

#### DEPARTMENT OF REGIONAL DEVELOPMENT AND WOMEN'S POLICY

## ANNUAL REPORT 2012-13





#### DEPARTMENT OF COMMUNITY SERVICES

Chief Executive Level 7, Darwin Plaza 41 Smith Street Mall, Darwin GPO Box 2850 Darwin NT 0801 Tel 08 8999 8583 Fax 08 8999 6260

The Hon Bess Price MLA Minister for Community Services Minister for Women's Policy Parliament House DARWIN NT 0800

Dear Minister

In accordance with the provisions of the *Public Sector Employment and Management Act*, I am pleased to submit the annual report on the 2012-13 activities and achievements of the former Department of Regional Development and Women's Policy.

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

(a) Proper records of all transactions affecting the department are kept and the employees under my control observe the provisions of the *Financial Management Act*, the Financial Management Regulations and the Treasurer's Directions.

(b) Procedures within the department afford proper internal control, and these procedures are recorded in the Accounting and Property Manual, which has been prepared in accordance with the requirements of the *Financial Management Act*.

(c) There is no indication of fraud, malpractice, major breach of legislation or delegation, major error in, or omission from, the accounts and records.

(d) The internal audit capacity available to the department is adequate and the results of internal audits have been reported to me.

(e) The financial statement included in the annual report has been prepared from proper accounts and records and is in accordance with the Treasurer's Directions.

(f) All Employment Instructions issued by the Commissioner for Public Employment have been satisfied.

(g) The department is working in compliance with the Information Act.

Yours sincerely

ROB KENDRICK Chief Executive Department of Community Services 7 October 2013

## **ABOUT THIS REPORT**

This annual report provides a record of the Department of Regional Development and Women's Policy (the department) achievements for the 2012-13 financial year. In line with section 28 of the *Public Sector Employment and Management Act*, this report aims to inform the Northern Territory Parliament, Territorians and other stakeholders of:

- the primary functions and responsibilities of the department
- significant activities undertaken during the year
- the department's financial management and performance.

This report provides a summary of the department's progress in achieving its planned outcomes, as outlined in 2012-13 Mini-Budget Paper No.3, Corporate Plan 2013-2015 and provides an insight into future direction.

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## THE YEAR 2012–13 MESSAGE FROM THE CHIEF EXECUTIVE

In September 2012 we launched a Change Management Strategy to guide us through the transition from the former Department of Housing, Local Government and Regional Services to new agency arrangements and the establishment of the Department of Regional Development and Women's Policy. This provided an opportunity to refocus government resources to provide more effective services to address the important issues affecting Territorians in our regional and remote areas. In less than 12 months we are well established and in a sound financial position.

#### Major achievements

In our first year of operation we are well on track, having met or exceeded a number of performance targets.

On behalf of the Northern Territory Government we finalised negotiations with the Australian Government on a suite of Stronger Futures agreements. This joint government initiative secured a combined investment in the Northern Territory of \$3.5 billion over 10 years.

We have secured long-term leases over 760 parcels of Aboriginal land on behalf of the Northern Territory Government and stimulated regional economies by coordinating over 400 infrastructure and construction projects valued at over \$500 million in urban town camps and regional and remote communities.

Our interpreting and translating services were in hot demand, providing over 30 000 hours of interpreting.

In May 2013 we launched the Territory's new Homelands Policy that aims to improve services and living conditions for Indigenous Territorians in our most isolated areas.

The Regional Development Framework, which we launched in May 2013, will bring together government, industry and community in a coordinated effort to strengthen regional economies. This year we provided tailored support and development to almost 100 aspiring or new Indigenous businesses and entrepreneurs.

In March 2013 we established the Office of Women's Advancement to provide a stronger focus on services and support for Territory women.

#### The next steps

As a new organisation, we have achieved a great deal in a short time. On 9 September 2013 the Chief Minister announced new agency arrangements to reflect government priorities. Establishing a new portfolio of North Australian Development in the Department of the Chief Minister and reshaping our department into the Department of Community Services to focus on stronger service delivery in our regional towns and remote communities. The next year will see new opportunities as we review our corporate plan and implement new agency arrangements, work with the Australian Government to progress the implementation of Stronger Futures agreements and coordinate with Northern Territory Government agencies to roll out policy and initiatives launched in 2013.

Critical to the achievement of the department's goals is involvement with our stakeholders and the regional communities we service. We will continue to focus on engagement, allowing our department's initiatives to reflect the diverse needs of the Territory.

I extend my thanks to all our staff for their continued effort and drive to deliver outstanding results this year. I look forward to working together with our stakeholders in continuing to deliver on important issues for Territorians.

a the Public Se

Rob Kendrick

Chief Executive Department of Community Services

## THE YEAR 2012–13 HIGHLIGHTS AND SIGNIFICANT EVENTS

**SEP 2012** New department arrangements were announced.

**OCT 2012** The department's Executive Management Team was established to provide strategic direction and leadership.

**NOV 2012** The department's Land Tenure Unit was a category winner in the 2012 Chief Minister's Awards for their Remote Land Tenure Reform. (1)

JAN 2013 The Darwin Town Camps Taskforce was established to support long term planning for improvements to services and living conditions.

**FEB 2013** The departments Corporate Plan 2013-2015 was launched to provide strategic direction across the department.

MAR 2013 The independent Office of Women's Advancement was established in March 2013 to advance the social, political and economic status of women in the Northern Territory.

**APR 2013** In partnership with Telstra and Indigenous Business Australia, the department hosted an information and networking events for Indigenous business women. (2) MAY 2013 New Supreme Court protocols for interpreters were formally introduced to provide direction on how interpreters should be involved in court proceedings in the Northern Territory. (3)

MAY 2013 The Regional Development Framework was launched in Nhulunbuy, which will bring together key stakeholders to strengthen regional economies. (4)

MAY 2013 The new Homelands Policy was launched, that aims to improve services and living conditions for Indigenous Territorians.

JUN 2013 The draft Northern Territory Indigenous Economic Development Strategy 2013-2020 was launched for widespread consultation 2013-14.

JUN 2013 The inaugural Office of Women's Advancement event, A Conversation Worth Having, was held in Alice Springs. (5)



## WHO WE ARE **ABOUT US**

#### Establishing our department

The Department of Regional Development and Indigenous Advancement was established in September 2012 in response to changes in agency arrangements to refocus the Northern Territory Government on effective and quality service delivery and stronger regions.

Consistent with this policy direction we implemented an effective change management strategy that brought together the Regional Development, Regional Services, Indigenous Policy and Remote Services Coordination sections from the former Department of Housing, Local Government and Regional Services into the new department. The Indigenous Tourism Development division was incorporated from NT Tourism. In March 2013 the department name changed to the Department of Regional Development and Women's Policy to incorporate the new independent Office of Women's Advancement.

#### Our purpose

Our purpose is to work with regions across the Northern Territory to:

- build local economies, deliver infrastructure projects, support regional services and coordinate remote service delivery
- promote accountability in Indigenous affairs and work to improve outcomes for Indigenous people through effective engagement, coordination of initiatives, well-founded policy and provision of interpreter and translator services
- develop women's policy that is supported by practical measures and is accessible to all Northern Territory women.

See What we do (page 18).

#### Our structure

The department is responsible to the Minister for Regional Development and Women's Policy. It focuses on four business areas outlined in the organisational structure below. We are governed by the Executive Management Leadership Team, which was established in October 2013.

To reduce administrative and corporate services costs, organisation services and regional management functions are provided under a shared service arrangement with the Department of Housing. See Commitment to improvement and performance (page 13).

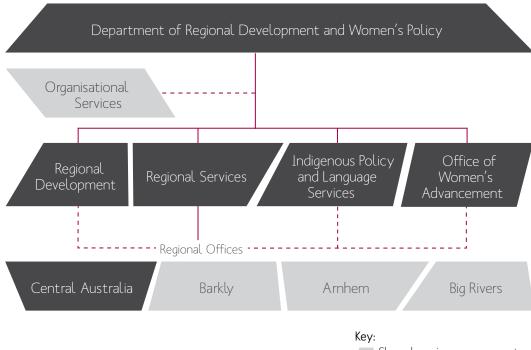
#### Our people

The department has 169 full-time equivalent staff but actually employs 865 people across the Territory. Over 40 per cent of our staff are based in regional and remote locations in over 30 towns and communities. The majority of our employees are casual interpreters who are engaged on an as needed basis. This allows us to provide flexible interpreting and translating services across the Territory.

See Developing our People (page 26).

# Annual Report 2012-13 Who we are

#### Organisation chart



Shared service arrangement

## WHO WE ARE **LEADERSHIP**

#### Executive Leadership Management Team

Undertaking a private sector board-like function, the Executive Management Leadership Team was established to provide strategic direction and governance to the Chief Executive and to make decisions on matters that have the potential to significantly impact on the department's performance and reputation.

The Executive Management Leadership Team is chaired by the Chief Executive and includes executive level representatives from each business area, regional office and organisation services. It convenes monthly to conduct separate business and strategic meetings.

#### The Executive Management Leadership Team members at 30 June 2013 were:



**Rob Kendrick** iief Executive Rob commenced as Chief Executive when the agency was formed in September 2012, moving from the Senior Executive Director position in the former Department of Housing Local Government and Regional Services.

Rob has been in the Territory since 1982 and spent the majority of this time in policing, including working in many regional and remote centres in the Northern Territory and for the United Nations Police in East Timor.



Mike Chiodo<br/>Deputy ChiefMike took up his role in January 2012, also coming from the former<br/>Department of Housing, Local Government and Regional Services. He<br/>oversees the operation of town camps and homelands, the coordination<br/>of whole of sector infrastructure and capital works projects and leasing<br/>agreements in remote locations on behalf of government.

Mike established a career in senior executive management roles, implementing and managing major projects with organisations such as Coles Myer, Thakral Property Holdings, the City Of Sydney and Sydney Harbour Foreshore Authority.

Executive Director Indigenous Policy and Language Services

Michelle Brown Michelle commenced in her role when the agency was formed in September 2012, and was previously the Executive Director Remote Service Delivery with the former Department of Housing, Local Government and Regional Services. She oversees interpreting and translating services, Indigenous policy, coordination of the interface with the Australian Government for Stronger Futures and a range of other national agreements and strategies to drive improved access to and quality of services in remote areas.

> Michelle combines over 30 years of public sector experience and has held senior executive roles since 2006, with responsibilities for regional operations, policy development and program delivery.

Bridgette Bellenger Executive Director Regional Development

Bridgette commenced in her role when the agency was formed in September 2012.

Bridgette has held a number of senior managerial roles in the Australian and Northern Territory public sectors, leading teams to deliver remote Indigenous programs and regional development initiatives across the Northern Territory and remote locations in Western Australia and South Australia.

Joanne Sangster Executive Director Office of Women's Advancement

Jo commenced as Executive Director of the Office of Women's Advancement when the Office of Women's Advancement was formed in March 2013.

Jo has lived in the Territory since 1998 and has worked in numerous Australian Government agencies, including the Department of Families, Housing, Community Services and Indigenous Affairs and the Australian Bureau of Statistics, mainly in the areas of Indigenous policy and program management.

Regional Executive Director Central Australia

Antony Yoffa Antony joined the agency when it was formed in September 2012 after having previously worked for the Department of Housing, Local Government and Regional Services for six months. Antony arrived in the Northern Territory in 1988 on a working holiday and never left. He has worked extensively in the employment and training field with both the Australian Government and Group Training Northern Territory.

> He has lived throughout the Northern Territory and is well known in Alice Springs as the long-term president of the Finke Desert Race Club.



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#### Julianne Donnelly Acting Regional Executive Director Arnhem

Julianne started with the Northern Territory Government in 1991 in Alice Springs with the then Department of Family and Children Services. Since that time she has also worked with the Australian Government in the NT as the Regional Manager in Katherine and the Cross Border Unit Manager in Alice Springs. During this time Julianne has also worked overseas with Ausaid in the health arena. Julianne has been in Nhulunbuy since December 2011.



**John de Koning** Regional Executive Director Big Rivers

John took up his role in September 2012, moving from his position in the former Department of Housing, Local Government and Regional Services. He leads regional operations in the Big Rivers region for the Department of Regional Development and Women's Policy and for the departments of Housing and also Local Government.

A long-term Territorian, John has worked extensively with Indigenous people in the Top End in regional coordination roles for the Northern Territory and Australian governments.



Steve commenced as the Regional Executive Director when the agency was formed in September 2012, moving from his position in the former Department of Housing, Local Government and Regional Services.

Steve previously spent 16 years with the Northern Territory Police working in many regional and remote centres. He has recently spent time in Adelaide where he managed a Special Investigations Unit with the Department for Families and Communities and spent three years employed with the Office of the Work Cover Ombudsman.



**Peter Boyce** Peter commenced as Acting Senior Executive Director Organisation Services Acting Senior in March 2013.

Organisation Services Peter moved to the Northern Territory in 1990 after a successful international legal career. For the past eight years Peter has held senior management and executive positions in the private and public sectors, managing human resources and corporate services.



Ken TinkhamKen commenced in his role in November 2012 following finance roles withhief Financialthe Darwin Waterfront Corporation and AustralAsia Railway Corporation.OfficerHe oversees the delivery of a full range of budget and financial services.

Ken has some 26 years in senior finance roles in various NT government departments and government business divisions, including 17 years in shared services environments.

## HOW WE THINK MISSION AND VALUES

#### Our vision

Prosperous regions where Indigenous Territorians and Territory women have the opportunity to participate fully in the economic, social and cultural life of our community.

#### Our mission

Our mission is to provide development opportunities across the Territory's regions and support the social, economic and cultural strengths of Indigenous Territorians and Territory women.

#### Our values

The department's values, guide our strategic decisions and day-to-day operations:

- Professional
- Accountable
- Collaborative
- Responsive
- Respectful

The department's corporate planning framework ensures staff at all levels understand and support the strategic direction of the department. Branch plans were finalised this year and business plans and performance agreements will be developed in 2013-14. Collaboration with staff is encouraged throughout the planning process.

#### Corporate planning framework



## HOW WE THINK STRATEGIC DIRECTION

#### Corporate Plan 2013-2015

Strategies	Delivered by
Strengthen regional capacity	Regional Development
Strengthen Indigenous entrepreneurship and business	
Lead whole of government coordination of land tenure in remote communities	
Coordinate and program remote infrastructure	Regional Services
<ul> <li>Lead whole of government coordination of service delivery in homelands</li> </ul>	
<ul> <li>Provide interpreting and translating services to improve access to services for all Territorians</li> </ul>	
• Lead and coordinate whole of government Indigenous policy	Indigenous Policy and Language Services
• Lead whole of government coordination of partnership agreements and remote service delivery	
• Advance the social, political and economic status of women in the Northern Territory	Office of Women's Advancement
• Strengthen capacity of staff to deliver services	Organisation Services

The department's Corporate Plan 2013-2015 was launched by the Executive Management Leadership Team in February 2013 to provide strategic direction across our four business areas.

See How we performed (page 38) for full details of our actions and performance against these strategies.

The corporate plan will be reviewed annually and, if required, our strategic direction and actions will be adjusted to ensure our programs and initiatives are in line with the Northern Territory Government's strategic direction. The department's corporate governance framework provides a solid foundation for management and oversight by the Chief Executive and executive management and promotes ethical and responsible decision making, risk management and financial integrity.

#### Corporate governance framework



## HOW WE THINK COMMITMENT TO IMPROVEMENT AND PERFORMANCE

#### Corporate governance framework

The department is committed to improvement and performance. This is achieved through applying solid governance principles:

- A service delivery approach is provided which is professional, responsive and client centric.
- Ethical and responsible decision making is expected across all levels of the department.
- People are central to the department's success and we are committed to effective people management and staff wellbeing.
- Stakeholder engagement is a key focus with effective and regular engagement to inform our strategic direction and programs.
- Leadership and management are provided through robust governance and effective executive leadership.
- Risk management practices exist that support a risk management environment across the department.
- Financial integrity and accountability are safeguarded.
- Communication with all parties ensures that information is relevant, timely, accessible and transparent.

The department's Executive Management Leadership Team (page 6) is the governing body and includes representatives from each region and business area. This structure ensures a balanced decision making approach that considers regional and Territory-wide impacts.

The department's strategic financial issues are considered by the Executive Management Leadership Team at their monthly meetings to ensure a strong focus on monitoring financial performance and accountability and a collegiate approach to managing the department's budget. Specific papers on strategic issues are included as required.

#### SPECIALIST COMMITTEES

Interagency specialist committees in risk and audit, procurement, information management, work health and safety and organisation development have been established. They comprise internal and external representatives to support the department's Executive Management Leadership Team in operating effectively and efficiently under the new corporate governance arrangements.

#### Risk and Audit Committee

provides objective assurance and assistance to the Chief Executive in meeting responsibilities under the *Public Sector Employment and Management Act*, to improve the organisation's risk, control and compliance framework.

