviewing financial statements and other public accountability documents (such as annual reports) prior to their approval by the CEO
- monitoring the NT Auditor-General's audit program and audit findings
- within the context ARMC's purpose, undertaking any other functions determined from time to time by the CEO.

## Audit and Risk Management Committee membership at 30 June 2017

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

ARMC met five times during the year and key outcomes from meetings included:

- monitoring development of risk management framework and risk profile
- monitoring implementation of the 2016–17 Internal Audit Plan
- reviewing the public accountability documents and providing comment to the CEO
- reviewing the 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 the year, ARMC met to review the agency’s risk and audit activities during 2016–17, including the April to June quarter, and advised the CEO that the agency could demonstrate an adequate internal audit capacity in 2016–17 for the purpose of the annual report’s transmittal letter (letter to the minister).

## Information Governance Committee

The Information Governance Committee (IGC) is a joint DCM and OCPE committee and forms one element of the agency’s governance framework. The IGC’s general scope is 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.

IGC met three times during the year and key outcomes included:

- approved the committee terms of reference, ensuring alignment with the Treasurer’s Directions
- developed an IGC website
- implemented information and communications technology (ICT) project workflows and templates to ensure better committee oversight of new projects and progress reports.

## Information Governance Committee membership at 30 June 2017

Members	Role	Job title
Mr Andrew Cowan	Chair	Deputy Chief Executive Officer
Mr Paul Terawsky	Member	A/Director Security and Emergency Recovery
Ms Natalie Sunits	Member	Manager Ministerial Liaison
Ms Mischa Cartwright	Member	Executive Director Office of Aboriginal Affairs
Ms Lorraine Hook	Member	Director Strategic Communications and Engagement
Ms Taya Petsheny	Member	Director Policy, Projects and Information Governance
Ms Cheryl Winstanley	Member	Director Office of the Commissioner for Public Employment
Mr John Netterfield	Member	Senior Project Officer
Ms Lu Steuart	Member	Director Partnerships
Mr Robert Csar	Member	A/Executive Director Corporate Services
Mr Mark Trobbiani	Invitee	ICT Services, Department of Corporate and Information Services
Mr Clifton Eliorda	Invitee	ICT Services, Department of Corporate and Information Services
Ms Cassie Spiers	Secretariat	Manager Business Support

## People Committee

In 2016–17, the People Committee continued 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 BOM to assist it to achieve its strategic workforce development program.

The People Committee is accountable to BOM for advising, direction setting and monitoring with respect to:

- cultivating and sustaining a positive and high-performance culture
- developing and supporting strong leadership, communication and engagement
- responses to 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 agencies and jurisdictions
- 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 BOM.

## People Committee membership at 30 June 2017

Members	Role	Job title
Mr Andrew Cowan	Chair	Deputy Chief Executive Officer
Ms Mischa Cartwright	Member	Executive Director, Office of Aboriginal Affairs
Ms Bridgette Bellenger	Member	Regional Network Leader
Mr David Willing	Member	Executive Director, Security and Emergency Recovery
Ms Emma White	Member	Executive Director, Aboriginal Land, Strategic Policy
Ms Jean Doherty	Member	Executive Director, Federal Policy and Strategic Coordination
Ms Lorraine Hook	Member	Director, Strategic Communications and Engagement
Mr Robert Csar	Member	Executive Director, Corporate Services and Chief Financial Officer
Ms Salli Cohen	Member	Executive Director, Social Policy
Ms Rosalie Lamour	Invitee	Principal Consultant, Workforce Development

The People Committee met seven times during the year and key outcomes included:

- finalisation of workforce planning resources
- launch of a Positive Workplace Framework including policy and procedure
- launch of a Grievance Framework including policy and procedure
- review of feedback on the 2016 graduate program and prepare strategies for 2017
- implementation of the internal policy training course, Policy Bootcamp 2.0
- implementation of an employee communication and engagement plan for the 2016 People Matter survey results
- launch of the mentoring program
- finalisation of the Aboriginal Employment Strategy
- progression of the Human Capital Plan.

## Workplace Health and Safety Committee

The Workplace Health and Safety Committee is committed to ensuring a safe and healthy work environment for all employees, contractors, clients and visitors. The committee provides advice to the CEO, through BOM, on WHS issues to ensure the health and safety of employees and clients in the workplace.

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

- advising the CEO on the establishment, maintenance and monitoring of programs, measures and procedures in the workplace relating to the health and safety of employees
- developing and maintaining a WHS management system incorporating policies and programs in accordance with relevant legislation
- promoting a culture of responsibility and accountability for personal health and safety in the workplace, communicated through the intranet

- ensuring WHS issues are considered in the planning and implementation of any major workplace changes or new work processes
- training of first aid and fire warden office holders.

The Workplace Health and Safety Committee met four times during the year and focussed on implementing strategies to rectify and finalise recommendations of the 2014 DCIS WHS audit.

### Work Health and Safety Committee membership at 30 June 2017

Members	Role	Job title
Mr David Willing	Chair	Executive Director, Security and Government Services
Ms Megan Kelly	Member	Executive Support Officer
Ms Morgan Sabbith	Member	Policy Officer
Mr Vince Wyles	Member	Policy Officer
Ms Anna Grosvenor	Member	Senior Communications Consultant
Ms Christine Gray	Member	Operations Manager
Mr Peter Marriott	Member	Maintenance Officer
Ms Jennifer Aitchison	Member	Executive Administration Support
Ms Arabella Ward	Member	Ministerial Liaison Officer
Ms Nathalie Cooke	Member	Senior HR Consultant
Ms Melissa Muller	Member	Executive Assistant
Ms Sharyn Lauder	Member	Executive Assistant
Ms Cherry Chevez	Member	Executive Assistant
Ms Cassie Spiers	Secretariat	Manager Business Support

## Legislation administered

DCM was responsible for administering the following legislation as at 30 June 2017:

### 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*
- *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.*

## Audit and risk management

### Internal audits

Under the 2016–17 Internal Audit Plan, eight risk-based audits were conducted to improve performance or compliance, or a combination of both. ARMC monitors the 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.

### External audits

DCM is subject to the NT Auditor-General's audit program under the powers and responsibilities established by the *Audit Act*. ARMC monitors the external audit function, including the monitoring of audit outcomes, and management's response to and implementation of audit recommendations.

In 2016–17, the Auditor-General selected DCM for the following audits and reviews, and identified areas for process improvements:

- an end-of-year review
- an assessment of fuel card transactions
- an agency compliance audit
- a Fraud Assessment Framework review
- a Gifts and Benefit Performance Management Systems audit
- an assessment of excessive leave entitlements.

The results of the end-of-year review were published in the Auditor-General's November 2016 report to the Legislative Assembly, and the results of the assessment of fuel card transactions were published in the March 2017 report. The results of the agency compliance audit, Fraud Assessment Framework review, Gifts and Benefit Performance Management Systems audit and assessment of excessive leave entitlements were published in the Auditor-General's August 2017 report to the Legislative Assembly.

## 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. DCM also purchased commercial insurance during 2016-17.

### Insurable risk categories and mitigation strategies

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

During 2016-17, 19 vehicles incurred damage. A comparison of vehicles damaged over the past three financial years is below.

### Motor vehicle claims

Motor vehicles damaged	2014-15	2015-16	2016-17
Number of vehicles	8	17	19
Value of claims*	\$19 841	\$28 338	\$25 202
Average cost of claim	\$2 480	\$1 667	\$1 326

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

During 2016-17, three new workers compensation claims were lodged. Below is a comparison of data from the past three financial years.

### Workers compensation

Workers compensation activity	2014-15	2015-16	2016-17
Total expenditure	\$5 905	\$72 715	\$106 305
Claims as at 1 July	0	1	1
New claims	3	2	3
Claims resolved	2	2	4
Claims as at 30 June	1	1	0

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

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

**Information Officer**

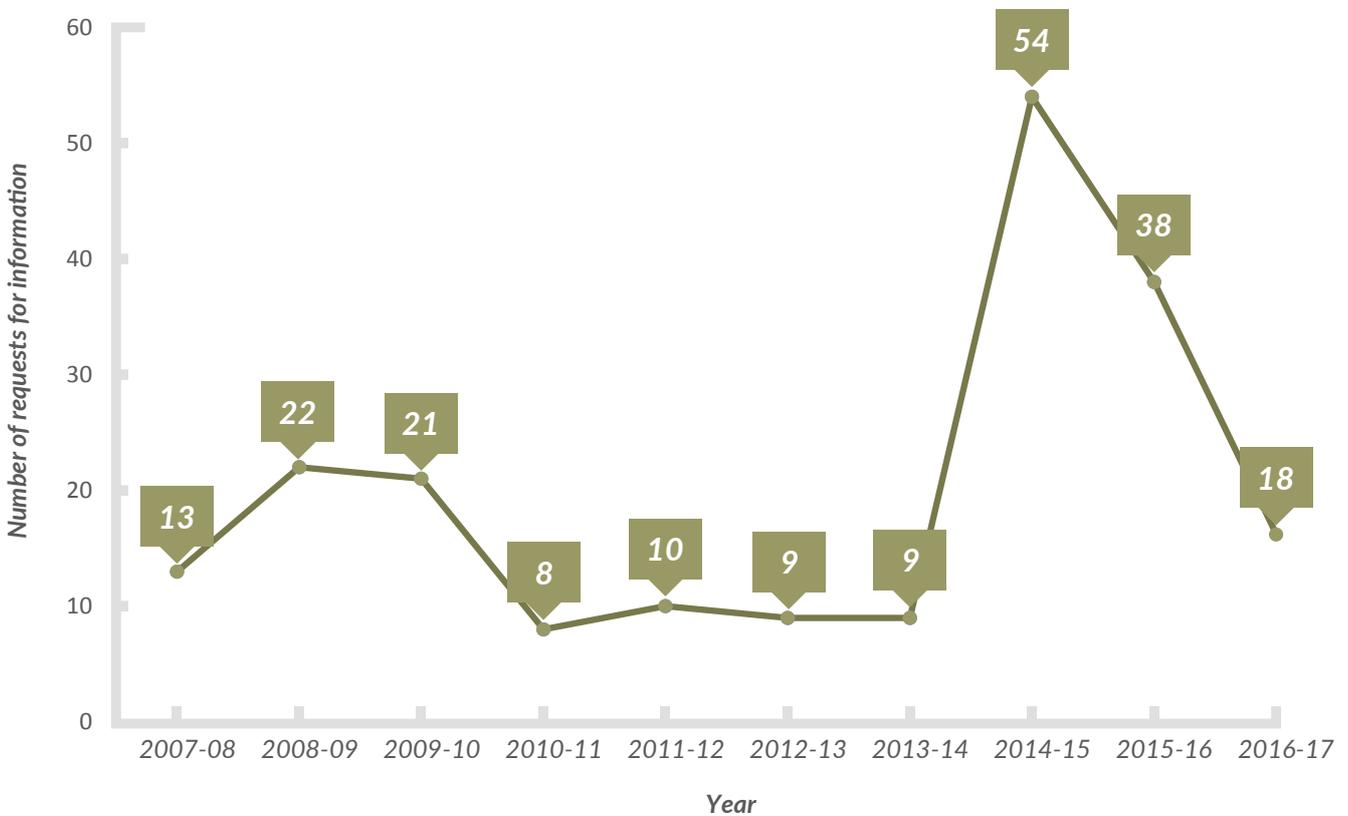
Department of the Chief Minister  
 GPO Box 4396  
 DARWIN NT 0801  
 Email: dcm.foi@nt.gov.au