Members: Jennifer Prince (independent chair), Peter Boyce (Organisation Services), Mike Chiodo (Department of Regional Development and Women's Policy), Diane Hood (Department of Local Government), Mychelle Curran (Department of Housing), John de Koning (Big Rivers Region).

#### Information Management Committee

governs the department's information management, providing advice and direction on cross-government information management initiatives and appropriate technology and architecture.

Members: Bronwyn Lo (chair, Organisation Services), Michelle Brown (Department of Regional Development and Women's Policy), Andrew Kirkman and Christine Fitzgerald (Department of Housing), Steven Edgington (Barkly Region), Garry Russell, Sue Barnes and Nathan Schultz (Organisation Services).

#### Organisation Development Committee

develops the department's Strategic Workforce Development Plan that ensures a skilled workforce with the capabilities required to deliver on corporate objectives now and into the future.

Members: Peter Boyce (chair, Organisation Services), Bridgette Bellenger (Department of Regional Development and Women's Policy), Giovina D'Alessandro (Department of Local Government), Danielle Cross (Department of Housing), Christine Hart (Central Australia Region).

#### Work Health and Safety Steering Committee

facilitates employee consultation and communication processes on work health and safety matters and supports the department to ensure safety is considered in all department decisions and worksites.

Members: Monica Birkner (chair, Organisation Services), Keith Watkinson (Organisation Services), David Alexander (Department of Regional Development and Women's Policy), Diane Hood and Richard Munt (Department of Local Government), Colleen Gwynne (Department of Housing), Darren Johnson (Arafura Region).

#### Procurement Committee

monitors and provides advice to ensure that the department appropriately applies procurement practice, optimises outcomes and achieves greater value for money.

Members: Ron McLaren (chair, Organisation Services), Mike Chiodo (Department of Regional Development and Women's Policy), Len Griffith (Department of Local Government, Central Australia Region), Mychelle Curran, John Harrison, Roman Finch (Department of Housing), Carol Sexton (Organisation Services).

### Efficient shared organisation services

Organisation Services was established in October 2012 as a shared service between the Department of Regional Development and Women's Policy, the Department of Housing and the Department of Local Government. Service level agreements are in place for each functional area:

- Corporate Communications
- Finance
- Human Resources
- Information and Business Systems
- Safety, Risk Management and Governance
- Secretariat and Ministerial Liaison
- Strategic Projects.

Organisation Services' frameworks and services are applied efficiently across all three agencies while being flexible to suit our specific needs. Through an innovative shared service arrangement that maximises government resources across the three agencies, Organisation Services supports our strategic direction and performance by:

- providing essential corporate services
- coordinating our corporate governance and accountability frameworks
- managing our specialist interagency committees to support executive management.

A shared understanding of roles and responsibilities across departments and regular interagency meetings and collaboration support continued improvement and efficiencies.

#### Accountability

The governance framework and specialist committees, in particular the Risk and Audit Committee, support the department in meeting and reporting on its responsibilities, providing opportunities to review and audit our programs and initiatives and identifying opportunities for improvement.

#### ACCOUNTABILITY FRAMEWORK

To support achievement of key deliverables, the department established an accountability framework in 2013 that clearly identifies authorities, responsibilities and accountabilities of all business areas.

#### LEGISLATION COMPLIANCE

The governance and accountability frameworks facilitate compliance with our governing legislation including the:

- Financial Management Act
- Procurement Act
- Contracts Act
- Public Sector Employment
   and Management Act
- Anti-Discrimination Act
- Work Health and Safety Act
- Information Act
- Public Information Act

See page 97 for an index of reporting against the legislation.

#### Transparency and openness

Transparency and effective communication are essential to building trust with our stakeholders and ensuring our staff are well informed.

#### ACCESS TO INFORMATION

In accordance with the *Information Act*, the department has a range of policies and procedures to enable interested people to access certain information held by the department.

Individuals can access information about themselves without the need for a formal application under the freedom of information process. During 2012-13, the department did not receive or respond to any formal or informal information access requests.

#### PERSONAL INFORMATION

All personal information is handled in accordance with the Information Privacy Principles set out in Schedule 2 of the *Information Act*. The department's privacy policy is available from our Information Officer or website.

The department protects the personal information it holds by collecting only the information necessary to perform its functions, holding the information for only the period of time required for business, legislative or historical reasons, and protecting such information from unauthorised disclosure or access.

No privacy breach notifications were lodged during 2012-13.

#### INFORMATION AVAILABLE

In addition to meeting legislative reporting requirements, the department endeavours to provide regular reporting on its activities on its website and by presenting and tabling reports in local and national forums (page 22).

Provision of timely, accurate and appropriate information is a key element of our internal communications approach (page 36).

#### Integrity

#### OUR VALUES

The Northern Territory Public Sector Code of Conduct, department values and our governance principles guide our staff in their day-to-day activities, decision making and dealings with stakeholders. The department values (page 9) reinforce our commitment to fostering a culture that is positive, professional and respectful.

The values of the department are outlined in our Corporate Plan 2013-2015 and communicated widely to all employees. During performance agreement discussions, all employees are required to assess their performance in upholding these values (page 30).

#### DISCLOSURE OF INTERESTS

In line with the Northern Territory Public Sector Code of Conduct and *Public Sector Employment and Management Act*, all employees are required to declare any relevant financial or other interests of themselves or their relatives, friends or associates. This includes any actual, potential or perceived conflict of interests.

A number of disclosure policies and procedures are in place, and are regularly reviewed and communicated across the department, to encourage employee disclosure and maintain our integrity.

All department employees must:

- obtain permission annually from the Chief Executive for outside employment
- advise their supervisor of offers of gifts or benefits and obtain approval before accepting any offer
- complete a declaration of interest and confidentiality form for all procurement activities if involved in contract assessments.

#### Planning and decision making

#### AUDITS AND REVIEWS

Auditing helps to ensure the department is operating effectively and efficiently and complies with appropriate legislation.

During 2012-13 the department took part in one external audit as part of the Northern Territory Auditor-General's audit program.

Outcomes of external audits were generally satisfactory. External audit findings inform the Executive Management Leadership Team and improvements in processes and procedures. Several internal audits and reviews were also undertaken this year. The aim of these audits and reviews was to enhance compliance and improve operational efficiency.

#### External audits

#### Department of Regional Development and Women's Policy - Compliance Audit 2012-13

The agency compliance audit found transaction testing and Accounting and Property Manual deficiencies and the need for more registers, monitoring and exception reporting in some areas. The agency is addressing all issues identified.

#### Internal audits

#### Procurement Tiers 1-6 Internal Audit

The procurement audit found insufficient focus was placed on planning, documentation and compliance monitoring. The agency is responding to the issues.

#### Systems and User Access Internal Audit

The systems and user access audit found access, information management and reporting issues and opportunities for increased efficiency and enhanced strategic management. The agency is responding to the issues.

#### Risk management

The establishment of the Risk and Audit Committee in 2012 was the first step in developing a risk management culture across the department that actively identifies risk and implements appropriate mitigation strategies. Use of risk management procedures is encouraged throughout the department's business and project planning processes.

#### INSURANCE

The Northern Territory Government has a selfinsurance policy. In accordance with that policy, the department does not insure risks.

#### FINANCIAL INTEGRITY

The department's financial management practices are line with the Northern Territory *Financial Management Act*, Treasurer's Directions, *Procurement Act* and *Contracts Act*. Policies and procedures, including the Accounting and Property Manual and financial delegations are available to all employees and are subject to regular review. Integrity is further assured through internal reviews, as well as a program of internal and external audits. The department's financial results are disclosed in the Financial Report (page 73).

#### DELEGATIONS

The department's Finance, Procurement and Contract and Human Resourcing delegations were established in 2012 to guide employees at all levels on their decision making responsibilities and authorities. The delegations structure is designed to promote efficiency and be responsive to organisation changes.

## WHAT WE DO SERVICES, PROGRAMS AND INITIATIVES

Through providing greater access to a range of services and initiatives, the department aims to unlock the potential of regional and remote areas. We deliver locally driven sustainable programs to regions that provide opportunities for Indigenous Territorians and Territory women.

#### Our services

- community engagement, planning, monitoring and reporting to improve the accessibility and quality of services for people living in remote areas
- representing the Northern Territory with respect to national Indigenous and Women's policy accountabilities
- cross-government coordination to ensure strategic planning, implementation and reporting across all levels of government for regional development and National Partnership Agreement initiatives
- regional infrastructure and services coordination of a range of essential services, leasing negotiations and infrastructure developments in regional and remote communities
- grants and development initiatives that are coordinated the department to provide training, coaching and social and economic development opportunities for Indigenous Territorians and Territory women
- interpreting and translating services in 104 Aboriginal languages and 68 ethnic or migrant languages.

#### Our programs and initiatives

#### REGIONAL SERVICES

- Indigenous essential services
- Regional and remote infrastructure coordination
- Asbestos removal
- Land tenure
- Homelands, outstations and town camps
  - Homelands policy and homelands extra allowance
  - Municipal and essential services
  - Infrastructure coordination.

#### REGIONAL DEVELOPMENT

- Regional Development Framework and initiatives
- Indigenous economic development
- Indigenous business and tourism programs
- Business and regional development grants.

#### INDIGENOUS POLICY AND LANGUAGE SERVICES

- Remote services coordination, monitoring and improvement
- Coordination point for a range of regional and national agreements, including the National Indigenous Reform Agreement; the Stronger Futures and the Remote Service Delivery National Partnership Agreements; and the Groote Eylandt and Bickerton Island Regional Partnership Agreement
- Northern Territory Coordinator General for Remote Services
- Indigenous policy and advice, including coordination point for the Productivity Commission's Overcoming Indigenous Disadvantage initiative and engagement with local representatives, Aboriginal organisations and peak bodies
- Language services:
  - Aboriginal Interpreter Service
  - Interpreter and Translator Service NT.

#### OFFICE OF WOMEN'S ADVANCEMENT

- Women's policy and advice
- Advancing women's safety, leadership and gender equality
- Public programs, forums and events for Territory women
- Chief Minister's Scholarship for Women
- International Women's Day grants
- Women's advancement grants
- Information and advocacy for Territory women.

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## WHAT WE DO COLLABORATION AND ENGAGEMENT

The department is committed to effective and regular engagement with stakeholders to inform our strategic direction, programs and services. Engagement and client service will continue to be a strong focus in the year ahead as we roll out policy and initiatives launched in 2013 and progress the implementation of Stronger Futures agreements.

#### Our stakeholders are

- Indigenous Territorians
- regional and remote community residents
- homelands and town camps residents
- service providers who deliver services to homelands and town camps
- Aboriginal organisations and peak bodies
- Indigenous corporations and associations
- land councils
- residents and visitors from culturally diverse backgrounds
- Australian, Northern Territory and local governments
- regional business and industry
- Northern Territory women
- women's associations and networks
- Indigenous and non-Indigenous business associations and networks
- non-profit organisations and community services
- media and the wider community.

#### Key engagement activities 2012-13

- The Office of Women's Advancement conducted 70 stakeholder meetings from April to June 2013 to inform the strategic direction and programs provided by the newly established office.
- The inaugural Office of Women's Advancement event, A Conversation Worth Having, was held in Alice Springs on 17 June 2013 in partnership with the Chamber of Commerce NT.
- Regional Development Committees were established in Katherine, Nhulunbuy, Alice Springs and Tennant Creek to provide local business, industry, community and nongovernment organisation representatives the opportunity to identify and commit to locally-driven economic development activities.
- The Indigenous Economic Development Strategy 2013-2020 consultation draft was launched in June 2013.
- The draft Stronger Futures Aboriginal Workforce Development Strategy was released in June 2013 for consultation, in partnership with the Australian Government.
- The Aboriginal Interpreter Service conducted 37 user training workshops, at a rate of more than one workshop per fortnight.
- Extensive consultations and negotiations were conducted in over 70 remote communities to secure leasing agreements on behalf of the Northern Territory Government.
- Over 400 remote infrastructure projects were coordinated in collaboration with community, industry and government.
- Regional forums were held for service providers across the Territory to contribute to the development of the new Homelands Policy and guidelines.

#### How we engage

Our approach to engagement is to ensure that information and engagement is clear, accessible and culturally appropriate. The focus is on establishing relationships with stakeholders by ensuring a greater understanding of the Territory's diversity.

By working with our clients and key stakeholders we can improve our services and deliver on important issues affecting Territorians.

#### CLEAR AND ACCESSIBLE

By planning appropriate methods of engagement, seeking advice from community stakeholders in advance and ensuring accessibility through various methods of communication and using interpreters, we endeavour to maximise the ability of our clients and stakeholder to participate in collaboration and engagement activities.

The department maintains a consistent communications and marketing approach in line with Northern Territory Government standards and the *Public Information Act* to support effective engagement and promotion of the department's programs and initiatives.

#### CULTURAL AWARENESS AND UNDERSTANDING OF THE LOCAL AREA

We encourage all staff to focus on developing relationships with our stakeholders by using regional knowledge and working with regional leaders, regional officers and interpreters. This ensures a greater understanding of local cultural and community issues.

#### METHODS OF ENGAGEMENT

- one-on-one engagement
- stakeholder meetings
- reference groups
- forums and workshops
- information sessions and presentations
- training and coaching
- events and exhibitions
- membership and coordination of boards committees and advisory bodies
- professional networks
- communications campaigns and department websites.

### Boards, committees and advisory bodies

The department coordinates and participates in a number of external boards, committees, reference groups and advisory bodies that support regular engagement and collaboration with key stakeholders and provide a conduit between the community, industry representatives and government.

#### COAG REGIONAL AUSTRALIA STANDING COUNCIL

The Council of Australian Governments (COAG) Regional Australia Standing Council was established to support effective planning and coordination across all levels of government on matters concerning regional Australia.

Membership of the standing council comprises Australian, state and territory Ministers responsible for regional portfolios, the President of the Australian Local Government Association, and the New Zealand Minister responsible for economic development.

Role:	Frequency:	Level:
Participant	Annually	National

#### COAG SELECT COUNCIL ON WOMEN'S ISSUES

The COAG Select Council on Women's Issues is made up of Women's Ministers from all jurisdictions within Australia and New Zealand. The council's chair and host state are rotated through each of the members. The heads of women's policy offices throughout Australia and New Zealand make up the Women's Officials Group that progress all actions determined by the council.

Role:	Frequency:	Level:
Participant	Biannually	National



#### COORDINATOR GENERALS NETWORK

A key engagement mechanism for the RSD National Partnership Agreement is the Coordinators General Network which meets every two months to exchange views and information between Coordinators General and Australian Government agencies on issues of national and strategic importance as part of the RSD National Partnership Agreement. The network includes Coordinators-General from New South Wales, Queensland, South Australia, West Australia and the Northern Territory.

Role:	Frequency:	Level:	
Participant	Bimonthly	National	

#### DARWIN TOWN CAMP TASKFORCE

The Darwin Town Camps Taskforce was established in January 2013 with members from Aboriginal Development Foundation, Bagot Community Inc, Gwalwa Daraniki Association Inc and Australian and Territory governments. The taskforce meets quarterly to assist town camp residents and service providers in Darwin to establish long-term planning for the delivery of services to Town Camps.

Role:	Frequency:	Level:
Coordinate	Quarterly	Local

#### GROOTE EYLANDT AND BICKERTON ISLAND REGIONAL PARTNERSHIP COMMITTEE

Groote Eylandt and Bickerton Island Regional Partnership Committee consists of representatives from the Australian and Northern Territory governments, Anindilyakwa Land Council, East Arnhem Shire Council and Groote Eylandt Mining Company (GEMCO, owned by BHP Billiton). The committee oversights progress with the actions agreed under the current agreement (Stage 2).

Role:	Frequency:	Level:
Co-Chair	Quarterly	Regional

#### INDIGENOUS TOURISM GROUP

The Indigenous Tourism Group is made up of representatives of each Australian, state and Territory governments. The group focus on key deliverables outlined in the Australian Government's Tourism 2020 document in relation to Indigenous tourism development.

Role:	Frequency:	Level:
Participant	Triannually	National

#### JOINT STEERING COMMITTEE - STRONGER FUTURES MUNICIPAL AND ESSENTIAL SERVICES IMPLEMENTATION PLAN

The Joint Steering Committee has been established in partnership with the Australian Government to oversee the implementation plan of the Stronger Futures, Municipal and Essential Services. The Northern Territory and Australian governments will co-chair and provide secretariat support to the committee on a rotational basis.

Role:	Frequency:	Level:
Co-Chair	Quarterly	Territory

#### LOCAL REFERENCE GROUPS

The Local Reference Groups have been established in 15 Remote Service Delivery sites, as the main forum for each town to consult and negotiate with government on the Local Implementation Plans under the Remote Service Delivery National Partnership Agreement. The members of Local Reference Groups are community people, who meet regularly to set out the community priorities and monitor whether actions in the Local Implementation Plan are being delivered.