### Requests for information in 2016–17

DCM handled 26 applications requesting access to information in 2016–17, of which 18 were new.

The agency had no new requests for internal review of a decision or complaints to the Information Commissioner by applicants.

### Freedom of Information Applications 2016–17



## Requests made under the *Information Act*

	2014-15	2015-16	2016-17
Applications carried over from previous year	1	10	8
Applications to access personal information	0	2	1
Applications to access government and personal information	0	0	0
Applications to access government information	53	36	17
Applications transferred	1	2	1
Requests withdrawn	4	21	4
Responses completed	44	18	20
Applications on hand as at 30 June	10	8	1
Complaints to Information Commissioner	1	1	0

## Privacy

DCM's privacy policy is available at:

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

There were no privacy complaints in 2016-17.

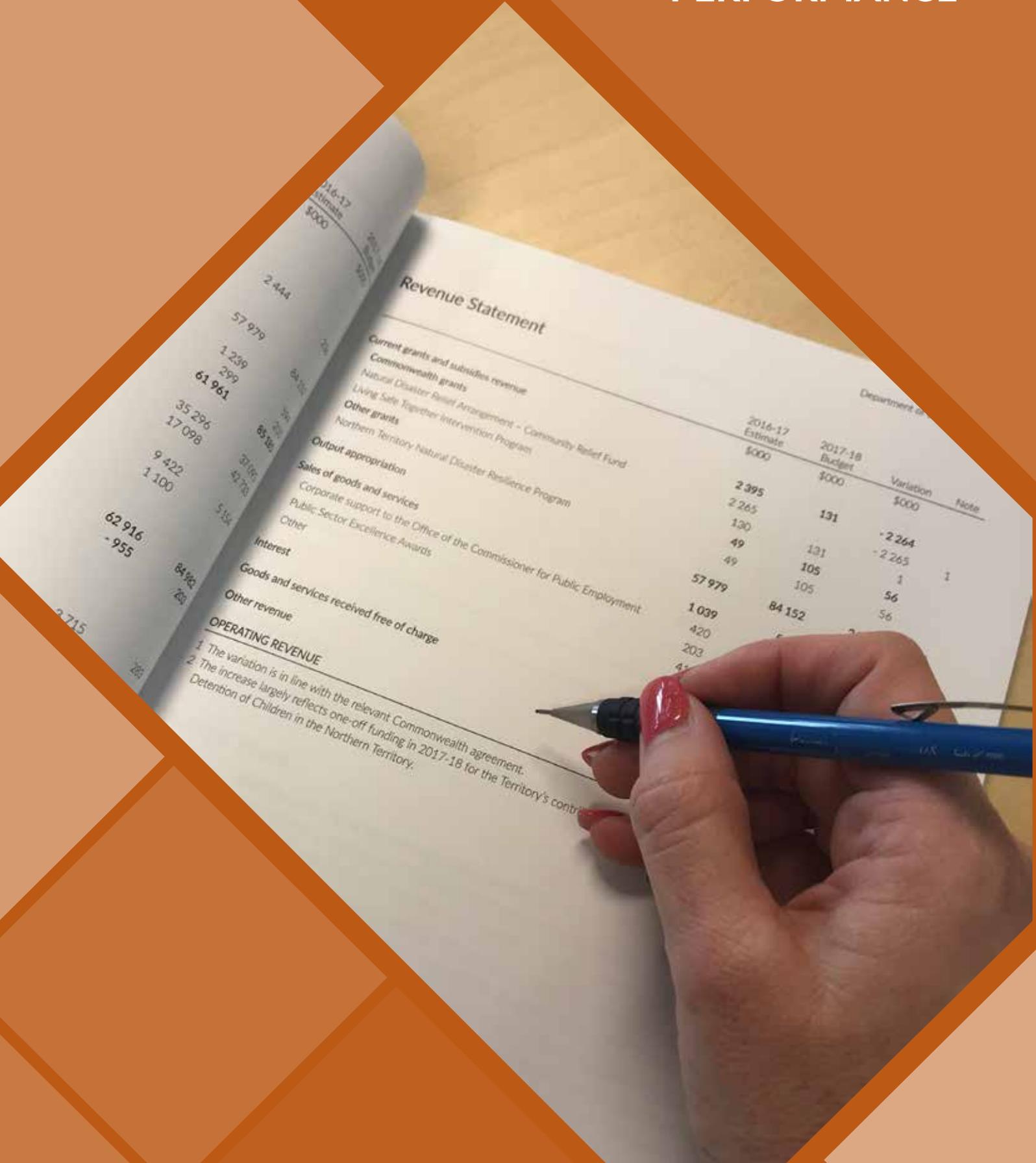
## Records and information management

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

In 2016-17, DCM commenced a review of its policies, procedures, forms and guidelines to ensure documents are in line with relevant legislation, including the *Information Act* and the *Financial Management Act*. In addition, records management compliance and training commenced to improve the focus on the management and capture of electronic records in the government's records management system (TRIM). This has had a positive result, with an increase of more than 3000 electronic documents being captured compared to the previous reporting year.

# 5

## FINANCIAL PERFORMANCE



### Revenue Statement

	2016-17 Estimate \$000	2017-18 Budget \$000	Variation \$000	Note
<b>Current grants and subsidies revenue</b>				
Commonwealth grants	2 444			
Natural Disaster grants	57 979			
Living Safe Together - Intervention Program	1 239			
Other grants	299			
Northern Territory Natural Disaster Resilience Program	61 961			
<b>Output appropriation</b>				
Sales of goods and services	35 296			
Corporate support to the Office of the Commissioner for Public Employment	17 098			
Public Sector Excellence Awards	9 422			
Other	1 100			
Interest	62 916			
Goods and services received free of charge	- 955			
Other revenue	84 152			
<b>OPERATING REVENUE</b>				
	2 395	131	- 2 264	
	2 265		- 2 265	
	130	131	1	1
	49	105	56	
	49	105	56	
	57 979			
	1 039	84 152	83 113	
	420			
	203			
	41			

1 The variation is in line with the relevant Commonwealth agreement.  
2 The increase largely reflects one-off funding in 2017-18 for the Territory's contribution to the Deterrence of Children in the Northern Territory.

# Financial Statement Overview

For the year ended 30 June 2017

## Overview

The 2016–17 financial statements for the DCM have been prepared on an accrual basis in accordance with the Northern Territory's financial management framework and the Australian Accounting Standards. DCM's financial performance in 2016–17 and comparative financial information for 2015–16 are reported in four financial statements: the Comprehensive Operating Statement, Balance Sheet, Statement of Changes in Equity and Cash Flow Statement.

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

## Budget

Movement in the agency's 2016–17 budget from the May 2016 Budget to the May 2017 Budget is outlined in the table provided in Output Performance Reporting, page 9.

Significant variations between the actual outcome compared to the original May 2016 Budget for the 2016–17 financial year are reported in Note 24 of the financial statements. Where comparisons to budget have been made in this overview, it reflects the final approved end-of-year budget.

## Comprehensive Operating Statement

Summary	2016–17 final budget \$M	2016–17 actual (a) \$M	2015–16 actual (b) \$M	movement (a-b)
Operating Income	71.11	69.02	115.30	(46.28)
Operating Expenses	73.27	83.20	120.50	(37.30)
Net Surplus/(Deficit)	(2.16)	(14.18)	(5.20)	(8.98)

DCM recorded an operating deficit of \$14.18 million in 2016–17 compared to the 2015–16 deficit of \$5.20 million.

All NT Government general agencies are funded on a cash basis, resulting in deficit outcomes where there are non-cash expenses, such as depreciation. In 2016–17 the agency in addition recorded a non-cash doubtful advance of \$7.1 million.