Role:	Frequency:	Level:
Participant	Monthly	Local

#### MUTITJULU TASKFORCE

The Taskforce has been established to ensure the services and infrastructure, and, cultural consideration is managed in an efficient and effective manner. The taskforce also supports the Infrastructure assessment Steering Committee and Project Team. Membership includes Parks Australia, Power Water Corporation and Australian Government.

Role:	Frequency:	Level:	
Participant	Biannual	Local	

#### NATIVE TITLE AND ABORIGINAL LANDS WORKING GROUP

The Native Title and Aboriginal Lands Working Group meet to discuss Native Title and other Aboriginal land matters. This Group is headed up by the Department of Lands Planning and the Environment and as high level participation from several relevant agencies.

Role:	Frequency:	Level:	
Participant	Monthly	Territory	

#### NORTHERN AUSTRALIA MINISTERIAL FORUM

The Northern Australia Ministerial Forum was established in December 2010 to provide strong leadership and strategic focus to ensure development in northern Australia is genuinely sustainable.

The ministerial forum is chaired by the Australian Government Minister for Regional Australia, Local Government and Territories, and includes Ministers responsible for regional development and agriculture from the Western Australian, Northern Territory and Queensland governments.

Role:	Frequency:	Level:
Participant	Biannually	National

#### REGIONAL DEVELOPMENT STANDING COMMITTEE OF THE CHIEF EXECUTIVE'S COORDINATION COMMITTEE (NT)

The Regional Development Standing Committee provides strategic advice to the Chief Executive's Coordination Committee and undertake a monitoring and coordination role with respect to a range of regional and remote issues, including coordination of the Stronger Futures National Partnership Agreement.

Role:	Frequency:	Level:
Co-chair	Quarterly	Territory

#### REMOTE SERVICE DELIVERY (RSD) BOARD OF MANAGEMENT

The RSD Board of Management comprises members from the Australian, Northern Territory and Local Government, as well as the Australian Coordinator-General for Remote Indigenous Services and the Northern Territory Coordinator-General for Remote Services.

The board makes decisions on strategic issues; monitors and reports on progress against the actions in the RSD Bilateral Implementation Plan; takes a whole-of-government approach to supporting the work of the Coordinators-General; resolves any problems and seeks to address any lack of implementation progress; and ensures that regular and proactive communications are maintained with all key stakeholders, especially the communities.

Role:	Frequency:	Level:
Co-chair	Bimonthly	Territory

#### STRONGER FUTURES EXECUTIVE GROUP

Comprising senior officials from both Northern Territory and Australian governments, the Stronger Futures Executive Group has responsibility for collaboratively managing delivery of the National Partnership Agreement on Stronger Futures in the Northern Territory.

The group will provide leadership and set the long term strategic direction to guide successful implementation of Stronger Futures and facilitate cross government collaboration, communication, monitoring, reporting of Stronger Futures initiatives.

Role:	Frequency:	Level:
Co-Chair	Quarterly	Territory

#### STRONGER FUTURES WORKING GROUP

Comprising senior officials from the Northern Territory Government, the Stronger Futures Working Group has responsibility for ensuring delivery of the Northern Territory Government's commitments under National Partnership Agreement on Stronger Futures in the Northern Territory (NPA).

Role:	Frequency:	Level:
Chair	Quarterly	Territory

#### REGIONAL DEVELOPMENT AUSTRALIA NORTHERN TERRITORY COMMITTEE

The Regional Development Australia Northern Territory Committee is one of 55 Regional Development Australia committees established across the country that brings together key stakeholders to develop regional development strategies and deliver sustainable infrastructure and services to their regions.

In July 2012, the Northern Territory Government commenced a formal role in the committee's deliberations. The Northern Territory Minister for Regional Development can also nominate up to four members in addition to two department representatives.

Role:	Frequency:	Level:
Participant	Quarterly	Territory

## WHAT WE DO **DEVELOPING OUR PEOPLE**

#### People profile

Our people are essential to the delivery of our strategic goals and to providing professional and responsive services and programs to Territorians.

At 30 June 2013 the department employed 865 actual (169 full-time equivalent staff) across the Territory. A total of 733 interpreters were employed on a casual basis by the Aboriginal Interpreter Service who are booked as needed. The total number of full-time equivalent staff fluctuates each reporting period depending on the number of interpreters engaged.

#### Staff snapshot at 30 June 2013

Full-time equivalent (FTE) staff	169
Part-time staff:	
Permanent part-time (actual)	4
Temporary part-time (actual)	18
Casual (actual)	733
Early Careers - Indigenous Cadets and Scholarships <sup>1</sup>	5

 Early Careers are held within the Department of Housing and complete shared work placements.

#### Diversity and inclusion

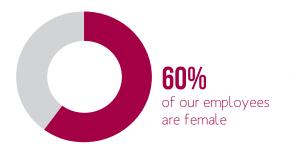
In a workplace with 38 Aboriginal and Torres Strait Islander employees and five employees who identified as being from culturally diverse backgrounds, the department exceeded the diversity targets set by the Northern Territory Government. Our Indigenous representation is nearly triple the 10 per cent target set for the whole of the Northern Territory Public Sector.

Employees who identify as Aboriginal and Torres Strait Islander are those who self-identify. These figures do not include the casual interpreters who are predominantly Aboriginal and Torres Strait Islander.

#### Equal Employment Opportunity status at 30 June 2013

	$Total^1$	Proportion of staff	NTPS Target
Aboriginal and Torres Strait Islanders	38	29%	10%
Employees from culturally diverse backgrounds	5	4%	na
Employees with a disability	5	4%	4%

 Employees self-declare their Equal Employment Opportunity status; disclosure is not compulsory. Females comprised over half the total full-time equivalent staff. One-third of the Executive Contract Officers were female. The highest proportion of female staff were at the AO6 level.

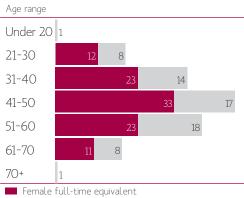


#### Total number of male and female full-time equivalent as at 30 June 2013

		Proportion of staff
Male	67	40%
Female	102	60%

The average age was 44 years, one year older than the average for the Northern Territory Public Sector, which is 43 years.

#### Age range and gender of full-time equivalent staff at 30 June 2013



Male full-time equivalent

#### Classification of full-time equivalent staff at 30 June 2013 by gender

Designation	Female	Male	Total
Aboriginal Interpreter	27	8	35
Interpreter	7	6	13
Technical 5	0	3	3
Professional 3	1	1	2
Administrative Officer 2	2	1	3
Administrative Officer 3	10	8	18
Administrative Officer 4	5	1	6
Administrative Officer 5	4	3	7
Administrative Officer 6	22	11	33
Administrative Officer 7	9	6	15
Senior Administrative Officer 1	9	9	18
Senior Administrative Officer 2	2	2	4
Executive Contract Officer 1	1	4	5
Executive Contract Officer 2	3	2	5
Executive Contract Officer 4	0	2	2
Total	102	67	169

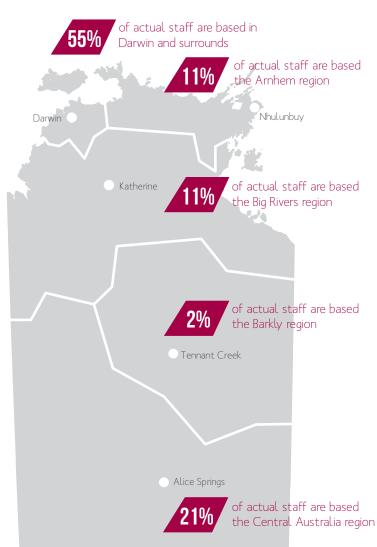
At 30 June 2013 the department employed 865 approximatley 80per cent are interpreters who are contracted on a casual basis.

As at 30 June 2013 we have staff in over 30 communities across the Territory. A total of 46 per cent of our workforce is based in regional and remote locations.

#### Percentage of actual staff by remoteness at 30 June 2013



#### Percentage of actual staff by region at 30 June 2013



#### Number of actual staff by location at 30 June 2013

Location	Number of staff
Alice Springs	163
Alyangula	4
Angurugu	17
Beswick (Wugularr)	1
Borroloola	2
Daly River (Nauiyu Nambiyu)	3
Darwin	464
Elcho Island (Galiwin'ku)	2
Elliott	1
Galiwin'ku	8
Gapuwiyak (Lake Evella)	3
Gunbalanya (Oenpelli)	5
Harts Range (Atitjere)	1
Hermannsburg/Ntaria	2
Jabiru	2
Kalkarindji (Wave Hill)	1
Katherine	57
Lajamanu (Hooker Creek)	3
Maningrida	12
Mataranka	1
Milikapiti (Snake Bay)	1
Milingimbi	6
Mutitjulu (Ayers Rock)	5
Napperby (Laramba)	1
Nguiu (Bathurst Island)	13
Ngukurr (Roper River)	4
Nhulunbuy	25
Numbulwar	1
Nyirrpi (Waite Creek)	1
Palumpa (Nganmarriyanga)	1
Papunya	3
Ramingining	8
Tennant Creek	16
Ti Tree	1
Wadeye (Port Keats)	23
Warruwi	2
Yirrkala	2

#### Adapting to change

Employee feedback, support and development were at the centre of the Change Management Strategy launched in September 2012 to guide the establishment of the department. The change management principles reinforced that employees would be treated fairly, and their suggestions would be considered.

An interagency Change Management Committee with staff representatives from across the departments of Regional Development and Women's Policy, Housing and Local Government was established in November 2012 to support and monitor changes.

The interagency committee implemented the Change Management Plan and associated toolkit to ensure that employees were well informed and supported through change. There were a number of opportunities for staff to provide feedback through workshops, forums and online.

Human resource consultants applied an individual case management approach for employees directly affected by the new agency arrangements, providing one-on-one support and advice.

The successful Change Management Strategy developed the capacity and skills of the department's employees through training and support so they could effectively and positively manage change while maintaining quality service standards. This established strong foundations to further develop this capability.

#### Planning for the future

In late 2012, the Organisational Development Committee was formed to provide a forum for divisions to influence and progress the Strategic Workforce Development Plan, which will be finalised in late 2013. The plan will ensure that the department's workforce is skilled and has the capabilities required to deliver on corporate ob jectives, now and into the future.

#### Recruitment and turnover

In this reporting period 92 staff (including casual employees) have commenced with the departmentment.

All recruitment and establishment policies are available on the staff intranet. Human resources consultants provide expert advice and support to managers on recruitment and selection processes to ensure that appropriate principles are applied and minimise appeals.

No appeals were received during this reporting period.

In line with the Office of the Commissioner for Public Employment guidelines for filling vacancies, suitable department or other Northern Territory Government employees or redeployees were considered first during the recruitment process. This ensured that employees affected by new agency arrangements were supported to fill vacancies that best suited their potential, knowledge and skills.

New employees were inducted into the department by their managers, and provided with ongoing support and development through the performance agreement process. There are a number of induction resources and guides for employees and managers available on the department's intranet site.

Employees who are new to a permanent position in the Northern Territory Public Sector are supported by their manager and human resource consultants through a probation process, which is discussed with new employees at induction.

In 2012-13, a total of 54 staff (inluding casual employees) have separated from the department. The department's turnover rate is 31 per cent, calculated as the number of separations divided by the full-time equivalent average from Pay 10-26 2012-13.

The employee turnover rate of 31 per cent can be attributed to the conclusion of temporary contracts and transfers to other Northern Territory Government agencies. The department is committed to further developing employees and better workforce planning to improve stability and minimise employee turnover rates.

### Developing our capability and performance

#### PERFORMANCE AGREEMENTS

Performance agreements are a responsibility of all staff and provide an opportunity for staff and their managers to reflect on achievements and challenges, have one-on-one discussions to plan for future priorities and development opportunities and formally record performance feedback.

Performance agreement discussions that are linked to corporate and business plans are the cornerstone of cultivating productive working relationships, constructing and building capable high performing teams, and achieving results. The Northern Territory Public Sector Capability and Leadership Framework is an effective tool that can be used in this process and is made available along with other relevant resources and department policies on the intranet.

Performance agreements form part of the department's planning framework and are reviewed regularly throughout the year. If required, human resource consultants provide support to managers and staff to address performance issues. In 2012-13 there were no inability cases and no disciplinary action taken.

This year the performance agreement process was reviewed by a number of stakeholders, including Human Resources, the Organisational Development Committee and executive management. Feedback will influence the new performance management framework for 2013-14.

#### CORPORATE TRAINING PROGRAM

Ongoing learning, development and education opportunities are offered to all employees. The department's commitment to learning and professional development saw 32 employees attending department funded training events.

In 2012-13, the following training and development initiatives were delivered:

Aboriginal cultural awareness workshops and refresher courses were provided in Darwin and Tennant Creek, with 20 employees attending. The workshop content included an introduction to language, Aboriginal culture, kinship systems and Aboriginal history.

An in-depth cross-cultural awareness course offered a unique and practical approach to interacting in environments requiring high levels of cross-cultural engagement. The course was developed for staff with frequent cultural engagements as part of their job. Three employees attended a workshop in Darwin.

Conflict resolution and coaching helped two staff in Alice Springs to develop their skills and knowledge to allow better communication and problem solving in situations involving dispute and conflict.

Developing personal resilience in the workplace and working with change training assisted staff with building personal resilience and equipped them with tools and strategies to deal with change, both personally and in a team environment. In 2012-13, three employees attended training in Darwin.

Project management courses were provided to four employees to develop better understanding of project management principles and methodologies. Where possible, learners were encouraged to use their own projects for the activities, putting their new knowledge into practice immediately.

#### CROSS GOVERNMENT LEADERSHIP PROGRAMS

The department uses cross government leadership programs provided by the Northern Territory Office of the Commissioner for Public Employment. In this reporting period seven employees participated in the following leadership development programs:

- The Public Sector Management Program is a national leadership program designed specifically for public sector managers from federal, state, territory and local government. In 2012-13 the department sponsored one employee from Darwin to particpate.
- Discovery–Women as Leaders is a unique personal and professional development opportunity for women from across the Northern Territory Public Sector. An executive officer from the Regional Development section was sponsored to participate in the program.
- The Australian and New Zealand School of Government (ANZOG) Women in Leadership workshop offered a fresh perspective on traditional leadership and management issues, including developing resilience, displaying courage, nurturing support and making strategic use of support systems. In September 2012, three women in senior roles attended the workshop in Darwin.
- The ANZOG Executive Master of Public Administration Program is designed to develop world class leaders in strategic public sector management by assisting future leaders to develop the management and policy skills needed in today's public sector. In 2013, an executive officer from the Regional Development section was the only Northern Territory Public Sector employee accepted into the program.

The Executive Leadership Program forms one part of an integrated strategy to address the issue of future leadership supply. In the reporting period, one employee attended the program in Darwin.

The Future Leaders Program is also part of an integrated leadership development strategy and is a unique opportunity for staff with outstanding leadership potential to further their careers. In the reporting period, one employee attended the program in Darwin.

#### STUDY ASSISTANCE

Staff are encouraged to increase their learning though formal studies in areas relevant to the department's core business. In 2012-13, four employees received study assistance and support through reimbursement of study fees and paid study leave to attend tutorials, lectures and examinations.

Approved courses undertaken by employees were:

- Bachelor of Behavioural Science
- Bachelor of Laws
- Graduate Diploma Indigenous Policy Development
- Research Fellowship with Global Voices.



#### DEVELOPING THE ABORIGINAL INTERPRETER SERVICE

The department invests considerable resources into the development of capacity of the Aboriginal Interpreter Service to deliver quality interpreting. Almost all Aboriginal interpreters are employed on casual contracts with the Northern Territory Government, and then undertake casual employment when they are required to do an interpreting job.

The Aboriginal Interpreter Service delivers inhouse training, provided by a team of trainers, through induction programs covering interpreting code of ethics, confidentiality, independence requirements and instruction on how to interpret successfully. The Aboriginal Interpreter Service also provides more specialised training, particularly in the areas of legal and health interpreting, using the skills and knowledge of trainers with special knowledge in this fields to build the capacity to interpret in complex legal and health environments. The department also employs a number of on-staff interpreters in the salaried positions of Community Based Interpreter and Interpreter Support and Development Officer. These onstaff interpreters are able to develop additional office administration skills, staff training and mentoring skills and are provided with an opportunity for promotion to more senior roles.

#### Employment programs

Under a shared services model for Corporate Services, employees early in their careers are held administratively in the Department of Housing, and complete shared work placements between the Department of Housing, the Department of Local Government, and the Department of Regional Development and Women's Policy.

#### GRADUATE DEVELOPMENT PROGRAM

The Graduate Development Program is designed to develop new generations of employees whose ideas, ambitions and leadership potential will help shape the future of the Northern Territory Government.