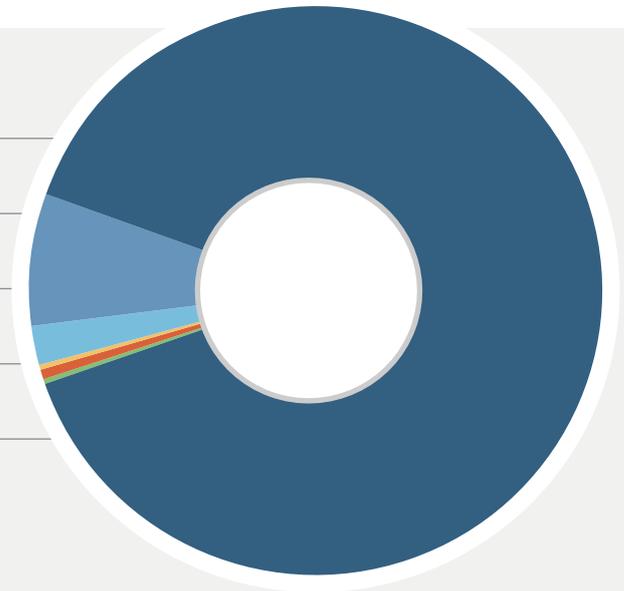
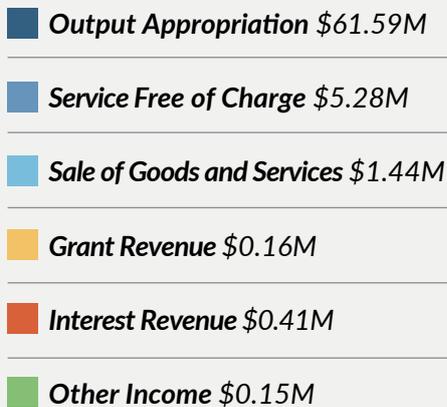
## Operating Income

Total income for 2016–17 was \$69.02 million, a decrease of \$46.28 million compared to 2015–16. This decrease is predominantly due to lower output appropriation of \$40.13 million. In addition, DCM did not receive Commonwealth appropriation in 2016–17, causing a further decrease in appropriation of \$3.91 million from 2015–16.

Lower output appropriation is as a result of the machinery-of-government changes of 12 September 2016, which, consistent with the Financial Management Act, are deemed as taking effect from 1 July 2016.

The machinery-of-government changes included the transfer to other agencies of the Office of Youth Affairs, Office of Senior Territorians, Office of Multicultural Affairs, Office of Major Projects, Infrastructure and Investments, Northern Australia Development Office, Strategic Defence and Northern Territory Major Events Company. These transfers out were offset by the transfer in of the OAA from the former DLGCS.

### 2016–17 Source of Income



DCM's primary source of income is Output Appropriation (\$61.59 million), which makes up 89.2 per cent of the total income. DCM also received income from sales of goods and services of \$1.44 million, predominantly from OCPE for shared services arrangements and communications and marketing revenue contributions from agencies.

Other income recognised by DCM includes goods and services received free of charge from DCIS, interest and miscellaneous revenue.

**Operating Expenses**

Total expenses of \$83.20 million were incurred in 2016–17—a decrease of \$37.30 million on 2015–16 and \$9.93 million higher than the final approved end-of-year budget of \$73.27 million.

Employee expenses of \$42.92 million were higher than the end-of-year budget of \$39.09 million by \$3.83 million, largely due to the provision of additional social, economic and environmental policy advice and coordination, including prioritising the resolution of outstanding Aboriginal land claims. Administrative expenses of \$28.20 million were higher than the end-of-year budget of \$23.66 million by \$4.54 million, predominantly due to the recognition of doubtful advances. Current and capital grants of \$12.08 million were higher than end-of-year budget of \$10.52 million by \$1.56 million due to timing of regional grants.

**Employee Expenditure**

Employee expenses were lower by 7 per cent or \$3.23 million in 2016–17 compared to 2015–16, predominately due to the net result of changes from the Administrative Arrangements Orders of 12 September 2016; offset by the provision of further social, economic and environmental policy advice and coordination, including prioritising the resolution of outstanding Aboriginal land claims.

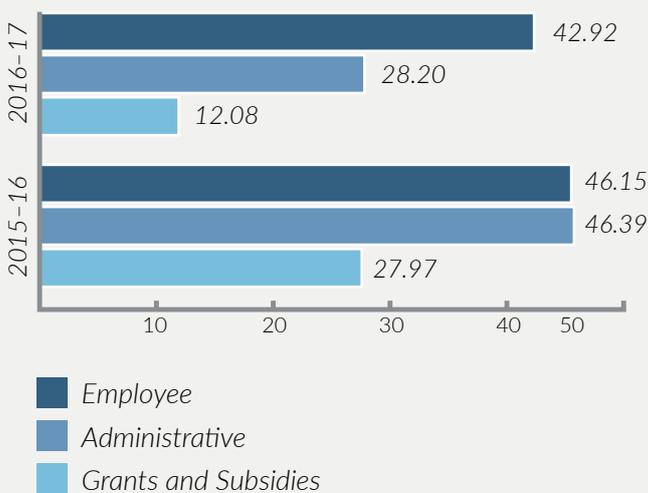
**Administration Expenditure**

Total administrative expenses decreased by \$18.19 million in 2016–17 compared to 2015–16, predominantly due to the net result of changes to the Administrative Arrangements Orders of 12 September 2016, offset by the recognition of advances doubtful debts.

**Grants Expenditure**

Grants and subsidies expenses decreased by \$15.89 million when compared to 2015–16, predominantly due to the net result of changes to the Administrative Arrangements Orders of 12 September 2016.

**Expenditure Comparison (\$M)**



## Balance Sheet

Summary	2016-17 \$M	2015-16 \$M	Movement \$M
Assets	28.08	39.28	(11.20)
Liabilities	5.58	10.80	(5.22)
Equity	22.50	28.48	(5.98)

During 2016-17, total assets decreased by \$11.20 million to \$28.08 million, predominantly due to the decrease in cash and advances. Cash reduced in 2016-17 due to changes to the Administrative Arrangements Orders of 12 September 2016 and planned use of cash balances relating to one-off expenditure. Advances reduced in 2016-17 due to the provisioning for advances doubtful debts of \$7.12 million.

The decrease in liabilities of \$5.22 million in 2016-17 from 2015-16 is predominately due to a decrease in payables of \$3.65 million and decrease in provisions of \$1.44 million.

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

## Statement of Changes in Equity

Summary	2016-17 \$M	2015-16 \$M	Movement \$M
Balance 1 July	28.48	36.77	(8.29)
Accumulated Funds	(14.17)	(5.20)	(8.97)
Reserves	-	-	-
Capital	8.19	(3.08)	11.27
Balance 30 June	22.50	28.49	(5.98)

Total equity is the difference between total assets and total liabilities. For the 2016-17 year, equity decreased by \$5.98 million to \$22.50 million.

The decrease in equity at the end of 2016-17 was predominantly due to the deficit incurred.

## Cash Flow Statement

Summary	2016-17 \$M	2015-16 \$M	Movement \$M
Balance 1 July	7.16	19.47	(12.31)
Receipts	68.01	117.20	(49.19)
Payments	(78.62)	(122.38)	43.76
Repayment of advances	-	0.07	(0.07)
Purchase of Assets	-	(0.04)	0.04
Advances	(1.24)	(2.99)	1.75
Equity	7.29	(4.17)	11.46
Cash at End of Financial Year	2.60	7.16	(4.56)

The cash flow statement summary above provides information on the movement of cash during the year and shows a decrease in cash balances of \$4.56 million to \$2.60 million in 2016-17.

## 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 2017 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 2017



**Robert Csar**  
Chief Financial Officer

31 August 2017

# Financial Statements

## COMPREHENSIVE OPERATING STATEMENT

For the year ended 30 June 2017

	Note	2017 \$000	2016 \$000
<b>INCOME</b>			
Grants and subsidies revenue			
Current		156	233
Appropriation			
Output		61 594	101 724
Commonwealth		-	3 913
Sales of goods and services		1 435	3 829
Interest revenue		412	186
Goods and services received free of charge	4	5 277	5 375
Other income		147	37
<b>TOTAL INCOME</b>	<b>3</b>	<b>69 021</b>	<b>115 297</b>
<b>EXPENSES</b>			
Employee expenses		42 920	46 147
Administrative expenses			
Purchases of goods and services	5	14 490	39 849
Repairs and maintenance		510	445
Depreciation and amortisation	10, 11	800	700
Other administrative expenses <sup>1</sup>	6	12 397	5 393
Grants and subsidies expenses			
Current		10 087	27 061
Capital		1 991	904
<b>TOTAL EXPENSES</b>	<b>3</b>	<b>83 195</b>	<b>120 499</b>
<b>NET SURPLUS/(DEFICIT)</b>		<b>(14 174)</b>	<b>(5 202)</b>
<b>OTHER COMPREHENSIVE INCOME</b>			
<b>Items that will not be reclassified to net surplus/deficit</b>			
Changes in asset revaluation surplus		-	-
<b>TOTAL OTHER COMPREHENSIVE INCOME</b>		<b>-</b>	<b>-</b>
<b>COMPREHENSIVE RESULT</b>		<b>(14 174)</b>	<b>(5 202)</b>

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

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

## BALANCE SHEET

### As at 30 June 2017

	Note	2017 \$000	2016 \$000
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and deposits	8	2 600	7 160
Receivables	9	286	881
Advances and investments		-	5 909
Prepayments		303	293
<b>Total Current Assets</b>		<b>3 189</b>	<b>14 243</b>
<b>Non-Current Assets</b>			
Advances and investments		200	-
Property, plant and equipment	10	24 654	24 998
Heritage and cultural assets	11	42	43
<b>Total Non-Current Assets</b>		<b>24 896</b>	<b>25 041</b>
<b>TOTAL ASSETS</b>		<b>28 085</b>	<b>39 284</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Payables	13	1 033	4 680
Provisions	14	4 548	4 278
Other liabilities	15	-	130
<b>Total Current Liabilities</b>		<b>5 581</b>	<b>9 088</b>
<b>Non-Current Liabilities</b>			
Provisions	14	-	1 711
<b>Total Non-Current Liabilities</b>		<b>-</b>	<b>1 711</b>
<b>TOTAL LIABILITIES</b>		<b>5 581</b>	<b>10 799</b>
<b>NET ASSETS</b>		<b>22 504</b>	<b>28 485</b>
<b>EQUITY</b>			
Capital		65 267	57 075
Reserves	17	11 481	11 481
Accumulated funds		(54 244)	(40 070)
<b>TOTAL EQUITY</b>		<b>22 504</b>	<b>28 485</b>