In 2012-13, the department supported two graduates from the disciplines of economics and accounting. One graduate was permanently transferred within the Northern Territory Government and the other completed the program and then undertook fixed-term employment before moving interstate.

#### APPRENTICESHIP PROGRAM

The emphasis of the Apprenticeship Program is providing Territorians the opportunity to gain a Certificate III qualification through structured employment and training.

In 2012, six apprentices from Darwin, Alice Springs and Wurrumiyanga completed a Certificate III in Business, with five then being appointed to either ongoing or fixed term employment, and one transferring within the Northern Territory Government.

In 2013, one apprentice commenced a Certificate III in Business but resigned soon after to take an opportunity in the private sector. The department will continue to support this program and participate in the mid-year intake.

#### INDIGENOUS CADETSHIP SUPPORT PROGRAM

The Indigenous Cadetship Support Program is designed to assist Aboriginal and Torres Strait Islanders in gaining tertiary qualifications and ongoing employment in the Northern Territory Government. The department provides a study allowance, book allowance and vacation employment during the academic break.

In 2012-13, one cadet successfully completed a Bachelor of Arts at the Australian National University and the department continues to support her in furthering her studies in a Bachelor of Law.

#### WORK INTEGRATED LEARNING SCHOLARSHIP

The Work Integrated Learning Scholarship is a whole of government program that invites students enrolled at Charles Darwin University to apply for a scholarship with Northern Territory Government agencies. This career development initiative was adopted by the former Department of Housing, Local Government and Regional Services in early 2012 and the department continued to support five scholarship holders.

Throughout their studies, the students undertake paid work placements in a number of areas across the department during their university breaks.

#### INDIGENOUS EMPLOYMENT PROGRAM

Similar to the apprenticeship program, on-thejob training is aligned to the participants' area of study. In 2012, two participants successfully completed the program in Darwin with a Certificate II in Customer Contact and Business Administration. Of these, one was appointed to ongoing employment in our Regional Development section.

#### Looking after each other

#### BUILDING A POSITIVE WORKPLACE CULTURE

Our values are outlined in the Corporate Plan 2013-2015 and the department is committed to fostering a positive workplace culture of respect for all employees. This is a primary focus of our internal engagement approach.

The department implements an Appropriate Workplace Behaviour Policy that provides guidance on what is considered appropriate workplace behaviour, what responsibilities employees, managers and the department have, and the process for dealing with inappropriate behaviour.

With the support of human resource consultants, mediation is used as a preferred mechanism to address inappropriate behaviour or resolve potential complaints and grievances in a timely and appropriate manner.

No complaints or grievances were lodged.

#### WELLBEING AND SUPPORT

The wellbeing of employees in the workplace is a priority for the department. In January 2013 the department launched a Health and Wellbeing Program.

This year through the department's Health and Wellbeing Program:

- A total of \$15 266 was provided by the department to support employees and their families through the Employee Assistance Program, which offers confidential counselling sessions to assist with work related issues or personal concerns. Career guidance is also available.
- Free influenza vaccinations were offered to all employees.
- A number of social events and activities, such as Harmony Day and the 10 000 steps challenge, were held.

Employees are also recognised through internal communications for participating in community based activities, health programs and fundraising.

#### FLEXIBLE WORKING ARRANGEMENTS

Four employees accessed Northern Territory Public Sector work-life balance initiatives that support flexible working arrangements during 2012-13. These arrangements assisted them to balance their work commitments with family, community and cultural responsibilities, interests and obligations. These initiatives include:

- flexible working hours
- purchasing of additional recreation leave
- use of recreation leave at half-pay
- extended leave scheme
- home-based work
- compressed working week
- part-time employment
- career breaks.

#### Number of staff at 30 June 2013 using work-life balance initiatives:

	Female	Male	Total
Flexible work arrangements	2	3	5
Leave without pay requests	2	3	5

#### HEALTH AND SAFETY

Throughout the year the department has invested time and resources in developing its work health and safety management practices to comply with new national legislation. Various initiatives have been taken including:

- A formally documented Work Health and Safety Management System has been put in place and is available to all staff through the department's intranet site.
- Worksite committees have been formed at all of department worksites to monitor and manage site specific work health and safety issues.
- A SharePoint site has been developed to assist the worksite committees with local issues and to help promote broader communication of work health and safety to all employees.
- Work health and safety is now a standing agenda item at all departmental management and team meetings.
- A centrally managed communication program has been implemented whereby safety messages are communicated monthly to all staff through the intranet and the Chief Executive's newsletter.

Work health and safety is recognised in the department's Corporate Governance Framework and is the basis for one of the specialist subcommittees that provide support and advice to the Executive Management Leadership Team.

There were four work health and safety incidents reported at 30 June 2013.

#### Workers compensations claims at 30 June 2013

Workers compensation claims	Number of claims
Claims at 1 July 2012	1
New claims	2
Claims resolved	1
Open claims at 30 June 2013	2
Staff currently receiving workers compensation payments	0



#### Engagement and communication

The department is committed to developing a positive and respectful culture through regular employee communication, engagement and collaboration with external stakeholders..

Developed throughout the Change Management Strategy, the department now has an internal communications and engagement approach that focuses on maintaining a culture that recognises the importance of timely, accurate and appropriate information, two-way communication, and recognising and valuing our employees and celebrating their achievements and the department's achievements.

A number of new programs and initiatives such as the Health and Wellbeing program and Staff Recognition Awards (reported on below) have been implemented to improve employee engagement. Weekly CE newsletters and regular internal broadcasts were launched in September 2013 to ensure staff are well informed. They also direct staff to essential policy and resources on the department's intranet site. CE newsletters also include social, health and wellbeing information.

#### At 30 June 2013:

- Total number of CE newsletters: 40
- Total number of internal broadcasts: 34

#### Celebrating our achievements

#### CHIEF MINISTER'S AWARDS

The department's Land Tenure Unit was a category winner in the 2012 Chief Minister's Awards for Excellence in the Public Sector.

The Land Tenure Unit was recognised for the Remote Land Administration Reform, where they worked closely with land councils, traditional owners and the Australian Government to implement land administration arrangements in remote Indigenous communities that:

- provided security for government investments, particularly in remote public housing
- enabled economic development, including through private business investment, private home ownership and individual wealth creation.

The unit's work involved building land administration systems in remote communities from the ground up. This included including planning, valuation and long-term leasing. The work required approaches that respected Aboriginal land rights and the unique cultural identity of each community.

The work of the Land Tenure Unit is building the foundations for future investment and prosperity in remote Indigenous communities (page 46).



#### STAFF RECOGNITION AWARDS

The department's Staff Recognition Awards were introduced in January 2013 to recognise outstanding achievements by individuals and teams. The awards are held quarterly, with employees able to nominate their peers. Four individual employees and two teams have been recognised by their peers for their achievements.

#### Individual

#### Helen Morris

Despite overcoming a number of challenges, Helen provided highly skilled and professional interpreting services in multiple Aboriginal languages across the Territory. She is highly regarded by her peers, clients and community.

#### Annette Murtagh

As a senior project officer, Annette consistently performed at a high level and demonstrated a commitment to quality services, stakeholder relationships and collaboration. Annette was instrumental in securing over 60 lease agreements.

#### James Rogers

As a former regional executive director, James provided outstanding leadership and consistently delivered results in the Arnhem Region with his open, collaborative, respectful and supportive approach to working with all levels of government.

#### Moira Skinner

As an executive officer, Moira exhibited outstanding patience and organisation skills which were instrumental in supporting the establishment of the new department and the coordination of office relocations.



#### Team

#### Regional Development Coordination Unit

The Regional Development team is dedicated and professional, driving regional development in the Northern Territory through the new Regional Development Framework, injecting over \$250 000 in grant funding to stimulate regional development and ensure a regional focus for Territory and national economic development initiatives.

#### Office of Women's Advancement

The employees of the Office of Women's Advancement embraced the challenges and opportunities that came from establishing a new team, and continue to work tirelessly to support women's advancement in the Territory, launching the first of their women's forums in Darwin and Alice Springs. 37

# HOW WE PERFORMED SNAPSHOT OF PERFORMANCE

This snapshot summarises departmental performance against our Corporate Plan 2013-2015. Performance key: ◆ On track ■ Monitor closely

Action

Status Progress summary:

#### Coordinate and program remote infrastructure

Develop community specific strategies to facilitate delivery of capital works and infrastructure	•	Over 198 infrastructure projects worth \$120 million have been delivered in remote Indigenous communities and over 200 more projects are underway. Planning is well advanced on the Asbestos Removal Program and the subdivision of Ilpey Ilpey Town Camp in Alice Springs. Indigenous Essential Services, which employs 35 Indigenous Essential Services Operators and 44 Indigenous trainees, has provided reliable electricity, water and sewerage services to 72 remote Indigenous communities with a 79 per cent satisfaction level.
Coordinate the delivery of Indigenous essential services	•	
Establish long-term relationship models with stakeholders to ensure ongoing development	•	
and delivery of infrastructure	The department continues to develop its relationships with key stakeholders to ensure effective cross-	
Coordinate and support Northern Territory Government agencies in their infrastructure planning	•	government infrastructure coordination and programming through the regional infrastructure coordination groups. The Remote Infrastructure Program Office is completing a toolkit to assist Northern Territory Government agencies planning remote infrastructure projects.

## Lead whole of government coordination of land tenure in remote communities

Coordinate land administration arrangements that enable economic development and home ownership	•	The department exceeded leasing agreement targets by securing 761 lots for new infrastructure projects and finalising 88 lease agreements. These leases support home ownership and economic development.
Secure land tenure to facilitate and underpin new and existing infrastructure and service delivery	•	Systems and procedures have been implemented to support the coordination of leasing and Aboriginal land information data. The Native Title and Aboriginal Lands Working Group administered by the department meets regularly to support coordination of leasing agreements
Coordinate cadastral planning	•	and land tenure.
Coordinate whole of government leasing negotiations with stakeholders	•	The department is represented on the Native Title and Aboriginal Lands Working Group that meets monthly to support Native Title and Aboriginal land matters.

Action

Status Progress summary:

# Lead whole of government coordination of service delivery in homelands

Develop homelands policy, strategic framework and implementation plans Ensure the delivery of municipal and essential services in eligible homelands	•	The department administers over \$34 million annually to support homelands and town camps across the Territory through service agreements with approximately 34 service providers in regional and remote locations. Under the Stronger Futures National Partnership Agreement, the Municipal and Essential Services Implementation Plan was finalised, securing long-term funding to support services to homelands and town camps. The new Territory Homelands Policy was launched to guide programs and funding allocation aimed at improving services and living conditions. The policy will continue to be rolled out in 2013-14 to improve transparency and performance of homeland service providers across the Territory.
Develop a resilient framework with service providers to ensure standards of delivery	-	The Darwin Town Camps Taskforce was established in early 2013 to assist with the long-term planning and to ensure service delivery is coordinated efficiently. A sum of \$2.7 million was released to improve dwellings and facilities in Darwin town camps. Work is scheduled for completion in 2013-14.

#### Strengthen regional capacity

Implement Regional Development Framework	•	The Regional Development Framework was launched in May 2013 in Nhulunbuy. Three of the four Regional Development Committees have now been established
Work with stakeholders to support activities that stimulate sustainable economic	•	to provide advice on local initiatives and sustainable economic development in their regions.
growth and wealth creation		Over \$250 000 in grants was invested to stimulate sustainable economic growth in regional Northern
Strengthen linkages across governments to facilitate regional development	•	Territory.

#### Strengthen Indigenous entrepreneurship and business

Work with stakeholders to support activities that stimulate economic growth and employment for Indigenous Territorians	•	Following a review of the Northern Territory Indigenous Economic Development Strategy 2009-2012, a draft new strategy was launched in June 2013 for widespread 2013-14 consultation. The department continues to develop innovative partnerships to promote business and tourism opportunities for Indigenous Territorians, including womer and young people, and this year directly supported 100 business and entrepreneurs through individual coachir or financial assistance.
Support the establishment and development of business and tourism opportunities for Indigenous Territorians	•	

ance key: 🔶 On track 📃 Monitor close	ely
Chature Decisions superconstruction	
Status Progress sun	nmar

#### Lead and coordinate whole of government Indigenous policy

Initiate, advise on and review policy initiatives impacting on Indigenous Territorians	•	The department has met all advice and reporting requirements on Indigenous policy issues and national agreements and continues to support the social, economic and cultural development of Indigenous Territorians.
Foster partnerships and collaborations to support the social, economic and cultural strength of Indigenous Territorians	•	
Monitor, analyse and advise on progress in overcoming Indigenous disadvantage	•	

### Provide interpreting and translating services to improve access to services for all Territorians

Strengthen and build on the capacity of the Aboriginal Interpreter Service and the Interpreting and Translating Service NT across the Territory	•	The department continues to focus on building the capacity of its interpreters and translators and has exceeded expectations with a total of 182 accredited or recognised interpreters.
Build and encourage appropriate use of interpreting and translating services by governments and industry	•	Interpreting and Translating Service NT has expanded and is now providing rostered services in detention centres. The Supreme Court of the Northern Territory announced new protocols and standards for interpreting in the Territory's justice system. A number of resources and user training programs have been developed to support clients, particularly those legal practitioners who work with Aboriginal interpreters.

## Lead whole of government coordination of partnership agreements and remote service delivery

Lead Northern Territory Government coordination of the Stronger Futures National Partnership Agreement and other partnership agreements	In early 2013 the department successfully led negotiations on behalf of the Northern Territory Government to secure nine Implementation Plans under the Stronger Futures National Partnership Agreement, a 10 year, \$3.5 billion commitment from the Australian and Northern Territory governments. In partnership with
Drive improvements in the standard of service delivery through regular monitoring and reporting	<ul> <li>the Australian Government, activity is well underway in working with Indigenous Territorians to develop, implement and monitor Stronger Futures initiatives.</li> <li>Coordination of the National Partnership Agreement on</li> </ul>
Engage with Indigenous communities and organisations to improve remote service delivery	Remote Service Delivery (2008-2014) continued through the development, implementation and monitoring of Local Implementation Plans for 15 major remote towns in the Northern Territory which included 1110 community priority actions led by Northern Territory Government departments.

Action

Status Progress summary:

# Advance the social, political and economic status of the women in the Northern Territory

Provide policy advice and options to government on women's issues	•	The independent Office of Women's Advancement was established in March 2013 to provide policy, advice and options to the Northern Territory and Australian governments on important issues affecting Territory Women. The office expanded by recruiting three additional staff, with a dedicated officer in Central Australia.
Implement, monitor, evaluate and report on government policies that impact on	•	The Office of Women's Advancement administers a grants program and has launched a series of new events that will support women's advancement in the Territory.
Territory women		A policy framework for Territory women was launched by the Minister for Women's Policy on International Women's Day 2013 and consultations have commenced to inform the office's strategic programs and initiatives.

#### Strengthen capacity of staff to deliver services

Develop a strong client service focus and cross-cultural competency	•	In September 2012 the department implemented a Change Management Strategy to transition to the new agency arrangements and improve services. In less than
Implement workforce development plans	•	12 months the department is now well established and delivering on important issues that affect Territorians. This has been underpinned by a new governance framework that is flexible and responsive.
Implement and coordinate a staff development framework	•	As the department moves into its second year of operation, work is underway to roll out long-term workforce development plans and programs. An annual
Strengthen corporate systems and support staff	•	review of corporate services, systems and programs. All almost business areas will be conducted in 2013-14.

# HOW WE PERFORMED REGIONAL SERVICES

# HOW WE PERFORMED REGIONAL SERVICES

#### 2012-13 achievements

- signed a new three year agreement (2013-2016) with Indigenous Essential Services Pty Ltd to secure essential services in 72 remote Indigenous communities
- completed major water supply upgrades and new water supply infrastructure and facilities, which improved water supply in nine remote Indigenous communities
- on behalf of the Northern Territory Government, secured leases on 761 parcels of Aboriginal land for infrastructure projects
- ensured leases are in place in 39 of the 71 Indigenous communities where leases are required (leases in eight communities are agreed in principle)
- facilitated and monitored over 400 projects valued at over \$500 million. Of these 198 were completed by the end of the 2012-13 reporting period
- launched the new Homelands Policy in May 2013 to support better services and living conditions for homeland residents
- established the Darwin Town Camps Taskforce and provided \$2.7 million to improve dwellings and facilities
- released over \$34 million to service providers of services to homelands and town camps throughout the Territory
- launched the new Homelands Extra Allowance initiative in May 2013
- finalised the Stronger Futures agreements, securing long-term funding to support infrastructure and services in remote Indigenous communities and homelands across the Territory
- signed a new three year agreement to undertake cadastral survey plans in 46 communities.

#### Progress

#### INDIGENOUS ESSENTIAL SERVICES



The department contracts Indigenous Essential Services Pty Ltd, a not for profit subsidiary of the Power and Water Corporation, for the provision of electricity, water and sewerage services in 72 remote Indigenous communities.