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

## STATEMENT OF CHANGES IN EQUITY

For the year ended 30 June 2017

	Note	Equity at 1 July \$000	Comprehensive result \$000	Transactions with owners in their capacity as owners \$000	Equity at 30 June \$000
<b>2016-17 Accumulated Funds</b>		(40 070)	(14 174)	-	(54 244)
Changes in accounting policy		-	-	-	-
Correction of prior period errors		-	-	-	-
Transfers from reserves		-	-	-	-
		<b>(40 070)</b>	<b>(14 174)</b>	<b>-</b>	<b>(54 244)</b>
<b>Reserves</b>	17	<b>11 481</b>	<b>-</b>	<b>-</b>	<b>11 481</b>
<b>Capital – Transactions with Owners</b>					
Equity injections					
Capital appropriation		42 925	-	-	42 925
Equity transfers in		22 277	-	2 596	24 873
Other equity injections		22 996	-	20 346	43 342
Equity withdrawals					
Capital withdrawal		(21 892)	-	(13 053)	(34 945)
Equity transfers out		(9 231)	-	(1 696)	(10 927)
		<b>57 074</b>	<b>-</b>	<b>8 192</b>	<b>65 267</b>
<b>Total Equity at End of Financial Year</b>		<b>28 485</b>	<b>(14 174)</b>	<b>8 192</b>	<b>22 504</b>
<b>2015-16 Accumulated Funds</b>		(34 868)	(5 202)	-	(40 070)
Changes in accounting policy		-	-	-	-
Correction of prior period errors		-	-	-	-
Transfers from reserves		-	-	-	-
		<b>(34 868)</b>	<b>(5 202)</b>	<b>-</b>	<b>(40 070)</b>
<b>Reserves</b>	17	<b>11 481</b>	<b>-</b>	<b>-</b>	<b>11 481</b>
<b>Capital – Transactions with Owners</b>					
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)
		<b>60 154</b>	<b>-</b>	<b>(3 080)</b>	<b>57 074</b>
<b>Total Equity at End of Financial Year</b>		<b>36 767</b>	<b>(5 202)</b>	<b>(3 080)</b>	<b>28 485</b>

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

## CASH FLOW STATEMENT

For the year ended 30 June 2017

	Note	2017 \$000	2016 \$000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Operating Receipts</b>			
Grants and subsidies received			
Current		156	233
Capital			
Appropriation			
Output		61 594	101 724
Commonwealth		-	3 913
Receipts from sales of goods and services		6 261	11 139
Interest received		-	186
<b>Total Operating Receipts</b>		<b>68 011</b>	<b>117 195</b>
<b>Operating Payments</b>			
Payments to employees		(44 243)	(46 877)
Payments for goods and services		(22 301)	(47 540)
Grants and subsidies paid			
Current		(10 087)	(27 062)
Capital		(1 991)	(904)
<b>Total Operating Payments</b>		<b>(78 622)</b>	<b>(122 383)</b>
<b>Net Cash From/(Used in) Operating Activities</b>	18	<b>(10 611)</b>	<b>(5 188)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>Investing Receipts</b>			
Repayment of advances		2	71
<b>Total Investing Receipts</b>		<b>2</b>	<b>71</b>
<b>Investing Payments</b>			
Purchases of assets		-	(39)
Advances and investing payments		(1 244)	(2 986)
<b>Total Investing Payments</b>		<b>(1 244)</b>	<b>(3 025)</b>
<b>Net Cash From/(Used in) Investing Activities</b>		<b>(1 242)</b>	<b>(2 954)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>Financing Receipts</b>			
Equity injections			
Capital appropriation		-	100
Other equity injections		20 346	30
<b>Total Financing Receipts</b>		<b>20 346</b>	<b>130</b>
<b>Financing Payments</b>			
Equity withdrawals		(13 053)	(4 300)
<b>Total Financing Payments</b>		<b>(13 053)</b>	<b>(4 300)</b>
<b>Net Cash From/(Used in) Financing Activities</b>		<b>7 293</b>	<b>(4 170)</b>
Net increase/(decrease) in cash held		(4 560)	(12 312)
Cash at beginning of financial year		7 160	19 472
<b>CASH AT END OF FINANCIAL YEAR</b>	8	<b>2 600</b>	<b>7 160</b>

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 2017

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## 1. OBJECTIVES AND FUNDING

The Department of the Chief Minister (the agency) 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 2016-17 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.

From the machinery-of-government changes of 12 September 2016, the agency became responsible for leading the Aboriginal affairs agenda in the Northern Territory.

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

### c) Machinery-of-Government Changes

#### *Transfers In*

*Details of Transfer:* Office of Aboriginal Affairs transferred from the former Department of Local Government and Community Services

*Basis of Transfer:* Administrative Arrangements Order 12 September 2016

*Date of Transfer:* Effective from 1 July 2016

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

	\$000
<b>Assets</b>	
Property, plant and equipment	59
	59
<b>Liabilities</b>	
Payables	11
Provisions	358
	369
<b>Net Assets</b>	(310)

**Transfers Out**

*Details of Transfer:* Offices of Youth Affairs, Multicultural Affairs and Senior Territorians transferred to Territory Families

*Basis of Transfer:* Administrative Arrangements Order 12 September 2016

*Date of Transfer:* Effective from 1 July 2016

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

	\$000
<b>Assets</b>	
Cash	577
Property, plant and equipment	1
	578
<b>Liabilities</b>	
Payables	3
Provisions	109
	112
<b>Net Assets</b>	466

*Details of Transfer:* Office of Major Projects, Infrastructure and Investment, Strategic Defence and Northern Australia Development Office transferred to Department of Trade, Business and Innovation

*Basis of Transfer:* Administrative Arrangements Order 12 September 2016

*Date of Transfer:* Effective from 1 July 2016

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

	\$000
<b>Assets</b>	
Cash	1 741
Prepayments	68
Property, plant and equipment	1 812
	3 621
<b>Liabilities</b>	
Payables	10
Provisions	692
	702
<b>Net Assets</b>	2 919

**Details of Transfer:** Northern Territory Major Events Company transferred to Department of Tourism and Culture

**Basis of Transfer:** Administrative Arrangements Order 12 September 2016

**Date of Transfer:** Effective from 1 July 2016

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

	\$000
<b>Assets</b>	
Cash	240
Receivables	155
	395
<b>Liabilities</b>	
Payables	6
Provisions	188
	194
<b>Net Assets</b>	201

## 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.

The following new and revised accounting standards and interpretations were effective for the first time in 2016-17:

### **AASB 124 Related Party Disclosures**

This standard applies to not-for-profit sector for the first time in 2016-17. The accounting standard requires disclosures about the remuneration of key management personnel, transactions with related parties, and relationships between parent and controlled entities. For any such transactions, disclosures will include the nature of the related party relationship, as well as information about those transactions' terms/conditions and amounts, any guarantees given/received, outstanding receivables/payables, commitments, and any receivables where collection has been assessed as being doubtful.

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

At the date of authorisation of the financial statements, the following standards and interpretations were in issue but are not yet effective and are expected to have a potential impact on future reporting periods:

### **AASB 16 Leases**

AASB 16 Leases is effective for annual reporting periods beginning on or after 1 January 2019 and will be reported in these financial statements for the first time in 2019-20. When the standard is effective, it will supersede AASB 117 Leases and requires the majority of leases to be recognised on the balance sheet.

For lessees with operating leases, a right-of-use asset will now come onto the balance sheet together with a lease liability for all leases with a term of more than 12 months, unless the underlying assets are of low value. The Comprehensive Operating Statement will no longer report operating lease rental payments; instead, a depreciation expense will be recognised relating to the right-to-use asset and interest expense relating to the lease liability.

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

### **AASB 1058 Income for not-for-profit entities and AASB 15 Revenue from contracts with customers**

AASB 1058 Income for Not-for-Profit Entities and AASB 15 Revenue with Contracts with Customers are effective for annual reporting periods beginning on or after 1 January 2019 and will be reported in these financial statements for the first time in 2019-20.

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

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

While the full impacts are yet to be determined, potential impacts identified include:

- Grants received to construct or acquire a non-financial asset will be recognised as a liability and subsequently recognised as revenue as the performance obligations under the grant are satisfied. At present, such grants are recognised as revenue on receipt.
- Grants with an enforceable agreement and sufficiently specific performance obligations will be recognised as revenue progressively as the associated performance obligations are satisfied. At present, such grants are recognised as revenue on receipt.
- Grants that have an enforceable agreement but no specific performance obligations but have restrictions on the timing of expenditure will also continue to be recognised on receipt as time restriction on the use of funds is not sufficiently specific to create a performance obligation.
- Grants that are not enforceable and/or not sufficiently specific will not qualify for deferral, and continue to be recognised as revenue as soon as they are controlled.

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

### c) Reporting Entity

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

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

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

### d) Agency and Territory Items

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

### Central Holding Authority

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

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

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

The Central Holding Authority recognises and records all Territory items, and as such, these items are not included in the agency's financial statements. However, as the agency is accountable for certain Territory items managed on behalf of government, these items have been separately disclosed in Note 23 – Schedule of Administered Territory Items.

### e) Comparatives

Where necessary, comparative information for the 2015-16 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 2016-17 as a result of management decisions.

## h) Accounting Judgments and Estimates

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

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

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

## i) Goods and Services Tax

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

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

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

## j) Contributions by and Distributions to Government

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

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

## 3. COMPREHENSIVE OPERATING STATEMENT BY OUTPUT GROUP

INCOME	Note	Advice and Coordination		Government Business Support		Corporate and Governance		Total
		2017 \$000	2016 \$000	2017 \$000	2016 \$000	2017 \$000	2016 \$000	
Grants and subsidies revenue								
Current		156	20	-	213	-	-	156
Appropriation								
Output		30 239	61 326	22 917	34 988	8 438	5 410	61 594
Commonwealth		-	3 913	-	-	-	-	-
Sales of goods and services		961	2 835	16	574	458	420	1 435
Interest revenue		412	186	-	-	-	-	412
Goods and services received free of charge	4	1 871	1 908	2 639	2 909	767	558	5 277
Other income		104	13	11	1	32	23	147
<b>TOTAL INCOME</b>		<b>33 743</b>	<b>70 201</b>	<b>25 583</b>	<b>38 685</b>	<b>9 695</b>	<b>6 411</b>	<b>69 021</b>
<b>EXPENSES</b>								
Employee expenses		16 368	16 931	19 629	24 743	6 923	4 473	42 920
Administrative expenses								
Purchases of goods and services	5	7 600	25 446	5 409	13 241	1 481	1 161	14 490
Repairs and maintenance		-	12	-	260	510	174	510
Depreciation and amortisation	10,11	481	382	266	292	53	26	800
Other administrative expenses <sup>1</sup>	6	8 991	1 908	2 639	2 910	767	575	12 397
Grants and subsidies expenses								
Current		10 087	27 061	-	-	-	-	10 087
Capital		1 991	904	-	-	-	-	1 991
<b>TOTAL EXPENSES</b>		<b>45 518</b>	<b>72 645</b>	<b>27 943</b>	<b>41 446</b>	<b>9 734</b>	<b>6 409</b>	<b>83 195</b>
<b>NET SURPLUS/(DEFICIT)</b>		<b>(11 775)</b>	<b>(2 444)</b>	<b>(2 360)</b>	<b>(2 761)</b>	<b>(39)</b>	<b>2</b>	<b>(14 174)</b>
<b>OTHER COMPREHENSIVE INCOME</b>								
<b>Items that will not be reclassified to net surplus/deficit</b>								
Changes in asset revaluation surplus		-	-	-	-	-	-	-
<b>TOTAL OTHER COMPREHENSIVE INCOME</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>COMPREHENSIVE RESULT</b>		<b>(11 775)</b>	<b>(2 444)</b>	<b>(2 360)</b>	<b>(2 761)</b>	<b>(39)</b>	<b>2</b>	<b>(14 174)</b>

<sup>1</sup> Includes DCIS service charges.

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

## INCOME

Income encompasses both revenue and gains.

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

## GRANTS AND OTHER CONTRIBUTIONS

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

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

## APPROPRIATION

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

Commonwealth appropriation follows from the Intergovernmental Agreement on Federal Financial Relations, resulting in Specific Purpose Payments (SPPs) and National Partnership (NP) payments being made by the Commonwealth Treasury to state treasuries, in a manner similar to arrangements for GST payments. These payments are received by the Department of Treasury and Finance on behalf of the Central Holding Authority and then onpassed 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 nonreciprocal transfers, are recognised, unless otherwise determined by government, as gains when the agency obtains control of the asset or contribution. Contributions are recognised at the fair value received or receivable.

#### 4. GOODS AND SERVICES RECEIVED FREE OF CHARGE

	2017 \$000	2016 \$000
Department of Corporate and Information Services	5 277	5 375
	<b>5 277</b>	<b>5 375</b>

#### 5. PURCHASES OF GOODS AND SERVICES

	2017 \$000	2016 \$000
The net surplus/(deficit) has been arrived at after charging the following expenses:		
<b>Goods and services expenses:</b>		
Consultants <sup>(1)</sup>	1 787	10 537
Marketing and promotion <sup>(2)</sup>	1 133	4 274
Document production	91	181
Legal expenses <sup>(3)</sup>	256	9 271
Recruitment <sup>(4)</sup>	677	171
Training and study	321	502
Official duty fares	1 266	2 008
Travelling allowance	315	346
	<b>5 846</b>	<b>27 290</b>

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

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

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

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

#### REPAIRS AND MAINTENANCE EXPENSE

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

#### INTEREST EXPENSE

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

#### 6. OTHER ADMINISTRATIVE EXPENSES

	2017 \$000	2016 \$000
Doubtful Debt Expense	7 119	17
Write-offs and Losses	1	1
Department of Corporate and Information Services	5 277	5 375
	<b>12 397</b>	<b>5 393</b>

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

	Agency		Agency	
	2017 \$000	Number of Transactions	2016 \$000	Number of Transactions
<b>Write-offs, Postponements and Waivers Under the Financial Management Act</b>				
Represented by:				
<i>Amounts written off, postponed and waived by Delegates</i>	1	2	1	2
Irrecoverable amounts payable to the Territory or an agency written off	-	-	-	-
Losses or deficiencies of money written off	-	-	-	-
Public property written off	-	-	-	-
Waiver or postponement of right to receive or recover money or property	-	-	-	-
<b>Total Written Off, Postponed and Waived by Delegates</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>2</b>
<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	-	-	-	-
<b>Total Written Off, Postponed and Waived by Treasurer</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Write-offs, Postponements and Waivers Authorised Under Other Legislation</b>				
	-	-	-	-
<b>Gifts Under the Financial Management Act</b>				
	-	-	-	-
<b>Gifts Authorised Under Other Legislation</b>				
	-	-	-	-
<b>Ex Gratia Payments Under the Financial Management Act</b>				
	-	-	-	-

## 8. CASH AND DEPOSITS

	2017 \$000	2016 \$000
Cash on hand	1	2
Cash at bank	2 599	7 158
	<b>2 600</b>	<b>7 160</b>

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

## 9. RECEIVABLES

	2017 \$000	2016 \$000
<b>Current</b>		
Accounts receivable	50	347
Less: Allowance for impairment losses	(19)	(19)
	<b>31</b>	<b>328</b>
GST receivables	255	395
Other receivables	-	157
	<b>255</b>	<b>552</b>
<b>Total Receivables</b>	<b>286</b>	<b>881</b>

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

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

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

### PREPAYMENTS

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

## 10. PROPERTY, PLANT AND EQUIPMENT

	2017 \$000	2016 \$000
<b>Land</b>		
At fair value	16 480	16 480
<b>Buildings</b>		
At fair value	10 029	9 468
Less: Accumulated depreciation	(3 700)	(3 553)
	6 329	5 915
<b>Infrastructure</b>		
At fair value	-	-
Less: Accumulated depreciation	-	-
	-	-
<b>Plant and Equipment</b>		
At fair value	3 286	4 062
Less: Accumulated depreciation	(1 585)	(1 656)
	1 701	2 405
<b>Computer software</b>		
At capitalised cost	241	291
Less: Accumulated depreciation	(120)	(129)
	121	162
<b>Computer hardware</b>		
At capitalised cost	38	38
Less: Accumulated depreciation	(15)	(8)
	23	31
<b>Transport equipment</b>		
At capitalised cost	41	41
Less: Accumulated depreciation	(41)	(36)
	-	5
<b>Total Property, Plant and Equipment</b>	<b>24 654</b>	<b>24 998</b>

## 10 PROPERTY, PLANT AND EQUIPMENT (continued)

### 2017 Property, Plant and Equipment Reconciliations

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

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

**10 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	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	-	-	-	-	-	-	-
<b>Carrying Amount as at 30 June 2016</b>	<b>16 480</b>	<b>5 915</b>	<b>2 405</b>	<b>162</b>	<b>31</b>	<b>5</b>	<b>24 998</b>

## ACQUISITIONS

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

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

## COMPLEX ASSETS

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

## SUBSEQUENT ADDITIONAL COSTS

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

## CONSTRUCTION (WORK IN PROGRESS)

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

## REVALUATIONS AND IMPAIRMENT

### REVALUATION OF ASSETS

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

- land;
- buildings;
- infrastructure assets
- heritage and cultural assets;
- biological assets; and
- intangibles.

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

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

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

### IMPAIRMENT OF ASSETS

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

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

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

In certain situations, an impairment loss may subsequently be reversed. Where an impairment loss is subsequently reversed, the carrying amount of the asset is increased to the revised estimate of its recoverable amount. A reversal of an impairment loss is recognised in the Comprehensive Operating Statement as income, unless the asset is carried at a revalued amount, in which case the impairment reversal results in an increase in the asset revaluation surplus. Note 17 provides additional information in relation to the asset revaluation surplus.

Agency property, plant and equipment assets were assessed for impairment as at 30 June 2017. No impairment adjustments were required as a result of this review.

### DEPRECIATION AND AMORTISATION EXPENSE

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

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

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

	2017	2016
Buildings	50 years	50 years
Infrastructure Assets	50 years	50 years
Plant and Equipment	5 years	5 years
Heritage and Cultural Assets	100 years	100 years

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

## 11. HERITAGE AND CULTURAL ASSETS

	2017 \$000	2016 \$000
<b>Carrying amount</b>		
At valuation	70	70
Less: Accumulated depreciation	(28)	(27)
Written down value – 30 June	<b>42</b>	<b>43</b>
<b>Reconciliation of movements</b>		
Carrying amount at 1 July	43	44
Additions	-	-
Disposals	-	-
Depreciation	(1)	(1)
Additions/(Disposals) from administrative restructuring	-	-
Additions/(Disposals) from asset transfers	-	-
Revaluation increments/(decrements)	-	-
Impairment losses	-	-
Impairment losses reversed	-	-
<b>Carrying amount as at 30 June</b>	<b>42</b>	<b>43</b>

### HERITAGE AND CULTURAL ASSETS VALUATION

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

### IMPAIRMENT OF HERITAGE AND CULTURAL ASSETS

Agency heritage and cultural assets were assessed for impairment as at 30 June 2017. No impairment adjustments were required as a result of this review.

### ASSETS HELD FOR SALE

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

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

### LEASED ASSETS

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

### FINANCE LEASES

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

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

## OPERATING LEASES

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

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

### a) Fair Value Hierarchy

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

	Level 1 \$000	Level 2 \$000	Level 3 \$000	Total Fair Value
<b>2016-17</b>				
<b>Asset Classes</b>				
Land (Note 10)		16 480		16 480
Buildings (Note 10)			6 329	6 329
Plant and equipment (Note 10)			1 701	1 701
Computer software (Note 10)			121	121
Computer hardware (Note 10)			23	23
Transport equipment (Note 10)			-	-
Heritage and cultural assets (Note 11)			42	42
<b>Total</b>		<b>16 480</b>	<b>8 216</b>	<b>24 696</b>
<b>2015-16</b>				
<b>Asset Classes</b>				
Land (Note 10)		16 480		16 480
Buildings (Note 10)			5 915	5 915
Plant and equipment (Note 10)			2 405	2 405
Computer software (Note 10)			162	162
Computer hardware (Note 10)			31	31
Transport equipment (Note 10)			5	5
Heritage and cultural assets (Note 11)			43	43
<b>Total</b>		<b>16 480</b>	<b>8 561</b>	<b>25 041</b>

There were no transfers between Level 1 and Levels 2 or 3 during 2016-17.