This year 120 Essential Services Operators were employed, with 35 of these being Indigenous employees. In addition, 44 Indigenous trainees were employed and undertook training for the Certificate II in Remote Area Essential Services.

A capital works program valued at \$94 million was delivered to improve essential services facilities and infrastructure across 72 remote Indigenous communities. Water supply upgrades were completed in Angurugu, Umbakumba, Wurrumiyanga, Wadeye and Galiwin'ku. Water treatment facilities were installed in Ali Curung, Kintore and Yuelamu. Major projects for filling and equipping new bores are well underway to improve water quality in Maningrida, Lajamanu and Hermannsburg. Major works are underway in Hermannsburg to connect the town to Alice Springs' electricity network.

In 2012 the Gunbalanya water and energy efficiency program commenced. This communitywide education initiative brought together community representatives, the Australian and Northern Territory governments, West Arnhem Shire and the Power and Water Corporation to promote sustainable water and electricity use in the community.

#### REGIONAL INFRASTRUCTURE

The department coordinates and programs remote infrastructure across the Territory. This involves projects such as training centres, child care centres, health centres, town planning and design, sporting infrastructure and transport facilities. This entails working across government, industry and local communities to advance the development of regional and remote communities and town camps and support infrastructure development activities that simulate economic growth and job creation.

The department has facilitated and monitored over 400 infrastructure projects valued at over \$500 million. In the reporting period 198 projects valued at \$120 million were completed.

#### Community projects in East Arnhem Land

The Remote Infrastructure Program Office on behalf of FaHCSIA undertook a consultancy to identify the requirements and ongoing for three community infrastructure projects in East Arnhem Land for submission for funding by the Australian Government.

The projects were



Galiwin'ku Multipurpose Centre (\$4.7 million)



Milingimbi Family and Child Centre (\$1.5 million)



Gapuwiyak Community Hall Extension (\$1 million)

The business case was completed and funding has been approved for these projects.

#### Ampilatwatja septic tanks upgrade

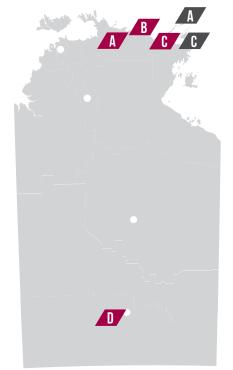
A toatl of \$1.4 million was secured by the Remote Infrastructure Program Office to upgrade/replace the septic tanks in the community houses due to a longstanding problem with failure of the septic system in the community.

In conjunction with Remote Housing, Barkley Shire Council and the local community the septic and drainage system was upgraded in 2012-13 and will be completed in July 2013.

#### Capital upgrades to essential services

A total of \$14 million was secured from the Australian Government by the Remote Infrastructure Program Office to undertake a range of capital essential services upgrades in remote communities that would enable other capital projects (such as child and family centres, trade training centres, health centres etc) to proceed. The additional funding was augmented by an additional \$7 million from the Northern Territory Government.

This additional capital in jection into essential services allowed the capacity upgrade to support approximately \$36 million in capital pro jects.



The main projects undertaken were:



Gunbalanya New Sewerage Pump Station (\$2.657 million)



Maningrida Water Services Upgrades (\$2.096 million)



Milingimbi Water Supply Services (\$5.375 million)



Ntaria Water Supply Upgrades (\$3.867 million) and connection to Alice Springs Power Grid (\$6.9 million)

#### HEALTH CENTRES AND FOOD STORES PROGRAMS

The Remote Infrastructure Program Office has been working with the Department of Health to progress the upgrade or construction of 11 remote health centres at Ngukurr, Maningrida, Elliott, Robinson River, Canteen Creek, Papunya, Ntaria, Galiwin'ku, Titjikala, Docker River, Numbulwar. This is a \$50.3 million capital program over two years.

The Remote Infrastructure Program Office has been working with FaHCIA to progress the construction of 18 food stores in remote communities in Areyonga, Haasts Bluff, Papunya, Yuendumu, Willowra, Engawala, Epenarra, Canteen Creek, Timber Creek, Bulla, Peppimenarti, Jilkminggan, Barunga, Beswick, Bulman, Gunbalanya, Pirlangimpi, Milikapiti. This is a \$55 million capital program.

#### ASBESTOS REMOVAL

As part of a national approach to eliminate asbestos in buildings, the department's Asbestos Removal Program (2013-2016) in remote communities will provide long-term benefits. The program will reduce occurrence of unknown infrastructure conditions and accidental spillages and contamination. This will minimise the costs of future infrastructure and maintenance works and improve health and safety.

The program is estimated to cost \$19.5 million over 52 communities. Planning and research commenced this year to develop policy direction for removing and disposing of asbestos-containing material in remote communities. Project scope, logistics and tender documentation have been drafted in preparation for the program commencement in 2013-14.



#### LAND TENURE

In April 2008 the Northern Territory Government directed that all government infrastructure located on Aboriginal land should be underpinned by secure land tenure in the form of long-term leases of the land appropriate to the use and economic life of the infrastructure.

The department is responsible for coordinating and negotiating government leases, with legal advice provided by the Northern Territory Department of Attorney-General and Justice.

Significant progress has been made in securing land leases for new and existing government infrastructure. In total, 761 parcels of the 1237 parcels of Aboriginal land identified for government infrastructure development are now underpinned by leases, with a further 88 agreed in principle.

Significant progress has also been made in securing leases over public housing lots in remote communities. In total, 59 communities have granted long-term leases.

The department's contribution to major land management reforms on Aboriginal land is making a significant impact on mainstreaming land arrangements. Cadastral survey plans are now being undertaken in 46 communities over three years. These plans will support potential home owners and economic developments.

#### MUNICIPAL AND ESSENTIAL SERVICES

As part of the National Partnership Agreement on Stronger Futures in the Northern Territory, the Municipal and Essential Services Implementation Plan was negotiated and agreed with the Australian Government.

The plan provides for long-term funding (10 years) to support the delivery of municipal and essential services to homelands and town camps across the Territory. Funding totalling \$231.8 million has been committed by the Northern Territory and Australian governments over the life of the agreement.

The Territory Government has taken fiscal responsibility for town camps under the plan.

Program guidelines have been developed in conjunction with service providers, which included face to face consultations across the Territory. New funding methodology, roles and responsibilities, and accountabilities have been included in the guidelines.

#### CAPITAL INFRASTRUCTURE GRANTS PROGRAM

The Capital Infrastructure Grants Program supports the Municipal and Essential Services Implementation Plan by providing capital grants to service providers. It is an annual application based program which assists with the purchase of capital items used to undertake works that improve the delivery of municipal and essential services to homelands.

A total of \$6 million in grant funding was distributed during 2012-13. Essential services include power, water and sewerage. Municipal services include waste management, airstrips, roads and dog management.

#### HOUSING MAINTENANCE PROGRAM

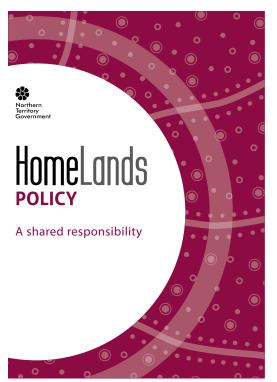
In 2012-13, \$7.3 million was distributed to service providers under the Housing Maintenance Program for repairs and maintenance to dwellings in homelands and town camps.

A total of 34 service providers delivered maintenance services to over 2000 dwellings located on approximately 500 homelands and town camps across the Territory.

#### NT JOBS PACKAGE

The NT Jobs Package forms part of the National Partnership Agreement on Indigenous Economic Development. This agreement between the Northern Territory and Australian governments provides 137 full-time sustainable jobs for Aboriginal people across the Territory. This agreement provides the Territory with approximately \$22 million in funding over four years.

Jobs created under this program are those that support municipal and essential service delivery to rural and remote Indigenous communities. This program follows on from the Community Development and Employment Project (CDEP) program.



#### TERRITORY HOMELANDS POLICY

A new Territory Homelands Policy was launched in 2012-13. This policy reflects the government's commitment to provide better services to people living on homelands. Under this initiative some homelands will receive funding for services for the first time.

The new policy incorporates a more equitable funding allocation to eligible homelands and town camps and provides improved accountability and transparency of the program's and funding distribution. Residents of homelands will now have access to information relating to their homeland, including planned works, funding allocation and service provider performance against planned works.

#### HOMELANDS EXTRA ALLOWANCE PROGRAM

The Homelands Extra Allowance Program was launched in 2013. Applications for funding opened on 1 July 2013. The program provides an additional \$14 million over four years from the Northern Territory Government.

Eligible residents of homelands in the Territory will receive \$5200 each toward additional repairs and maintenance to their home. Funding will be allocated to the homeland service provider, which must be acquitted against the eligible household.

Residents will be able to nominate the repairs and maintenance they want undertaken on their home.

#### Performance

#### INDIGENOUS ESSENTIAL SERVICES

Coordinate funding and provide strategic planning and policy advice for the delivery of electricity, water and sewerage services to 72 remote Indigenous communities through the contracted service provider, Indigenous Essential Services Pty Ltd, a subsidiary of Power and Water Corporation.

Key Deliverables	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Mini- Budget	2012-13 Actual	2013-14 Budget
Total annual cost of purchasing services for remote localities	\$60.8M	\$89.5M	\$64.8M	\$91.0M	\$90.4M	\$71.3M
Customer satisfaction with services <sup>1</sup>	78%	82%	50%	75%	79%	75%

1. Customer satisfaction surveys from remote Indigenous communities where fair is rated 50 %, good is 70 % and very good is 100 %.

#### REMOTE INFRASTRUCTURE COORDINATION

Whole of government coordination and support for planning and delivery of infrastructure and capital works in remote communities. Lead whole of government coordination and negotiation of land tenure arrangements in remote communities across the Territory.

Key Deliverables	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Mini- Budget	2012-13 Actual	2013-14 Budget
Remote towns where all Territory Government infrastructure is secured with long-term tenure				24	20	
arrangements	-	-	4	21	39	73
Remote towns where secure tenure is in place for remote public housing,			67	88	93	10.4
including town camps <sup>1</sup>	-	-	6/	88	93	104

1. Cumulative total.

#### HOMELANDS, OUTSTATIONS AND TOWN CAMPS

Lead whole of government coordination of service delivery in homelands and develop a long-term strategic framework to improve service delivery in town camps.

Key Deliverables <sup>1</sup>	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Mini- Budget	2012-13 Actual	2013-14 Budget
Homelands and town camps where municipal and essential services are delivered	-	-	-	500	472	590
Establish a Town Camps Taskforce in Darwin (number of meetings held)	-	-	-	1	2	4
Municipal and essential services grants for homelands and outstations (including capital grants)	-	-	-	\$21.2M	\$19.25M	\$19.0M
Municipal and essential services grants for town camps	_	_	-	\$2.5M	\$2.5M	\$2.54M

1. All key deliverables are new measures.

#### Next steps in 2013-14

- support and coordinate implementation of infrastructure, land tenure and services under the Stronger Futures National Partnership Agreement to support the advancement of regional and remote communities, homelands and town camps across the Territory
- commence the three year Asbestos Removal Program across the Territory
- continue to assist the Department of Health and the Department of Infrastructure with the planning and construction of remote health centres
- continue to coordinate lease and land tenure arrangements on behalf of the Northern Territory Government, with a focus on integrating information and data into a mainstream land management system
- implement, monitor and review the new Homelands Policy across the Territory.

# HOW WE PERFORMED REGIONAL DEVELOPMENT

#### **HOW WE PERFORMED**

# REGIONAL Development

#### 2012-13 achievements

- launched the Regional Development Framework in May 2013
- established Regional Development Committees in Katherine, Nhulunbuy, Alice Springs and Tennant Creek
- assisted 15 organisations through the provision of Regional Economic Development Fund grants totalling \$252 794
- provided tailored support to approximately 100 new or potential Indigenous business and entrepreneurs
- started consultation on the Indigenous Economic Development Strategy.

#### Progress

#### REGIONAL DEVELOPMENT FRAMEWORK

The Regional Development Framework was launched in Nhulunbuy on 2 May 2013 by the Minister for Regional Development.

The framework was developed to address the Northern Territory Government's commitment to growing our regions. Based on extensive research, the framework strengthens coordination and engagement between communities, non-government organisations, business, industry and all three levels of government in the major regional centres of the Northern Territory.

A key element of the framework is the establishment of Regional Development Committees, which provide advice to government on the changing needs and priorities of the region and provide the local community with an opportunity to be part of the decision making process in growing the economy of their region.

Committee membership is voluntary, with representatives from the local community, business, industry, non-government organisations, local government and a senior Northern Territory Government officer meeting to share information and identify common goals.

Committees have been established in Katherine, Nhulunbuy, Alice Springs and Tennant Creek and are supported by the local Regional Development Officers from the department.

#### NATIONAL FOCUS ON NORTHERN AUSTRALIA

The Northern Australia Ministerial Forum was established in December 2010 to provide strong leadership and strategic focus to ensure development in northern Australia is genuinely sustainable.

The forum is chaired by the Australian Government Minister for Regional Australia, Local Government and Territories, and includes Ministers responsible for regional development in the Northern Territory, Queensland and Western Australia.



#### REGIONAL DEVELOPMENT FRAMEWORK

Driving economic and employment growth and investment in the Territory's regional centres.

www.regionaldevelopment.nt.gov.au

The forum is an effective vehicle for the Northern Territory Government to collaborate on a range of initiatives relating to the development of northern Australia. The department supports the Northern Territory Minister for Regional Development's attendance at the forum by providing a Northern Territory perspective and by promoting the Northern Territory Government's policy direction to the forum. Since the establishment of the department in September 2012, the Minister has attended two forums.

#### REGIONAL ECONOMIC DEVELOPMENT FUND

The Regional Economic Development Fund is a grant funding scheme available to incorporated bodies or legal entities in all regions of the Northern Territory. Grants of up to \$25 000 are available to assist with the development of business and industry capability.

The fund supports regional economic development through funding assistance to locally based initiatives. All funding is subject to the approval of the Minister for Regional Development. All applications designed to deliver positive economic development outcomes are considered.

A total of 15 organisations were assisted through the fund in 2012-13. Grants were provided for a range of regional development activities. For example, the Tennant Creek and District Show Society Incorporated requested assistance to upgrade the electrical supply to the Tennant Creek Showground. Funding was provided on the basis that the Tennant Creek Show is an important annual event for the region, and the facilities are used throughout the year by community groups and non-government organisations.

#### REMOTE SERVICE DELIVERY GOVERNANCE AND LEADERSHIP DEVELOPMENT STRATEGY

The Remote Service Delivery Governance and Leadership Development Strategy is a research project which commenced in 2012. The project will be delivered by a team of researchers and facilitators from the Northern Institute of Charles Darwin University.

Throughout 2012-13 the project team investigated and delivered capacity development and implementation plans and pilot projects to support and enhance the governance and leadership capacity of individuals and community decision making groups located in Milingimbi, Gapuwiyak, Ramingining, Ntaria and Warrumiyanga.

#### INDIGENOUS ECONOMIC DEVELOPMENT STRATEGY

The Northern Territory Indigenous Economic Development Strategy 2009-2012 ended on 31 December 2012. During this period, 3000 additional Indigenous Territorians were recorded to have commenced employment in the Northern Territory. Other elements of the strategy were not met.

A review of the strategy found that the 2009-2012 priorities were not well defined, and therefore the targets were difficult to measure. In light of the lessons from the review, the new draft strategy aims to be simpler and responsive to changing economic and policy conditions. Consultation on the development of the Indigenous Economic Development Strategy 2013-2020 was announced in June 2013 to inform the strategic direction of and government investment in Indigenous economic development in the Territory. It is planned that the new strategy will be launched by the end of 2013.

#### INDUSTRY EVENTS AND NETWORKS

The department provided further business support to Indigenous people by establishing networks and participating in, hosting and sponsoring key industry events.

#### Indigenous Economic Development Field Officers Network

The department supports the Indigenous Economic Development Field Officers Network to provide valuable networking opportunities and information sharing that assists workers in the field to provide effective services to the clients.

With over 170 members, the network brings together Northern Territory Indigenous and non-Indigenous people who work on economic development directly with Indigenous communities to:

- meet and exchange information on roles and approaches
- hear presentations by government agencies on policy frameworks and support programs
- hear presentations on innovative business development, communication practices and approaches

#### Telstra Business Women's Awards

In partnership with Telstra and Indigenous Business Australia, the department hosted an information and networking event for Indigenous business women in Darwin and Alice Springs in April 2013. A total of 20 Indigenous business women attended the events that provided the opportunity to network and hear about the awards. A number of the participants were nominated for the awards.

#### Youth Business Awards

In partnership with the Department of Education and Children Services, the department supported the 2012 Youth Business Awards, sponsoring the Operate a Business in a Major Remote Town or Remote School award. . This award was won by Epenarra School Enterprise Students.