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

### b) Valuation Techniques and Inputs

Valuation techniques used to measure fair value in 2016-17 are:

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

There were no changes in valuation techniques from 2015-16 to 2016-17.

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.

	Land \$'000	Buildings \$'000	Plant and Equipment \$'000	Computer Software \$'000	Computer Hardware \$'000	Transport Equipment \$'000	Heritage and Cultural \$'000
<b>12. FAIR VALUE MEASUREMENT OF NON-FINANCIAL ASSETS</b>							
<b>c) Additional Information for Level 3 Fair Value Measurements</b>							
<b>(i) Reconciliation of Recurring Level 3 Fair Value Measurements:</b>							
<b>2016-17</b>							
Fair value as at 1 July 2016	-	5 915	2 405	162	31	5	43
Additions	-	-	-	-	-	-	-
Disposals	-	-	-	-	-	-	-
Transfers from Level 2	-	-	-	-	-	-	-
Transfers to Level 2	-	-	-	-	-	-	-
Depreciation	-	(147)	(598)	(41)	(8)	(5)	(1)
Additions/(Disposals) from asset transfer	-	561	(106)	-	-	-	-
Gains/losses recognised in net surplus/deficit	-	-	-	-	-	-	-
Gains/losses recognised in other comprehensive income	-	-	-	-	-	-	-
<b>Fair value as at 30 June 2017</b>	<b>-</b>	<b>6 329</b>	<b>1 701</b>	<b>121</b>	<b>23</b>	<b>-</b>	<b>42</b>
<b>2015-16</b>							
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 transfer	-	-	956	37	-	-	-
Gains/losses recognised in net surplus/deficit	-	-	-	-	-	-	-
Gains/losses recognised in other comprehensive income	-	-	-	-	-	-	-
<b>Fair value as at 30 June 2016</b>	<b>-</b>	<b>5 915</b>	<b>2 405</b>	<b>162</b>	<b>31</b>	<b>5</b>	<b>43</b>

**(ii) Sensitivity analysis**

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

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

**13. PAYABLES**

	2017 \$000	2016 \$000
Accounts payable	157	370
Accrued expenses	832	4 234
Other payables	44	76
<b>Total Payables</b>	<b>1 033</b>	<b>4 680</b>

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

## 14. PROVISIONS

	2017 \$000	2016 \$000
<b>Current</b>		
<i>Employee benefits</i>		
Recreation leave and airfares	3 510	3 120
Leave loading	419	409
<i>Other current provisions</i>		
Fringe Benefit Tax	138	165
Payroll Tax	230	285
Superannuation	251	300
<b>Total Current</b>	<b>4 548</b>	<b>4 278</b>
<b>Non-Current</b>		
<i>Employee benefits</i>		
Recreation leave and airfares	-	1 711
<b>Total Non-Current</b>	<b>-</b>	<b>1 711</b>
<b>Total Provisions</b>	<b>4 548</b>	<b>5 989</b>
<b>Reconciliations of Provisions</b>		
<b>Fringe Benefit Tax</b>		
Balance as at 1 July	165	141
Additional provisions recognised	630	617
Reductions arising from payments	(657)	(593)
<b>Balance as at 30 June</b>	<b>138</b>	<b>165</b>
<b>Payroll Tax</b>		
Balance as at 1 July	285	331
Additional provisions recognised	230	285
Reductions arising from payments	(285)	(331)
<b>Balance as at 30 June</b>	<b>230</b>	<b>285</b>
<b>Superannuation</b>		
Balance as at 1 July	300	357
Additional provisions recognised	251	300
<b>Reductions arising from payments</b>	<b>(300)</b>	<b>(357)</b>
<b>Balance as at 30 June</b>	<b>251</b>	<b>300</b>

The agency employed 298.29 employees as at 30 June 2017 (325.78 employees as at 30 June 2016).

## 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 12 months of reporting date are classified as current liabilities and are measured at amounts expected to be paid. Non-current employee benefit liabilities that fall due after 12 months of the reporting date are measured at present value, calculated using the government long-term bond rate.

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

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

- wages and salaries, non-monetary benefits, recreation leave, sick leave and other leave entitlements; 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 agency and as such no long-service leave liability is recognised in agency financial statements.

## 15. OTHER LIABILITIES

	2017 \$000	2016 \$000
<b>Current</b>		
Unearned revenue	-	130
<b>Total Other Liabilities</b>	<b>-</b>	<b>130</b>

## SUPERANNUATION

Employees' superannuation entitlements are provided through the:

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

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

## 16. COMMITMENTS

Disclosures in relation to capital and other commitments, including lease commitments. Commitments are those contracted as at 30 June where the amount of the future commitment can be reliably measured.

### (i) Capital Expenditure Commitments

Capital expenditure commitments primarily related to the construction of property, plant and equipment. Capital expenditure commitments contracted for at balance date but not recognised as liabilities are payable as follows:

	2017		2016	
	Internal \$000	External \$000	Internal \$000	External \$000
Within one year	-	-	-	-
Later than one year and not later than five years	-	-	-	-
Later than five years	-	-	-	-
	-	-	-	-

### (ii) Operating Lease Commitments

The agency leases property under non-cancellable operating leases expiring from one to five years. Leases generally provide the agency with a right of renewal at which time all lease terms are renegotiated. The agency also leases items of plant and equipment under non-cancellable operating leases. Future operating lease commitments not recognised as liabilities are payable as follows:

Within one year	2 144	-	2 485 <sup>a</sup>	-
Later than one year and not later than five years	7 047	-	8 233 <sup>a</sup>	-
Later than five years	-	-	4	-
	<b>9 191</b>	<b>-</b>	<b>10 722</b>	<b>-</b>

### (iii) Other Expenditure Commitments

Other non-cancellable expenditure commitments not recognised as liabilities are payable as follows:

Within one year	-	2 873	12 523	2 043
Later than one year and not later than five years	-	5 025	1 800	1 636
Later than five years	-	-	-	-
	<b>-</b>	<b>7 898</b>	<b>14 323</b>	<b>3 679</b>

<sup>a</sup>Restated to include internal lease commitments for IT equipment.

## 17. RESERVES

	2017 \$000	2016 \$000
<b>Asset Revaluation Surplus</b>		
<i>(i) Nature and purpose of the asset revaluation surplus</i>		
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.		
<i>(ii) Movements in the asset revaluation surplus</i>		
Balance as at 1 July	11 481	11 481
Changes in accounting policies	-	-
Correction of prior period errors	-	-
Increment/(Decrement) – land	-	-
Impairment (losses)/reversals – land	-	-
Increment/(Decrement) – buildings	-	-
Impairment (losses)/reversals – buildings	-	-
Increment/(Decrement) – infrastructure	-	-
Impairment (losses)/reversals – infrastructure	-	-
<b>Balance as at 30 June</b>		<b>11 481</b>

## 18. PROPERTY, PLANT AND EQUIPMENT

	2017 \$000	2016 \$000
<b>Reconciliation of Cash</b>		
The total of agency 'Cash and deposits' of \$2.60 million recorded in the Balance Sheet is consistent with that recorded as 'Cash' in the Cash Flow Statement.		
<b>Reconciliation of Net Surplus/(Deficit) to Net Cash from Operating Activities</b>		
<b>Net Surplus/(Deficit)</b>	<b>(14 174)</b>	<b>(5 202)</b>
<i>Non-cash items:</i>		
Depreciation and amortisation	800	700
Repairs and Maintenance Minor New Works – Non-Cash	277	98
Impairment of advances	7 119	-
<i>Changes in assets and liabilities:</i>		
Decrease/(Increase) in receivables	595	459
Decrease/(Increase) in inventories	-	-
Decrease/(Increase) in prepayments	(10)	(277)
Decrease/(Increase) in other assets	-	-
(Decrease)/Increase in payables	(3 647)	(1 152)
(Decrease)/Increase in provision for employee benefits	(1 310)	363
(Decrease)/Increase in other provisions	(131)	(78)
(Decrease)/Increase in other deferred income	(130)	(97)
<b>Net Cash from Operating Activities</b>	<b>(10 611)</b>	<b>(5 187)</b>

## 19. FINANCIAL INSTRUMENTS

A financial instrument is a contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Financial assets and liabilities are recognised on the Balance Sheet when the agency becomes a party to the contractual provisions of the financial instrument. Financial instruments held by the agency include cash and deposits, receivables, payables and advances paid.

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

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

### a) Categorisation of Financial Instruments

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

	Fair value through profit or loss					Total \$000	
	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
<b>2016-17</b>							
Cash and deposits						2 600	
Receivables <sup>1</sup>			31				31
Advances			200				200
<b>Total Financial Assets</b>							<b>2 831</b>
Payables					(1 033)		(1 033)
<b>Total Financial Liabilities</b>							<b>(1 033)</b>
<b>2015-16</b>							
Cash and deposits						7 160	
Receivables <sup>1</sup>			486 <sup>2</sup>				486
Advances			5 909				5 909
<b>Total Financial Assets</b>							<b>13 555</b>
Payables <sup>1</sup>					(4 574)		(4 574)
<b>Total Financial Liabilities</b>							<b>(4 574)</b>

## 19. FINANCIAL INSTRUMENTS (continued)

### a) Categorisation of Financial Instruments

The carrying amounts of the agency's financial assets and liabilities by category are:

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

<sup>2</sup>Restated to exclude GST receivable

## 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.

## HELD-TO-MATURITY INVESTMENTS

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

## LOANS AND RECEIVABLES

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

## AVAILABLE-FOR-SALE FINANCIAL ASSETS

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

## FINANCIAL LIABILITIES AT AMORTISED COST

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

## DERIVATIVES

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

Derivatives are initially recognised at fair value on the date a derivative contract is entered into 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

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

### b) Credit Risk

The agency has limited credit risk exposure (risk of default). In respect of any dealings with organisations external to government, the agency has adopted a policy of only dealing with 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.

	Aging of Receivables \$000	Aging of Impaired Receivables \$000	Net Receivables \$000
<b>Internal Receivables</b>			
<b>2016-17</b>			
Not overdue	1	-	1
Overdue for less than 30 days	-	-	-
Overdue for 30 to 60 days	-	-	-
Overdue for more than 60 days	-	-	-
<b>Total</b>	<b>1</b>	<b>-</b>	<b>1</b>
<b>2015-16</b>			
Not overdue	192	-	192
Overdue for less than 30 days	-	-	-
Overdue for 30 to 60 days	-	-	-
Overdue for more than 60 days	1	-	1
<b>Total</b>	<b>193</b>	<b>-</b>	<b>193</b>
<b>External Receivables</b>			
<b>2016-17</b>			
Not overdue	30	-	30
Overdue for less than 30 days	-	-	-
Overdue for 30 to 60 days	-	-	-
Overdue for more than 60 days	19	19	-
<b>Total</b>	<b>49</b>	<b>19</b>	<b>30</b>
<b>2015-16</b>			
Not overdue	135	-	135
Overdue for less than 30 days	-	-	-
Overdue for 30 to 60 days	-	-	-
Overdue for more than 60 days	19	19	-
<b>Total</b>	<b>154</b>	<b>19</b>	<b>135</b>

## ADVANCES

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

	Advance \$000	Impaired \$000	Net \$000
<b>2016-17</b>			
Less than a Year	746	746	-
1 to 5 Years	3 184	2 984	200
More than 5 Years	3 389	3 389	-
<b>Total</b>	<b>7 319</b>	<b>7 119</b>	<b>200</b>
<b>2015-16</b>			
Less than a Year	5 909	-	5 909
1 to 5 Years	-	-	-
More than 5 Years	-	-	-
<b>Total</b>	<b>5 909</b>	<b>-</b>	<b>5 909</b>

### c) Liquidity Risk

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

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

**Maturity analysis for financial assets and liabilities**

	Variable Interest Rate		Fixed Interest Rate		Non-Interest Bearing \$000	Weighted Average %
	Less than a Year \$000	1 to 5 Years \$000	Less than a Year \$000	1 to 5 Years \$000		
<b>2017</b>						
<b>Assets</b>						
Cash and deposits					2 600	2 600
Receivables					31	31
Advances					200	200
<b>Total Financial Assets</b>					<b>2 831</b>	<b>2 831</b>
<b>Liabilities</b>						
Payables					(1 033)	(1 033)
<b>Total Financial Liabilities</b>					<b>(1 033)</b>	<b>(1 033)</b>
<b>2016</b>						
<b>Assets</b>						
Cash and deposits					7 160	7 160
Receivables <sup>1</sup>					486	486
Advances			5 909			5 909
<b>Total Financial Assets</b>			<b>5 909</b>		<b>7 646</b>	<b>13 555</b>
<b>Liabilities</b>						
Payables					(4 680)	(4 680)
<b>Total Financial Liabilities</b>					<b>(4 680)</b>	<b>(4 680)</b>

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

## d) Market Risk

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

### (i) Interest Rate Risk

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

### (ii) Price Risk

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

### (iii) Currency Risk

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

## e) Net Fair Value

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

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

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

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

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

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

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

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

Level 3 – inputs are unobservable.

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

- the fair value of cash, deposits, advances, receivables and payables approximates their carrying amount, which is also their amortised cost;
- the fair value of derivative financial instruments are derived using current market yields and exchange rates appropriate to the instrument; and

- the fair value of other monetary financial assets and liabilities is based on discounting to present value the expected future cash flows by applying current market interest rates for assets and liabilities with similar risk profiles.

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

	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
<b>2017</b>					
<b>Financial Assets</b>					
Cash and deposits	2 600	2 600	-	-	2 600
Receivables	31	31	-	-	31
Advances	200	200	-	-	200
<b>Total Financial Assets</b>	<b>2 831</b>	<b>2 831</b>	<b>-</b>	<b>-</b>	<b>2 831</b>
<b>Financial Liabilities</b>					
Payables	(1 033)	(1 033)	-	-	(1 033)
<b>Total Financial Liabilities</b>	<b>(1 033)</b>	<b>(1 033)</b>	<b>-</b>	<b>-</b>	<b>(1 033)</b>
<b>2016</b>					
<b>Financial Assets</b>					
Cash and deposits	7 160	7 160	-	-	7 160
Receivables <sup>1</sup>	486	486	-	-	486
Advances	5 909	5 909	-	-	5 909
<b>Total Financial Assets</b>	<b>13 555</b>	<b>13 555</b>	<b>-</b>	<b>-</b>	<b>13 555</b>
<b>Financial Liabilities</b>					
Payables	(4 680)	(4 680)	-	-	(4 680)
<b>Total Financial Liabilities</b>	<b>(4 680)</b>	<b>(4 680)</b>	<b>-</b>	<b>-</b>	<b>(4 680)</b>

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

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

There were no changes in valuation techniques during the period.

## 20. RELATED PARTIES

### i) Related Parties

The Department of Chief Minister is a government administrative entity and is wholly owned and controlled by the Northern Territory Government. Related parties of the department include:

- the portfolio Minister and key management personnel (KMP) because they have authority and responsibility for planning, directing and controlling the activities of the department directly; and
- spouses, children and dependants who are close family members of the portfolio Minister or KMP; and
- all public sector entities that are controlled and consolidated into the whole of government financial statements; and
- any entities controlled or jointly controlled by KMPs or the portfolio Minister or controlled or jointly controlled by their close family members.

### ii) Key Management Personnel (KMP)

Key management personnel of the Department of Chief Minister are those persons having authority and responsibility for planning, directing and controlling the activities of the agency. These include the Chief Minister, the Chief Executive Officer and four members of the executive team/the Board Directors of the agency as listed on page 44.

### iii) Remuneration of Key Management Personnel

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

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

	2016-17 \$000
<b>RELATED PARTIES</b>	
Short-term benefits	1 749
Post-employment benefits	142
Termination benefits	1 341
<b>Total</b>	<b>3 232</b>

### iv) Related party transactions:

#### Transactions with Northern Territory Government-controlled entities

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

The following table provides quantitative information about related party transactions entered into during the year with all other Northern Territory Government-controlled entities.

Related Party	Revenue from related parties Year \$000	Payments to related parties Year \$000	Amounts owed by related parties Year \$000	Amounts owed to related parties Year \$000
All NT Government departments	6 446	11 454	1	231

**Other related party transactions:**

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

## 21. CONTINGENT LIABILITIES AND CONTINGENT ASSETS

### a) Contingent Liabilities

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

The agency's contingent considerations in relation to the North East Gas Interconnector Project Development Agreement were transferred to Department of Trade, Business and Innovation with effect from 1 July 2016 as a result of machinery-of-government changes.

The agency had no contingent liabilities as at 30 June 2017 or 30 June 2016.

### b) Contingent Assets

The agency had no contingent assets as at 30 June 2017 or 30 June 2016.

## 22. EVENTS SUBSEQUENT TO BALANCE DATE

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

## 23. SCHEDULE OF ADMINISTERED TERRITORY ITEMS

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

## 24. BUDGETARY INFORMATION

### Comprehensive Operating Statement

	2016-17 Actual \$000	2016-17 Original Budget \$000	Variance	Note
<b>INCOME</b>				
Taxation revenue	-		-	
Grants and subsidies revenue				
Current	156	37	119	
Capital	-	-	-	
Appropriation				
Output	61 594	77 978	(16 384)	1
Commonwealth	-	1 668	(1 668)	2
Sales of goods and services	1 435	2 300	(865)	
Interest revenue	412	191	221	
Goods and services received free of charge	5 277	5 150	127	
Gain on disposal of assets	-	-	-	
Other income	147	45	102	
<b>TOTAL INCOME</b>	<b>69 021</b>	<b>87 369</b>	<b>(18 348)</b>	
<b>EXPENSES</b>				
Employee expenses	42 920	41 049	1 871	3
Administrative expenses				
Purchases of goods and services	14 490	18 227	(3 737)	1
Repairs and maintenance	510	363	147	
Depreciation and amortisation	800	818	(18)	
Other administrative expenses	12 397	5 150	7 247	4
Grants and subsidies expenses				
Current	10 087	19 391	(9 304)	1
Capital	1 991	3 198	(1 207)	1
Community service obligations	-	-	-	
Interest expenses	-	-	-	
<b>TOTAL EXPENSES</b>	<b>(83 195)</b>	<b>88 196</b>	<b>(5 001)</b>	
<b>NET SURPLUS/(DEFICIT)</b>	<b>(14 174)</b>	<b>(827)</b>	<b>(13 347)</b>	
<b>OTHER COMPREHENSIVE INCOME</b>				
<b>Items that will not be reclassified to net surplus/deficit</b>				
Changes in accounting policies	-		-	
Correction of prior period errors	-		-	
Changes in asset revaluation surplus	-		-	
<b>TOTAL OTHER COMPREHENSIVE INCOME</b>	<b>-</b>		<b>-</b>	
<b>COMPREHENSIVE RESULT</b>	<b>(14 174)</b>	<b>(827)</b>	<b>(13 347)</b>	

**Notes:**

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

1. Decrease is predominantly due to the net result of Administrative Arrangement Orders of 12 September 2016 with Office of Major Projects, Infrastructure and Investment, Northern Australia Development Office and Strategic Defence transferring to Department of Trade, Business and Innovation; Northern Territory Major Events Company transferring to Department of Tourism and Culture; and Offices of Senior Territorians, Youth Affairs and Multicultural Affairs transferring to Territory Families; offset by the transfer in of Office of Aboriginal Affairs from the former Department of Local Government and Community Services.
2. Decrease due to National Partnership Agreement Pay Equity for the Social and Community Services Sector redirected to line agencies.
3. Increase due to additional social, economic and environmental policy advice and coordination including prioritising the resolution of outstanding Aboriginal land claims, non-budgeted executive terminations and workers compensation expenses; offset by Administrative Arrangement Orders of 12 September 2016.
4. Recognition of advances doubtful debts.