#### TAILORED SUPPORT FOR NEW BUSINESS VENTURES

The department provides a range of tailored support for prospective and new Indigenous business owners across the Territory, including mentoring, coaching, business planning, product development and financial support. Businesses are supported through the following initiatives:

#### Indigenous entrepreneur case management

In 2012-13, there was initial engagement with over 140 individuals and organisations across the Territory with business interest. In June 2013 there were over 60 Indigenous entrepreneurs and businesses across the Territory receiving case management support to further develop their business aspirations.

#### Indigenous Business Australia Tourism Accreditation Program

The Indigenous Tourism Development Unit has worked closely with Indigenous Business Australia for the past four years in assisting Indigenous tourism operators to achieve an export ready standard. This direction was identified by Tourism NT's marketing branch as a key objective in efforts to assure quality supply of Indigenous tourism experiences.





Accreditation was seen as a way of assuring best practice to the wholesalers and those who sell tourism product to the inbound tourism market. Accreditation acts as a quality assurance to the inbound market and has now become policy for the Tourism NT marketing team meaning that operators will not be promoted by Tourism NT unless they are accredited.

#### Indigenous Tourism Champions Program

The Indigenous Tourism Champions Program is a joint initiative of the Northern Territory Government, Tourism Australia and Indigenous Business Australia. It offers two levels of support to Indigenous owned tourism businesses.

- Product Development Participants receive mentoring support funded by Indigenous Business Australia
- 2. Champions also receive mentoring and marketing support from Tourism Australia.

The Indigenous Tourism Development Unit works with its clients to grow the number of marketready products, the aim being that businesses reach Champion status. At June 2013, there were four Product Development Participants and seven Champions.

#### Indigenous Business Development Program

This fund distributed \$584 295 to support 27 Indigenous businesses and organisations. The grants covered a range of ventures including mechanical, welding, electrical services, land management services, transport, retail, media, tourism, an entertainment centre, a barrister and solicitor and a pet grooming business.

Funding support was supplied to Specialised Welding & Engineering Limited (SWEL) to start a new welding business. Based in the heart of Alice Springs, SWEL offer clients a specialised coded welding and engineering service that includes welding and cutting, repairs and maintenance to earth moving equipment, fuel tankers and transport machinery and fabrication and engineering including CAD drafting, carbon steel, aluminium and stainless, structural steel, plate and section rolling. SWEL service all industry and commercial sectors. SWEL's IBDP funding allowed the purchase of a forklift, TIG welder, cold saw and workshop safety equipment.

#### Performance

#### REGIONAL DEVELOPMENT

Work to support activities that stimulate sustainable economic growth and wealth creation through partnerships with business, industry and communities.

Key Deliverables	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Mini- Budget	2012-13 Actual	2013-14 Budget
Indigenous businesses and organisations assisted under the Indigenous Business Development Program <sup>1</sup>	39	26	21	30	27	30
Regional businesses and organisations assisted under the Regional Economic Development Fund <sup>1</sup>	11	12	6	12	15	12
Regional development grants administered			\$0.97M	\$1.38M	\$1.37M	\$1.49M

1. The Indigenous Business Development Program and the Regional Economic Development Fund are application-based assistance programs driven by individual business needs.

#### Next steps in 2013-14

- consult, develop and implement the Indigenous Economic Development Strategy 2013-2016
- coordinate the seventh National Australian Indigenous Tourism Conference and the sixth Indigenous Economic Development Forum
- implement and monitor the Regional Development Framework and support Regional Development Committees, with an increased focus on strengthening stakeholder relationships
- continue tailored support for Indigenous business across the Territory
- continue the focus on regional development in northern Australia as part of the Northern Australian Ministerial Forum.

# LOW WE PERFORMED INDIGENOUS POLICYAND INDUDAGE SERVICES

#### **HOW WE PERFORMED**

# INDIGENOUS POLICY AND Language services

#### 2012-13 achievements

- secured the National Partnership Agreement on Stronger Futures in the Northern Territory and nine associated implementation plans
- signed the two remaining Local Implementation Plans by governments and stakeholders for Maningrida and Wurrumiyanga
- monitored and reviewed Local Implementation Plans actions for the Remote Service Delivery sites
- reviewed, in partnership with the respective communities, five Local Implementation Plans to reflect prevailing community initiatives and priorities
- adopted new Supreme Court of the Northern Territory interpreter protocols that were developed in association with our Language Services branch
- two Aboriginal interpreters completed a Post Graduate Certificate in Community Interpreting at Macquarie University
- a total of 11 Aboriginal interpreters graduated with a Diploma of Interpreting from Batchelor Institute of Indigenous Advanced Education
- increased, by 25 per cent, the number of hours of Aboriginal language interpreting
- the Interpreting and Translating Service NT commenced providing local interpreters to undertake detention centre interpreting
- provided responses and advice to support seven national reports and participated in three major reviews relating to Indigenous reform and services.

#### Progress

#### STRONGER FUTURES

On behalf of the Northern Territory Government the department has successfully led negotiations with the Australian Government to secure all nine implementation plans under the National Partnership Agreement on Stronger Futures in the Northern Territory:

- Schooling Implementation Plan
- Community Safety and Justice Implementation Plan
- Housing Implementation Plan
- Municipal and Essential Services Implementation Plan
- Health Implementation Plan
- Child, Youth, Family and Community
   Wellbeing Implementation Plan
- Tackling Alcohol Abuse Implementation Plan
- Remote Engagement and Coordination Implementation Plan
- Alice Springs Transformation Implementation Plan

Over \$1.42 billion will flow directly to the Northern Territory Government from the Australian Government under the nine implementation plans over 10 years.

This funding, together with an additional \$1.95 billion to be invested directly by the Australian Government (which includes expenses for Australian Government administration) and over \$115 million invested by the Northern Territory Government, will go to improving services for Indigenous people in remote areas of the Territory.

The department will play a leading role in coordination across the Northern Territory Government to facilitate the development, implementation and monitoring of Stronger Futures initiatives. This will be achieved in partnership with the Australian Government, Indigenous peak bodies and Indigenous Territorians living in remote areas. The department worked closely with the Australian Government to develop the draft Stronger Futures Workforce Development Strategy. The strategy was released for consultation in June 2013, and once finalised will provide an important tool to drive the delivery of Aboriginal employment targets included in all nine implementation plans.

The Australian Government released the initial six-monthly report on Stronger Futures, covering July 2012 to December 2012, in June 2013.

#### REMOTE SERVICE DELIVERY NATIONAL PARTNERSHIP AGREEMENT

In December 2008, the National Partnership Agreement on Remote Service Delivery was agreed to between the Australian, Northern Territory, Western Australian, South Australian, New South Wales and Queensland governments.

This agreement was part of the governments' efforts to close the gap in Indigenous disadvantage by:

- improving the access of Indigenous families to a full range of suitable and culturally inclusive services
- raising the standard and range of services delivered to Indigenous families.

To achieve these objectives, a Bilateral Implementation Plan for the Northern Territory was developed. This guides the development of Local Implementation Plans to harness potential investment by the Australian and Northern Territory governments.

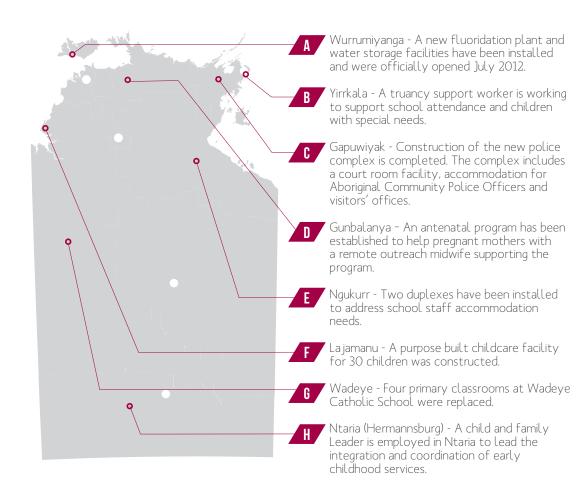
In partnership with the Australian Government, the department led the implementation, monitoring and reporting of Local Implementation Plans initiatives under the Partnership Agreement on Remote Service Delivery. Local Implementation Plans set out each community's agreed priorities, actions, responsibilities and commitments under COAG's seven community building blocks:

- Early Childhood
- Schooling
- Health
- Housing
- Economic Participation
- Safe Communities
- Governance and Leadership.

The National Partnership Agreement on Remote Service Delivery Bilateral Implementation Plan ends on 30 June 2014. At 30 June 2013 the Northern Territory Government is responsible for a total of 1110 priority actions identified within community Local Implementation Plans (LIPs). This represented 66 per cent of all priority actions across the 15 LIPs.



#### Examples of achievements through Local Implementation Plans:



#### NORTHERN TERRITORY COORDINATOR- GENERAL

The Northern Territory Coordinator-General's role is to work collaboratively with other parties to oversee, monitor, assess and advise in relation to:

- development and delivery of government services and facilities in the remote towns to a standard broadly comparable with that in non-Indigenous communities of similar size, location and needs elsewhere in Australia, including through:
  - improvements to the coordination of the development and delivery of such services and facilities
  - reforms to the development and delivery of such services and facilities
- progress towards achieving the national Closing the Gap targets in the remote towns and communities of the Northern Territory
- planning and strategic investment, in cooperation with the Australian Government Coordinator-General, in the 15 locations identified under the National Partnership Agreement on Remote Service Delivery.

#### ADVICE AND REPORTING ON WHOLE OF GOVERNMENT INDIGENOUS POLICY AND REVIEWS

The department successfully managed whole of government reporting requirements for Indigenous policy, by responding, advising and contributing to the following reports and reviews:

#### Reports:

- Prime Minister's Report on Closing the Gap of Indigenous Disadvantage 2013
- Report on Government Services 2013
- Report on Government Services Indigenous
   Compendium 2013
- Closing the Gap Monitoring Report January
   June 2012
- National Human Rights Action Plan 2012
- Social Justice Report 2012
- COAG Reform Council's Report on Indigenous Reform 2011-12: Comparing performance across Australia.

#### Reviews and inquiries:

- Closing the Gap Clearinghouse Review
- COAG Reform Council's National Indigenous Reform Agreement Review
- Overcoming Indigenous Disadvantage Report Review.



#### INTERPRETING AND TRANSLATING IN DEMAND

In 2012-13 the department provided over 30 000 hours of interpreting and translating services. The demand for interpreting and translating in the Northern Territory is increasing, providing new opportunities and challenges for the Interpreting and Translating Service NT and the Aboriginal Interpreter Service.

In May 2013, new Supreme Court of the Northern Territory protocols for interpreters were formally introduced to provide direction on how interpreters should be involved in court proceedings and standards for lawyers and judges working with interpreters. The Interpreting and Translating Service NT and the Aboriginal Interpreter Service played key roles in the development of the new protocols and, in association, strengthened relationships with the Territory's legal sector. This year the Interpreting and Translating Service NT entered two arrangements to increase the use of local interpreters. The service has started providing local interpreters to undertake rostered interpreting in detention centres and in May 2013 provided interpreting services for the Australia-China Minerals Investment Summit, which saw a large number of Chinese delegates visit the Northern Territory. Interpreting and Translating Service NT is in the process of recruiting and developing additional interpreters to support increased service demands. In doing so, more employment opportunities will be provided to Territorians.

#### ABORIGINAL INTERPRETER SERVICE

The Remote Engagement Coordination Implementation Plan under the National Partnership Agreement on Stronger Futures in the Northern Territory, which was finalised in 2013, secured the long-term development of the Aboriginal Interpreter Service. It provides \$36.2 million over 10 years to support the development of Aboriginal interpreters.

The Aboriginal Interpreter Service provides significant employment opportunities for a large number of Aboriginal casual interpreters, having engaged almost 300 during the past 12 months. It employs 20 community based interpreters and five interpreter support development officers across the Territory.

The service has a focus on capacity building through training and professional development. A total of 5764 hours of training was completed by Aboriginal interpreters in the past 12 months, at an average of 20 hours per interpreter. Seven Aboriginal interpreters graduated with a Diploma of Interpreting from the Batchelor Institute of Indigenous Tertiary Education and two Aboriginal interpreters completed a Post Graduate Certificate in Community Interpreting at Macquarie University.

The service is committed to continually increasing the percentage of interpreting that is undertaken by interpreters with a Diploma of Interpreting or National Accreditation Authority for Translators and Interpreters (NAATI) accreditation. In 2012-13 the service exceeded the target of 35 per cent of all interpreting being undertaken by qualified interpreters.



#### Performance

#### INDIGENOUS POLICY

Work with Australian, Northern Territory and local governments, non-government agencies and Indigenous people to provide strategic policy advice on Indigenous affairs from a whole of government perspective.

Key Deliverables	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Mini- Budget	2012-13 Actual	2013-14 Budget
Advice and reporting on national agreements delivered within agreed timeframes	-	-	100%	100%	100%	100%

#### REMOTE SERVICE DELIVERY COORDINATION

Lead whole of government coordination of National Partnership Agreements and remote service delivery, targeting improved services in remote towns and communities.

Key Deliverables	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Mini- Budget	2012-13 Actual	2013-14 Budget
Local Implementation Plans monitored and reviewed <sup>1</sup>	-	12	15	21	15	15
Stronger Futures Implementation Plans monitored <sup>2</sup>	-	-	-	-	-	9

1. Amended for consistency with the National Partnership Agreement on Remote Service Delivery.

2. New measure.

#### INTERPRETERS AND TRANSLATOR SERVICES

Provide interpreter and translator services for Territorians with English as their second language to alleviate language barriers and enable fair and equitable access to government and non-government services.

Key Deliverables	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Mini- Budget	2012-13 Actual	2013-14 Budget			
Aboriginal Interpreter Service									
Bookings attended <sup>1</sup>	-	-	5 618	4 800	7 103	7 000			
Registered interpreters	382	409	440	400	503	450			
NAATI <sup>2</sup> accredited or recognised interpreters	-	66	83	100	94	150			
Languages covered	-	-	104	104	104	104			
Interpreting and Translating S	Service NT								
Interpreting bookings attended <sup>2</sup>	-	-	6 797	7 500	4 606	7 500			
Translating assignments completed	-	-	1 203	1 500	1 258	1 500			
Registered interpreters	156	185	199	210	177	190			
Registered translators	120	84	97	95	93	185			
NAATI accredited or recognised interpreters and translators <sup>3</sup>	-	84	89	88	88	100			
Languages covered	56	62	62	68	68	68			

1. Increases in the volume of user training and increased marketing and promotion of the service have resulted in increased bookings.

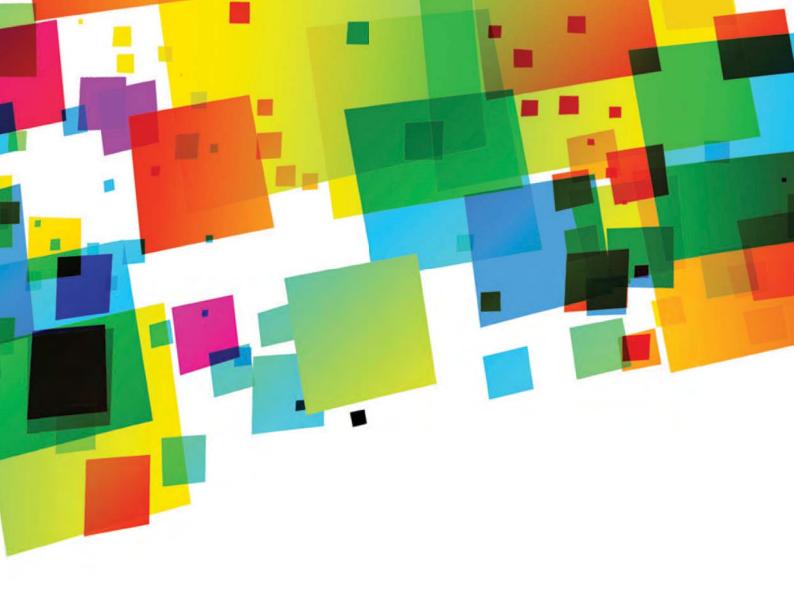
2. Decline in interpreter bookings in 2012-13 due to Telephone Interpreting Service being temporarily closed for three months due to an office fire and statistics therefore unavailable for interpreter use by NT clients.

3. NAATI - National Accreditation Authority for Translators and Interpreters.

#### Next steps in 2013-14

- coordinate and monitor the nine Stronger Futures implementation plans for the Northern Territory Government
- finalise the Stronger Futures Aboriginal Workforce Development Strategy and the Stronger Futures Aboriginal Engagement Framework with the Australian Government and with peak Aboriginal organisations
- develop a performance indicator framework that will be used by the Regional Development Standing Committee to monitor progress in improving outcomes for remote residents
- coordinate and monitor the agreed Northern Territory actions with the 15 Remote Service Delivery Local Implementation Plans
- support and participate in, on behalf of Northern Territory Government, implementation of the Groote Eylandt and Bickerton Island Regional Partnership Agreement
- continue to focus on increasing the quality of Aboriginal interpreting through increasing the percentage of interpreters with qualifications or national accreditation
- build and develop the Northern Territory interpreting industry through increased use of local interpreters and improved professional development
- continue supporting social and economic participation of Aboriginal people in the Northern Territory.

Annual Report 2012-13 How we performed





## HOW WE PERFORMED OFFICE OF WOMEN'S ADVANCEMENT

#### 2012-13 achievements

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- established the Office of Women's Advancement and recruited three new employees to the team including one senior officer in Alice Springs
- provided 24 scholarships to Territory women aimed at enhancing economic security of women by supporting them to undertake education, training or personal development
- provided over \$30 000 in grants to 28 organisations across the Territory to support programs, events and initiatives aimed at advancing the status of Territory women
- launched a new keynote public events program, A Conversation Worth Having, for all Territory women, and the Smashing the Glass Ceiling lunchtime presentation for women in the Northern Territory Public Sector.

#### Progress

#### COMMITMENT TO THE ADVANCEMENT OF TERRITORY WOMEN

In March 2013 the Minister for Women's Advancement announced the establishment of a stand-alone Office of Women's Advancement to work in partnership with Northern Territory Government agencies and local, national and international community organisations.

Following the announcement, three new positions were established in the Office of Women's Advancement, including a new position in Alice Springs. By 30 June 2013 the Office of Women's Advancement had expanded to six full-time equivalent employees.

From 2013-14 the Northern Territory Government will invest an additional \$450 000 per annum to reinvigorate government's commitment to address important issues affecting Territory women and provide more support and development opportunities for women.

Work is well underway to develop the Office of Women's Advancement annual program and policy direction to be rolled out from July 2013. Aligned with the national agenda of the Council of Australian Governments Select Council on Women's Issues, our focus is on women's safety, leadership and participation and gender equity. The programs and policy direction of Women's Advancement are informed by engagement and consultation with Territory women, community organisations and other stakeholders. This ensures that the new approach is focused on local issues and making a difference in the lives of Territory women. As at June 2013, over 80 stakeholder meetings have been held across the Territory.

A 12 month review of the Office of Women's Advancement is planned in 2014 to assess the appropriateness of the structure and operations.

#### IMPROVING OPPORTUNITIES FOR WOMEN THROUGH TERRITORY GRANTS

The Office of Women's Advancement provided grants and scholarships valued at \$30 000. The grants and scholarships aim to improve opportunities for women's economic advancement in the Northern Territory and support engagement and participation of women and girls across the Territory.

#### Chief Minister's Scholarship for Women

The 2013 Chief Minister's Scholarships for Women aim to encourage women to undertake education and training to enhance their employment opportunities, general life outcomes and economic security. Leah Shepherd received the \$15 000 Higher Education Scholarship, together with a laptop computer. Vocational Education and Training Scholarships of \$2000 went to Angeline Bill and Colleen Klein.

#### International Women's Day Grants Program

A total of\$14 000 was allocated to 21 organisations to support the celebration and participation of Territory women in International Women's Day. The grants program supported a range of activities including attendance at:

- the 2013 National Rural Women's Conference in Canberra and the United Nations Commission on the Status of Women in New York
- an International Women's Day event hosted by Business and Professional Women Darwin with special guest, Australian of the Year, Ita Buttrose, AO OBE
- a number of activities in regional and remote areas aimed at encouraging women's participation in International Women's Day activities.

#### Women's Advancement Grants

Community grants are provided to organisations to support programs that encourage women of all ages' leadership and participation. Programs supported in 2012-13 included:

- Music NT's Desert Divas, Sista Sounds and Saltwater Divas programs aimed at building stronger communities, developing a culture of Indigenous women's music across the Territory and promoting women's leadership and positive role models
- Smith Family's Girls Step Up Program, aimed at Year 9 to Year 10 girls, which is designed to inspire, challenge, provide information and open girls' minds to different career pathways
- Business and Professional Women NT's negotiation skills workshops for women in Alice Springs and Darwin.

#### INCREASED COMMUNITY ENGAGEMENT AND EVENTS

In addition to supporting community organisations, the Office of Women's Advancement coordinates and participates in a number of community engagement activities and events. This year two new 12 month programs of keynote events were launched.

#### A Conversation Worth Having

This public event series, held alternately in Alice Springs and Darwin, presents inspirational and dynamic keynote speakers who share their experiences and facilitate debate about a broad range of issues. The events aim to provide women with positive role models, stimulate debate and empower women to make positive changes in their lives.

#### Smashing the Glass Ceiling

In partnership with the Institute of Public Administration Australia, this program provides lunchtime keynote speaker presentations in Alice Springs and Darwin by women who are senior in the public sector. The events aim to inject energy and enthusiasm and to assist women in the public sector to reach their full potential.

#### Performance

As a newly established output group in the Northern Territory Government Budget, the Office of Women's Advancement had no reportable outputs in 2012-13. In 2013-14 the Office of Women's Advancement will report against the following key deliverables:

- number of women assisted with grant applications
- number of clients
- number of forums, workshops and consultations conducted
  - client satisfaction.

#### Next steps in 2013-14

- develop and strengthen stakeholder relationships and implement a new Northern Territory Framework for Women's Advancement to improve safety, leadership and gender equality
- support a national approach to women's advancement through the Select Council on Women's Issues
- provide grants and scholarship to improve opportunities for women's advancement and support engagement and participation of women and girls across the Territory
  - engage Territory women through research, events and education programs to provide increased opportunities and support.

## CERTIFICATION OF THE FINANCIAL STATEMENTS

We certify that the attached financial statements for the Department of Regional Development and Women's Policy 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 2013 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.

Robert Kendrick Chief Executive 28 August 2013

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Ken Tinkham Chief Financial Officer 28 August 2013

## HOW WE PERFORMED FINANCIAL OVERVIEW

#### For the year ended 30 June 2013

The Department of Regional Development and Women's Policy was created as a result of the Administrative Arrangements Orders (AAOs) introduced by the Northern Territory Government on 4 September 2012, followed by AAOs on 2 October 2012, 14 December 2012, and 14 March 2013. In accordance with the requirements of Section 21 of the Financial Management Act, these take retrospective effect for accounting purposes to 1 July 2012. The former Department of Housing, Local Government and Regional Services was split into three newly created departments including the Department of Regional Development and Women's Policy. As a consequence the accompanying 2013 financial statements do not have comparatives for 2012.

The operations of the department for the year resulted in a net deficit of \$6.6 million.

Government appropriations of \$120 million provided 82 per cent of the total income for the department in the financial year. Of this the Northern Territory Government provided \$111.6 million and the Australian Government \$8.4 million. Grants and subsidies from the Australian Government provided a further \$23.5 million (16 per cent).

The main source of income from the sale of goods and services is the charging of fees for Interpreting Services which earned \$1.12 million for the year. The provision of services in relation to land tenure and remote infrastructure coordination to other Northern Territory government departments earned a further \$1.05 million. The department's expenses for the year consisted mainly of the payment of grants and subsidies totalling \$129 million, or 85 per cent of total departmental expenses of \$153 million. The majority of the grant payments fund the provision of essential services such as power and water in remote communities. In 2012-13 financial year \$52.7 million has been provided for recurrent expenses, and a further \$37.6 million in capital grants to establish or upgrade ageing infrastructure in remote communities.

At the end of the financial year the department has total assets of \$23.7 million. The assets are mainly current \$23.5 million, consisting of cash \$19.9 million, receivables \$3.577 million, and prepayments of \$64,000. Net assets are \$21.3 million, after allowing for liabilities of \$2.3 million.

## HOW WE PERFORMED COMPREHENSIVE OPERATING STATEMENT

For the year ended 30 June 2013

		2013
	Note	\$000
INCOME		
Grants and subsidies revenue		
Current		23 480
Appropriation		
Output		111 629
Commonwealth		8 433
Sales of goods and services		2 174
Goods and services received free of charge	4	475
Other income		335
TOTAL INCOME	3	146 526
EXPENSES		45.005
Employee expenses		15 287
Administrative expenses		
Purchases of goods and services	5	8 070
Depreciation and amortisation	8	7
Other administrative expenses		469
Grants and subsidies expenses		
Current		83 516
Capital		45 753
TOTAL EXPENSES	3	153 102
NET SURPLUS/(DEFICIT)		(6 576)
OTHER COMPREHENSIVE INCOME		-
COMPREHENSIVE RESULT		(6 576)

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

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# HOW WE PERFORMED **BALANCE SHEET**

As at 30 June 2013

		2013
	Note	\$000
ASSETS		
Current assets		
Cash and deposits	6	19 870
Receivables	7	3 577
Prepayments		64
Total current assets		23 511
Non-current assets		
Property, plant and equipment	8	155
Total Non-current assets		155
TOTAL ASSETS		23 666
LIABILITIES		
Current liabilities		
Payables	9	481
Provisions	10	1 394
Total current liabilities		1 875
Non-current liabilities		
Provisions	10	446
Total Non-current liabilities		446
TOTAL LIABILITIES		2 321
NET ASSETS		21 345
EQUITY		
Capital		27 921
Accumulated funds		(6 576)
TOTAL EQUITY		21 345

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

## HOW WE PERFORMED STATEMENT OF CHANGES IN EQUITY

For the year ended 30 June 2013

2012-13	Note	Equity at 1 July \$000	Comprehensive result \$000	Transactions with owners in their capacity as owners \$000	Equity at
	NOLE	3000	2000	2000	\$000
Accumulated funds			(6 576)		(6 576)
Capital - Transactions with owners					
Equity injections					
Equity transfers in				162	162
Other equity injections				27 830	27 830
Equity withdrawals					
Capital withdrawal				(71)	(71)
				27 921	27 921
Total equity at end of Financial year			(6 576)	27 921	21 345

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

## HOW WE PERFORMED CASH FLOW STATEMENT

As at 30 June 2013

		2013
	Note	\$000
	••••••	•••••••
CASH FLOWS FROM OPERATING ACTIVITIES		
Operating receipts		
Grants and subsidies received		
Current		23 480
Appropriation		
Output		111 629
Commonwealth		8 433
Receipts from sales of goods and services		6 438
Total operating receipts		149 980
Operating payments		
Payments to employees		(13 223)
Payments for goods and services		(15 377)
Grants and subsidies paid		
Current		(83 516)
Capital		(45 753)
Total operating payments		(157 869)
NET CASH FROM/(USED IN) OPERATING ACTIVITIES	11	(7 889)
CASH FLOWS FROM FINANCING ACTIVITIES		
Financing receipts		
Equity injections		
Other equity injections		27 830
Total financing receipts		27 830
Financing payments		
Equity withdrawals		(71)
Total financing payments		( 71)
NET CASH FROM/(USED IN) FINANCING ACTIVITIES		27 759
Net increase/(decrease) in cash held		19 870
Cash at beginning of financial year		0
CASH AT END OF FINANCIAL YEAR	6	19 870

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

Department of Regional Development and Women's Policy

## HOW WE PERFORMED NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2013

INDEX OF NOTES TO THE FINANCIAL STATEMENTS

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- 2. Statement of Significant Accounting Policies
- 3. Comprehensive Operating Statement by Output Group

INCOME

4. Goods and Services Received Free of Charge

EXPENSES

5. Purchases of Goods and Services

ASSETS

- 6. Cash and Deposits
- 7. Receivables
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LIABILITIES

- 9. Payables
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OTHER DISCLOSURES

- 11. Notes to the Cash Flow Statement
- 12. Financial Instruments
- 13. Commitments
- 14. Contingent Liabilities and Contingent Assets
- 15. Events Subsequent to Balance Date
- 16. Write-offs, Postponements, Waivers, Gifts and Ex Gratia Payments

#### 1. Objectives and Funding

The Department of Regional Development and Women's Policy's role is to:

- lead whole of government implementation of services delivered under the Stronger Futures and Remote Services Delivery National Partnership Agreements
- coordinate whole of government Indigenous policy
- build regional economies through enterprise development, job creation and infrastructure investment
- provide interpreting and translating services to improve access to services for all Territorians.

Additional information in relation to the Department of Regional Development and Women's Policy and its principal activities may be found in section What we do (page 18) of the annual report.

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

## 2. Statement of Significant Accounting Policies

#### A). BASIS OF ACCOUNTING

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 Department of Regional Development and Women's Policy 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). Certification of the Financial Statements
- (ii). Comprehensive Operating Statement
- (iii). Balance Sheet
- (iv). Statement of Changes in Equity
- (v). Cash Flow Statement
- (vi). applicable explanatory notes to the financial statements.

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 Standards and Interpretations and their impacts are:

#### AASB 2011-9 Amendments to Australian Accounting Standards - Presentation of Items of Other Comprehensive Income [AASB 1, 5, 7, 101, 112, 120, 121, 132, 133, 134, 1039 & 1049]

The amendments, as presented on the comprehensive operating statement, require entities to group items presented in other comprehensive income (oci) on the basis of whether they are potentially reclassifiable to profit or loss subsequently (reclassification ad justments).

#### B). ACCOUNTING STANDARDS AND INTERPRETATIONS ISSUED BUT NOT YET EFFECTIVE

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

Standard/ Interpretation	Summary	Effective for annual reporting periods beginning on or after	Impact on financial statements
AASB 9 Financial Instruments (Dec 2010), AASB 2010-7 Amendments to Australian Accounting Standards arising from AASB 9 (Dec 2010) [AASB 1, 3, 4, 5, 7, 101, 102, 108, 112, 118, 120, 121, 127, 128, 131, 132, 136, 137, 139, 1023 & 1038 and Interpretations 2, 5, 10, 12, 19 & 127], AASB 2012- 6 Amendments to Australian Accounting Standards - Mandatory Effective Date of AASB 9 and Transition Disclosures [AASB 9, 2009- 11, 2010-7, 2011-7 & 2011-8]	AASB 9 incorporates revised requirements for the classification and measurement of financial instruments resulting from the IASB's project to replace IAS 39 Financial Instruments: Recognition and Measurement (AASB 139 Financial Instruments: Recognition and Measurement).	1 Jan 2015	Not expected to have a material impact on future reporting periods
AASB 10 Consolidated Financial Statements, AASB 2011-7 Amendments to Australian Accounting Standards arising from the Consolidation and Joint Arrangements Standards [AASB 1, 2, 3, 5, 7, 101, 107, 112, 118, 121, 124, 132, 133, 136, 138, 139, 1023 & 1038 and Interpretations 5, 9, 16 & 17], AASB 2012-10 Amendments to Australian Accounting Standards - Transition Guidance and Other Amendments [AASB 1, 5, 7, 8, 10, 11, 12, 13, 101, 102, 108, 112, 118, 119, 127, 128, 132, 133, 134, 137, 1023, 1038, 1039, 1049 & 2011-7 and Interpretation 12]	Requires a parent to present consolidated financial statements as those of a single economic entity, replacing the requirements previously contained in AASB 127 Consolidated and Separate Financial Statements. AASB 2012-10 defers the mandatory application of AASB 10 Consolidated Financial Statements and related Standards to not- for-profit entities until annual reporting periods beginning on or after 1 January 2014.	1 Jan 2013	Not expected to have a material impact on future reporting periods
AASB 12 Disclosure of Interests in Other Entities Aug 2011	Requires the extensive disclosure of information that enables users of financial statements to evaluate the nature of, and risks associated with, interests in other entities and the effects of those interests on its financial position, financial performance and cash flows.	1 Jan 2013	Not expected to have a material impact on future reporting periods

Standard/ Interpretation	Summary	Effective for annual reporting periods beginning on or after	Impact on financial statements
AASB 13 Fair Value Measurement, AASB 2011-8 Amendments to Australian Accounting Standards arising from AASB 13 [AASB 1, 2, 3, 4, 5, 7, 9, 2009-11, 2010 7, 101, 102, 108, 110, 116, 117, 118, 119, 120, 121, 128, 131, 132, 133, 134, 136, 138, 139, 140, 141, 1004, 1023 & 1038 and Interpretations 2, 4, 12, 13, 14, 17, 19, 131 & 132]	Replaces the guidance on fair value measurement in existing AASB accounting literature with a single standard. The Standard defines fair value, provides guidance on how to determine fair value and requires disclosures about fair value measurements.	1 Jan 2013	Not expected to have a material impact on future reporting periods
AASB 119 Employee Benefits (2011), AASB 2011-10 Amendments to Australian Accounting Standards arising from AASB 119 (2011) [AASB 1, 8, 101, 124, 134, 1049 & 2011-8 and Interpretation 14]	Changes the definition of short-term employee benefits and the measurement and recognition of defined benefit superannuation obligations.	1 Jan 2013	Not expected to have a material impact on future reporting periods
AASB 2012-2 Amendments to Australian Accounting Standards – Disclosures – Offsetting Financial Assets and Financial Liabilities (Amendments to AASB 7)	Amends AASB 7 Financial Instruments: Disclosures to require an entity to disclose information about rights of offset and related arrangements for financial instruments under an enforceable master netting agreement or similar arrangement.	1 Jan 2013	Not expected to have a material impact on future reporting periods
AASB 2012-3 Amendments to Australian Accounting Standards - Offsetting Financial Assets and Financial Liabilities (Amendments to AASB 132)	Addresses inconsistencies in current practice when applying the offsetting criteria in AASB 132 Financial Instruments: Presentation.	1 Jan 2014	Not expected to have a material impact on future reporting periods
AASB 2012-5 Amendments to Australian Accounting Standards arising from Annual Improvements 2009-2011 Cycle [AASB 1, 101, 116, 132 & 134 and Interpretation 2]	Amends a number of pronouncements as a result of the 2009-2011 annual improvements cycle. Amendments include clarification of the requirements for comparative information in AASB 101 Presentation of Financial Statements and classification of servicing equipment in AASB 116 Property, Plant and Equipment.	1 Jan 2013	Not expected to have a material impact on future reporting periods

#### C). AGENCY AND TERRITORY ITEMS

The financial statements of Department of Regional Development and Women's Policy include income, expenses, assets, liabilities and equity over which the department 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. The Department of Regional Development and Women's Policy does not collect any Territory items on behalf of Central Holding Authority.