Balance Sheet	2016-17 Actual \$000	2016-17 Original Budget \$000	Variance	Note
<b>ASSETS</b>				
<b>Current assets</b>				
Cash and deposits	2600	8 961	(5 961)	1
Receivables	286	1 339	(1 053)	
Advances and investments	-	-	-	
Prepayments	303	15	288	
<b>Total current assets</b>	<b>3 189</b>	<b>9 915</b>	<b>(6 726)</b>	
<b>Non-current assets</b>				
Receivables	-	-	-	
Advances and investments	200	6 907	(6 707)	2
Property, plant and equipment	24 654	25 536	(882)	
Heritage and cultural assets	42	-	42	
Prepayments	-	-	-	
<b>Total non-current assets</b>	<b>24 896</b>	<b>32 443</b>	<b>(7 547)</b>	
<b>TOTAL ASSETS</b>	<b>28 085</b>	<b>42 358</b>	<b>(14 273)</b>	
<b>LIABILITIES</b>				
<b>Current liabilities</b>				
Deposits held	-	-	-	
Payables	1 033	5 829	(4 796)	3
Borrowings and advances	-	-	-	
Provisions	4 548	5 704	(1 156)	
Other liabilities	-	185	(185)	
<b>Total current liabilities</b>	<b>5 581</b>	<b>11 718</b>	<b>(6 137)</b>	
<b>Non-current liabilities</b>				
Borrowings and advances	-	-	-	
Provisions	-	-	-	
<b>Total non-current liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>TOTAL LIABILITIES</b>	<b>5 581</b>	<b>11 718</b>	<b>(6 137)</b>	
<b>NET ASSETS</b>	<b>22 504</b>	<b>30 640</b>	<b>(8 136)</b>	
<b>EQUITY</b>				
Capital	65 267	57 904	7 363	4
Reserves	11 481	11 481	-	
Accumulated funds	(54 244)	(38 745)	(15 499)	
<b>TOTAL EQUITY</b>	<b>22 504</b>	<b>30 640</b>	<b>(8 136)</b>	

**Notes:**

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

1. Decrease is predominantly due to the transfer out of cash balances to those agencies affected as a result of Administrative Arrangement Orders of 12 September 2016.
2. Decrease is due to the recognition of doubtful advances.
3. Decrease is due to lower than budgeted accruals and accounts payable for the agency.
4. Increase is due to the net result of capital transfers associated with Administrative Arrangement Orders of 12 September 2016 combined with the transfer in of completed works in progress

## Cash Flow Statement

	2016-17 Actual \$000	2016-17 Original Budget \$000	Variance	Note
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
<b>Operating receipts</b>				
Taxes received			-	
Grants and subsidies received				
Current	156	37	119	
Capital	-	-	-	
Appropriation				
Output	61 594	77 978	(16 384)	1
Commonwealth	-	1 668	(1 668)	
Receipts from sales of goods and services	6 261	2 345	3 916	2
Interest received	-	191	(191)	
<b>Total operating receipts</b>	<b>68 011</b>	<b>82 219</b>	<b>(14 208)</b>	
<b>Operating payments</b>				
Payments to employees	44 243	41 049	3 194	3
Payments for goods and services		18 590	3 711	4
Grants and subsidies paid				
Current	10 087	19 391	(9 304)	1
Capital	1 991	3 198	(1 207)	1
Community service obligations	-	-	-	
Interest paid	-	-	-	
<b>Total operating payments</b>	<b>78 622</b>	<b>82 228</b>	<b>(3 606)</b>	
<b>Net cash from/(used in) operating activities</b>	<b>(10 611)</b>	<b>(9)</b>	<b>(10 602)</b>	
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
<b>Investing receipts</b>				
Proceeds from asset sales	-	-	-	
Repayment of advances	2	-	2	
Sales of investments	-	-	-	
<b>Total investing receipts</b>	<b>2</b>	<b>-</b>	<b>2</b>	
<b>Investing payments</b>				
Purchases of assets			-	
Advances and investing payments	1 244	191	1 053	
<b>Total investing payments</b>	<b>1 244</b>	<b>191</b>	<b>1 053</b>	
<b>Net cash from/(used in) investing activities</b>	<b>(1 242)</b>	<b>(191)</b>	<b>(1 051)</b>	

## Cash Flow Statement

	2016-17 Actual \$000	2016-17 Original Budget \$000	Variance	Note
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
<b>Financing receipts</b>				
Proceeds of borrowings	-	-	-	
Deposits received	-	-	-	
Equity injections				
Capital appropriation	-	-	-	
Commonwealth appropriation	-	-	-	
Other equity injections	20 346	8 600	11 746	5
<b>Total financing receipts</b>	<b>20 346</b>	<b>8 600</b>	<b>11 746</b>	
<b>Financing payments</b>				
Repayment of borrowings	-	-	-	
Finance lease payments	-	-	-	
Equity withdrawals	13 053	-	13 053	1
<b>Total financing payments</b>	<b>13 053</b>	<b>-</b>	<b>13 053</b>	
<b>Net cash from/(used in) financing activities</b>	<b>7 239</b>	<b>8 600</b>	<b>(1 307)</b>	
Net increase/(decrease) in cash held	(4 560)	8 400	(12 960)	
Cash at beginning of financial year	7 160	-	7 160	
<b>CASH AT END OF FINANCIAL YEAR</b>	<b>(2 600)</b>	<b>8 400</b>	<b>(5 800)</b>	

### Notes:

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

1. Decrease is predominantly due to the net result of Administrative Arrangement Orders of 12 September 2016 with Office of Major Projects, Infrastructure and Investment, Northern Australia Development Office and Strategic Defence transferring to Department of Trade, Business and Innovation; Northern Territory Major Events Company transferring to Department of Tourism and Culture; and Offices of Senior Territorians, Youth Affairs and Multicultural Affairs transferring to Territory Families; offset by the transfer in of Office of Aboriginal Affairs from the former Department of Local Government and Community Services.
2. Increase due to GST refunds from the Australian Taxation Office that are not budgeted for.
3. Increase due to additional social, economic and environmental policy advice and coordination including prioritising the resolution of outstanding Aboriginal land claims, non-budgeted executive terminations and workers compensation payments combined with lower than budgeted employee provisions; offset Administrative Arrangement Orders of 12 September 2016.
4. Increase predominantly due to payments of GST to the Australian Taxation Office that are not budgeted for.
5. Increase in equity injections is predominantly due to support cash flow.

# 6

## APPENDICES



## Appendix 1

### Members of the Northern Territory ministry and the Leader of the Opposition as at 30 June 2017

**Hon. Michael Gunner**

Chief Minister  
Minister for Aboriginal Affairs  
Minister for Northern Australia  
Minister for Police, Fire and Emergency Services  
Minister for Trade, Business and Innovation

**Hon. Nicole Manison**

Minister for Children  
Treasurer  
Minister for Infrastructure, Planning and Logistics

**Hon. Natasha Fyles**

Attorney-General and Minister for Justice  
Minister for Health

**Hon. Gerry McCarthy**

Minister for Housing and Community Development  
Minister for Essential Services  
Minister for Public Employment

**Hon. Ken Vowles**

Minister for Primary Industry and Resources

**Hon. Lauren Moss**

Minister for Environment and Natural Resources  
Minister for Tourism and Culture  
Minister for Corporate and Information Services

**Hon. Eva Lawler**

Minister for Education

**Hon. Dale Wakefield**

Minister for Territory Families

### Leader of the Opposition

Mr Gary Higgins

## Appendix 2

### Employee and operational expenditure for the Northern Territory ministry and Leader of the Opposition as at 30 June 2017

The table below outlines employee and operational expenditure in 2016–17 for the current NT ministry, ministerial support and the Office of the Leader of the Opposition.

#### September 2016 to 30 June 2017 ministerial expenditure

Minister	Total expenses \$000
<b>Hon. Michael Gunner (Chief Minister)</b>	<b>6 390</b>
Employee expenses	5 421
Operating expenses	969
<b>Hon. Nicole Manison</b>	<b>1 058</b>
Employee expenses	925
Operating expenses	133
<b>Hon. Natasha Fyles</b>	<b>1 021</b>
Employee expenses	899
Operating expenses	122
<b>Hon. Gerry McCarthy</b>	<b>960</b>
Employee expenses	818
Operating expenses	142
<b>Hon. Ken Vowles</b>	<b>672</b>
Employee expenses	552
Operating expenses	120
<b>Hon. Lauren Moss</b>	<b>958</b>
Employee expenses	814
Operating expenses	144
<b>Hon. Eva Lawler</b>	<b>712</b>
Employee expenses	614
Operating expenses	98
<b>Hon. Dale Wakefield</b>	<b>1 026</b>
Employee expenses	841
Operating expenses	185
<b>Leader of the Opposition (CLP)</b>	<b>1 370</b>
Employee expenses	1 213
Operating expenses	157
<b>Total</b>	<b>14 167</b>
Employee expenses	12 097
Operating expenses	2 070

The table below outlines employee and operational expenditure in 2016–17 for the former NT ministry, ministerial support and the Office of the Leader of the Opposition.

#### July 2016 to August 2016 ministerial expenditure

Minister	Total expenses \$000
<b>Hon. Adam Giles (Chief Minister)</b>	<b>1 985</b>
Employee Expenses	1 383
General Expenses	602
<b>Hon. Peter Styles</b>	<b>267</b>
Employee Expenses	227
General Expenses	40
<b>Hon. David Tollner</b>	<b>327</b>
Employee Expenses	300
General Expenses	27
<b>Hon. John Elferink</b>	<b>96</b>
Employee Expenses	69
General Expenses	27
<b>Hon. Peter Chandler</b>	<b>144</b>
Employee Expenses	130
General Expenses	14
<b>Hon. Gary Higgins</b>	<b>150</b>
Employee Expenses	113
General Expenses	37
<b>Hon. Bess Price</b>	<b>175</b>
Employee Expenses	121
General Expenses	54
<b>Leader of the Opposition (ALP)</b>	<b>230</b>
Employee Expenses	82
General Expenses	148
<b>Total</b>	<b>3 374</b>
Employee expenses	2 425
Operating expenses	949

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