#### D). COMPARATIVES

The Department of Regional Development and Women's Policy was created as at 1 July 2012, therefore there is no comparative information for 2011-12.

#### E). 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.

#### F). CHANGES IN ACCOUNTING POLICIES

There have been no changes to accounting policies adopted in 2012-13 as a result of management decisions.

#### G). ACCOUNTING JUDGEMENTS AND ESTIMATES

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

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

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

Employee Benefits - Note 2(s) and Note 10: Non-current liabilities in respect of employee benefits are measured as the present value of estimated future cash outflows based on the appropriate government bond rate, estimates of future salary and wage levels and employee periods of service.

- Contingent Liabilities Note 14: The present value of material quantifiable contingent liabilities are calculated using a discount rate based on the published 10-year government bond rate.
- Allowance for Impairment Losses Note 2(n), 2(p), 7: Receivables and 12: Financial Instruments.
- Depreciation and Amortisation Note 2(k), Note 8: Property, Plant and Equipment.

#### H). 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.

#### I). INCOME RECOGNITION

Income encompasses both revenue and gains.

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

#### Grants and Other Contributions

Grants, donations, gifts and other non-reciprocal contributions are recognised as revenue when the agency obtains control over the assets comprising the contributions. Control is normally obtained upon receipt. Contributions are recognised at their fair value. Contributions of services are only recognised when a fair value can be reliably determined and the services would be purchased if not donated.

#### 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 Special Purpose Payments and National Partnership payments being made by the Commonwealth Treasury to state treasuries, in a manner similar to arrangements for GST payments. These payments are received by the Department of Treasury and Finance on behalf of the Central Holding Authority and then on passed to the relevant agencies as Commonwealth appropriation.

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

#### Sale of Goods

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

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

#### Rendering of Services

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

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

#### Interest Revenue

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

#### Goods and Services Received Free of Charge

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

#### Disposal of Assets

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

#### Contributions of Assets

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

#### J). REPAIRS AND MAINTENANCE EXPENCE

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

#### K). 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:

	2013
Leased plant and equipment	10 years

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

#### L). INTEREST EXPENSE

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

#### M). CASH AND DEPOSITS

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

#### N). RECEIVABLES

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

The allowance for impairment losses represents the amount of receivables the agency estimates are likely to be uncollectible and are considered doubtful. Analyses of the age of the receivables that are past due as at the reporting date are disclosed in an aging schedule under credit risk in Note 12 Financial Instruments. Reconciliation of changes in the allowance accounts is also presented.

All receivable are generally settled within 30 days.

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#### O). PROPERTY, PLANT AND EQUIPMENT

#### Acquistions

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. 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.

#### P). IMPAIRMENT

#### Impairment of Assets

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

Non-current physical and intangible agency assets are assessed for indicators of impairment on an annual basis. If an indicator of impairment exists, the agency determines the asset's recoverable amount. The asset's recoverable amount is determined as the higher of the asset's depreciated replacement cost and fair value less costs to sell. Any amount by which the asset's carrying amount exceeds the recoverable amount is recorded as an impairment loss. Impairment losses are recognised in the Comprehensive Operating Statement. They are disclosed as an expense unless the asset is carried at a revalued amount. Where the asset is measured at a revalued amount, the impairment loss is offset against the asset revaluation surplus for that class of asset to the extent that an available balance exists in the asset revaluation surplus.

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

#### Q). 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.

#### R). PAYABLES

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

#### S). 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 nonvesting, as the anticipated pattern of future sick leave to be taken is less than the entitlement accruing in each reporting period.

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

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

As part of the financial management framework, the Central Holding Authority assumes the long service leave liabilities of government agencies, including Department of Regional Development and Women's Policy and as such no long service leave liability is recognised in agency financial statements.

#### T). SUPERANNUATION

Employees' superannuation entitlements are provided through the:

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

The agency makes superannuation contributions on behalf of its employees to the Central Holding Authority or non-government employeenominated 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.

#### U). 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.

#### V). COMMITMENTS

Disclosures in relation to capital and other commitments, including lease commitments, are shown at Note 13.

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

#### 3. Comprehensive Operating Statement by Output Group

		Regional Services
	Note	2013 \$000
INCOME		
Grants and subsidies revenue		
Current		20 892
Appropriation		
Output		9 298
Commonwealth		5 128
Sales of goods and services		1 054
Goods and services received free of charge	4	40
Other income		279
TOTAL INCOME		36 691
EXPENSES		
Employee expenses		3 728
Administrative expenses		
Purchases of goods and services	5	1 809
Depreciation and amortisation	8	1
Other administrative expenses		
Grants and subsidies expenses		40
Current		80 219
Capital		45 753
TOTAL EXPENSES		131 550
NET SURPLUS /(DEFICIT)		(94 859)
OTHER COMPREHENSIVE INCOME		
COMPREHENSIVE RESULT		(94 859)

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

Department of Regional Development and Women's Policy

Regional Development	Indigenous Policy and Remote Services Coordination	Office of Women's Advancement	Total
2013	2013	2013	2013
\$000	\$000	\$000	\$000
382	2 206		23 480
36 503	65 828		111 629
	3 305		8 433
	1 120		2 174
155	280		475
49	7		335
37 089	72 746		146 526
			1
3 604	7 686	269	15 287
1 650	4 533	78	8 070
2	4		7
153	276		469
3 237		60	83 516
			45 753
8 646	12 499	407	153 102
28 443	60 247	(407)	(6 576)
28 443	60 247	(407)	(6 576)

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#### 4. Goods and Services Received Free 7. Receivables of Charge

	2013 \$000
Department of Corporate and Information Services	475
	475

	2013 \$000
Current	
Accounts receivable	574
Less: Allowance for impairment losses	(6)
	568
GST receivables	3 009
TOTAL RECEIVABLES	3 577

#### 5. Purchases of Goods and Services

The net surplus/(deficit) has		
been arrived at after charging	2013	
the following expenses:	\$000	
Goods and services expenses:		

Goods and services expenses:	
Consultants	747
Advertising	1
Marketing and promotion	192
Document production	11
Legal expenses	3
Recruitment	82
Training and study	142
Official duty fares	484
Travelling allowance	166
Agent services arrangements	2534
Motor vehicle expenses	690
Goods and services free of	
charge	475
Other operational expenses	2 543
TOTAL GOODS AND SERVICES	
EXPENSES	8 070

#### 8. Property, Plant and Equipment

	2013 \$000
Leased plant and equipment	-
At capitalised cost	162
Less: Accumulated depreciation	(7)
Total property, plant and equipment	155
2013 Property, plant and equipment reconciliations	nt
A reconciliation of the carrying an	nount of

property, plant and equipment at the beginning and end of 2012-13 is set out below:

	Leased plant and equipment	Total
	\$000	\$000
Carrying amount as at 1 July 2012	-	-
Additions/ (Disposals) from asset transfers	162	162
Depreciation/ Amortisation	(7)	(7)
CARRYING AMOUNT AT 30 JUNE 2013	155	155

#### 6. Cash and Deposits

	2013
	\$000
Cash on hand	1
Cash at bank	19 869
TOTAL CASH AND DEPOSITS	19 870

#### 9. Payables

	2013 \$000
Accounts payable	188
Accrued expenses	293
Total payables	481

#### 10. Provisions

	2013 \$000
Current	
Employee benefits	
Recreation leave	972
Leave loading	159
Other employee benefits	13
Other current provisions	
Provision for FBT	24
Provision for payroll tax	103
Provision for employer super contribution	123
Total current provisions	1 394
<b>Non-current</b> Employee benefits	
Recreation leave	446
Total non-current provisions	446
TOTAL PROVISIONS	1 840

#### 11. Notes to the Cash Flow Statement

#### Reconciliation of cash

The total of agency 'cash and deposits' of \$19 870 000 recorded in the Balance Sheet is consistent with that recorded as 'cash' in the Cash Flow Statement.

Reconciliation of Net Surplus/ (Deficit) to Net Cash from Operating Activities	
Net Surplus/(Deficit)	(6 576)
Non-cash items:	
Depreciation and amortisation	7
Changes in assets and liabilities:	
Decrease/(Increase) in receivables	(3 577)
Decrease/(Increase) in prepayments	(64)
(Decrease)/Increase in payables	481
(Decrease)/Increase in provision for employee benefits	1 144
(Decrease)/Increase in other provisions	250
(Decrease)/Increase in other liabilities	446
NET CASH USED IN OPERATING ACTIVITIES	(7 889)

# Annual Report 2012-13 How we performed

#### 12. Financial Instruments

A financial instrument is a contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Financial instruments held by the Department of Regional Development and Women's Policy include cash and deposits, receivables, payables and finance leases. The department has limited exposure to financial risks as discussed below.

#### A). CATEGORISATION OF FINANCIAL INSTRUMENTS

The carrying amounts of the Department of Regional Development and Women's Policy financial assets and liabilities by category are disclosed in the table below.

	2013 \$000
Financial assets	
Cash and deposits	19 870
Loans and receivables	3 577
Prepayments	64
Financial liabilities	
Payables	481
Provisions	1840

#### 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 ageing analysis of receivables is presented below.

Receivables (Internal to Government)	Ageing of Receivables	Ageing of Impaired Receivables	Net Receivables
	\$000	\$000	\$000
2012-13			
Not overdue	256	-	256
Overdue for less than 30 days	33	-	33
Overdue for 30 to 60 days	258	-	258
TOTAL	547	-	547

Receivables (External to Government)	Aging of Receivables	Aging of Impaired Receivables	Net Receivables
	\$000	\$000	\$000
2012-13			
Not overdue	3 022	-	3 022
Overdue for less than 30 days	2	-	2
Overdue for more than 60 days	6	(6)	0
TOTAL	3 030	(6)	3 024
Reconciliation of the allowance for impairment losses	-	-	-
Increase/(Decrease) in allowance recognised in profit or loss	-	6	-
TOTAL	-	6	-

#### C). LIQUIDITY RISK

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

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

#### 2013 Maturity Analysis for Financial Assets and Liabilities

	Interest Bearing					
	Fixed or	Less than a Year	1 to 5 Years	More than 5 Years	Non Interest Bearing	Total
	Variable	\$000	\$000	\$000	\$000	\$000
ASSETS						
Cash and deposits	-	-	-	-	19 870	19 870
Receivables	-	-	-	-	3 577	3 577
Prepayments	-	-	-	-	64	64
TOTAL FINANCIAL ASSETS	-	-	-	-	23 511	23 511
LIABILITIES						
Deposits held	-	-	-	-	-	-
Payables	-	-	-	-	481	481
Advances	-	-	-	-	-	-
Provisions	-	-	-	-	1840	1840
Finance lease liabilities	-	-	-	-	-	-
TOTAL FINANCIAL LIABILITIES	-	-	-	-	2 321	2 321

#### 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 Department of Regional Development and Women's Policy is not exposed to interest rate risk as agency financial assets and financial liabilities are non interest bearing. Therefore marketing sensitivity is not required.

#### (ii) Price risk

The Department of Regional Development and Women's Policy is not exposed to price risk as the department does not hold units in unit trusts.

#### (iii) Currency risk

The Department of Regional Development and Women's Policy is not exposed to currency risk as the department does not hold borrowings denominated in foreign currencies or transactional currency exposures arising from purchases in a foreign currency.

#### E) NET FAIR VALUE

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

Level 1 - derived from quoted prices in active markets for identical assets or liabilities.

Level 2 - derived from inputs other than quoted prices that are observable directly or indirectly.

Level 3 - derived from inputs not based on observable market data.

2013	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
FINANCIAL ASSETS					
Cash and deposits	19 870	19 870	-	-	19 870
Receivables	3 577	3 577	-	-	3 577
Prepayments	64	64	-	-	64
TOTAL FINANCIAL ASSETS	23 511	23 511	-	-	23 511
FINANCIAL LIABILITIES					
Payables	481	481	-	-	481
Provisions	1840	1840	-	-	1840
TOTAL FINANCIAL LIABILITIES	2 321	2 321	-	-	2 321

#### 13. Commitments

There are no commitments for the Department of Regional Development and Women's Policy expenditure as at 30 June 2013.,

## 14. Contingent Liabilities and Contingent Assets

The Department of Regional Development and Women's Policy had no contingent liabilities or contingent assets at 30 June 2013.

## 15. Events Subsequent to Blance 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.

## 16. Write-offs, Postponements,Waivers, Gifts and Ex-gratiaPayments

The Department of Regional Development and Women's Policy had no write-offs, postponements, waivers, gifts or ex gratia payments.

## OTHER INDEX OF REPORTING

#### INDEX OF REPORTING AGAINST LEGISLATIVE REQUIREMENTS

Name of Act and requirement	Page
Anti-Discrimination Act	15
Contracts Act	15, 17
Financial Management Act	i, ii, 15, 17, 73-96
Information Act	i, 14-16
Procurement Act	14-17
Public Information Act	15, 21
Public Sector Employment and Management Act	i, ii, 14-16
Work Health and Safety Act	14, 15, 35

#### INDEX OF REPORTING AGAINST EMPLOYMENT INSTRUCTIONS

Under the Public Sector Employment and Management Act, Employment Instructions provide direction to agencies on human resource management matters. Each instruction specifies required reporting in department annual reports. The department's performance against Employment Instructions is indexed below.

Employment Instructions	Pages
Number 1 - Filling vacancies	29
Number 2 - Probation	29
Number 3 - Natural justice	29
Number 4 - Employee performance management and development system	16, 29, 30,
Number 5 - Medical examinations	No reporting requirements
Number 6 - Employee performance and inability	30
Number 7 - Discipline	30
Number 8 - Internal agency complaints and section 59 grievance reviews	34
Number 9 - Employee records	16
Number 10 - Equity of Employment Opportunity Programs	26
Number 11 - Occupational Health and Safety Standards Programs	35
Number 12 - Code of conduct	16
Number 13 - Appropriate workplace behaviour	34



## OTHER ABBREVIATIONS AND ACRONYMS

Acronym	Unabbreviated
AAO	Administrative Arrangements Orders
AASB	Australian Accounting Standards Board
ANZOG	Australian and New Zealand School of Government
ATO	Australian Tax Office
CDEP	Community Development and Employment Project
COAG	Council of Australian Governments
CSS	Commonwealth Superannuation Scheme
FTE	Full-time equivalent
GEMCO	Groote Eylandt Mining Company
GST	Goods and Services Tax
LIP	Local Implementation Plan
NAATI	National Accreditation Authority for Translators and Interpreters
NPA	National Partnership Agreement on Stronger Futures
NTGPASS	Northern Territory Government and Public Authorities Superannuation Scheme
oci	other comprehensive income
RSD	Remote Service Delivery
SWEL	Specialised Welding & Engineering Limited

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## OTHER FEEDBACK

As a new department we welcome your feedback on the annual report to help us improve our reporting in the future.

You can submit feedback online at www.drdia.nt.gov.au/annualreport or complete the feedback from below and post it to GPO Box 2850, DARWIN NT 0801.

#### Department of Regional Development and Women's Policy Annual Report 2012-13

This annual report gave me a clear picture of the department's performance during 2012-13.

- 🗆 Yes
- 🗆 No
- □ Not sure

Please rate the report for both content and readability.

	Poor	Acceptable	(	Good	Excellent	
Content			[			
Readability			[			
Could you find the information you were looking for?		What could be improved?				
🗆 Yes						
🗆 No						
			Contact details (Optional)			
What was missing?		Name:				
				Company/organisation:		
			Emai	l:		
What did you like most about the report?		Address:				
			Thar	nk you for your	feedback.	



#### Contact us

#### General enquiries

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