



Northern  
Territory  
Government

DEPARTMENT OF LAND RESOURCE MANAGEMENT

# ANNUAL REPORT 2013 - 14





A person wearing a red shirt and a light-colored hat stands in a vast, open field under a clear blue sky. The person is looking down at a device they are holding in their hands. The field is dry and yellowish-brown, stretching to the horizon.

# DEPARTMENT OF LAND RESOURCE MANAGEMENT ANNUAL REPORT 2013-14

## PURPOSE

The annual report of the Department of Land Resource Management (DLRM) provides a record of the agency's achievements for the 2013-14 financial year.

In order to comply with annual reporting requirements under Section 28 of the *Public Sector Employment and Management Act*, the *Financial Management Act* and the *Information Act*, the report aims to inform Parliament, Territorians, and other stakeholders of:

- the department's primary functions and responsibilities
- significant activities undertaken during the year highlighting specific achievements against budget outputs
- the department's fiscal management and performance.

## TARGET AUDIENCE

The annual report provides information to many target audiences on the department's activities and achievements for the 2013-14 financial year. It is tabled by the Minister in Parliament primarily as an accounting and reporting mechanism for the department's income and financial expenditure for the year ending 30 June 2014.

The report provides information for other government agencies and the wider public about the range, purpose and success of activities undertaken by the department and also formally acknowledges the achievements of department employees.

## LETTER TO MINISTER

Willem Westra van Holthe  
 Minister for Land Resource Management  
 PO Box 3146  
 Darwin NT 0801  
 Telephone: 08 8928 6540

Dear Minister

I am pleased to present you with the annual report of the Department of Land Resource Management for the financial year 1 July 2013 to 30 June 2014.

The report describes the performance and key achievements of each of the department's output groups as required by Section 28 of the *Public Sector Employment and Management Act*.

With regard to my duties as Accountable Officer, pursuant to Section 13 of the *Financial Management Act*, and Section 131 of the *Information Act*, to the best of my knowledge and belief, the system of internal control and audit provide reasonable assurance that:

- (a) proper records of all transactions affecting the department are kept and that employees under my control observe the provisions of the *Financial Management Act*, its regulations and applicable Treasurer's Directions
- (b) procedures within the department afford proper internal control and a current description of such procedures is recorded in the accounting and property manual which has been prepared in accordance with the requirements of the *Financial Management Act*
- (c) no indication of fraud, malpractice, major breach of legislation or delegation or major error in omission from the accounts and records exists
- (d) in accordance with Section 15 of the *Financial Management Act*, the results of internal audits have been reported to me and are in accordance with the Treasurer's Directions
- (e) the financial statements included in the annual report have been prepared from proper accounts and records and are in accordance with Treasurer's Directions
- (f) all employment instructions issued by the Commissioner for Public Employment have been satisfied
- (g) in respect to my responsibility pursuant to Section 131 of the *Information Act*, I advise that to the best of my knowledge and belief, the department has implemented processes to achieve compliance with the archives and record management provisions as prescribed in part 9 of the *Information Act*.



Yours sincerely  
**Rod Applegate**  
 Chief Executive

**1 October 2014**



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## CHIEF EXECUTIVE'S OVERVIEW

I am pleased to present the annual report of the Department of Land Resource Management for the year ended 30 June 2014.

This annual report provides a comprehensive account of the department's functions and performance against approved budgets and resources for 2013-14. Achievements and priorities against the department's strategic plan are referenced throughout the report. The annual report also provides information about the department's responsibilities, corporate governance arrangements, performance against outputs and financial position.

The department recorded strong achievements across a range of land resource management activities during the reporting period.

The department works in partnership with land owners to manage precious land and water resources. Access to good land and water resources will underpin Northern Australia's development. The department plays a critical role in supporting and facilitating economic development across the Northern Territory.

This complex agency is pivotal in shaping the future of the Northern Territory. We have approximately 279 full-time staff who deliver the department's programs and services. I rely on my staff to succeed in the complex and challenging environment in which we operate. I take this opportunity to thank them for their drive, commitment and focussed efforts in achieving key targets in the past financial year. Their ongoing dedication to helping develop the Territory is delivering outcomes for all Territorians.

## CHIEF EXECUTIVE OVERVIEW



## KEY HIGHLIGHTS

- Amended the *Pastoral Land Act* Section 7 Non-pastoral use provision to allow greater diversification opportunities on the pastoral estate.
- Issued water extraction licences to support economic development and job creation in horticulture and agricultural industries.
- Commenced review of the *Bushfires Act* to contemporise the legislation and recognise collaborations and mechanisms needed to provide a bushfire management service to over 90 percent of the Northern Territory.
- Released the 2013 Darwin Harbour Report Card to inform the Community on the monitoring of water quality and biological health of the harbour.
- Established the Northern Territory Catchments Advisory Committee to advise the Minister on key water and catchment issues relating to the development of the Northern Territory and growing the Territory's economy.
- Established a Water Directorate to develop an over-arching water policy for the Northern Territory.
- Deployed significant resources to the Tiwi Islands to undertake resource analysis for soils, vegetation, water, and flora and fauna, and assess suitability for a proposed 10,000 hectare precinct for agricultural and horticultural development.
- Published the Land Resources of the Victoria River District to assist land managers make more informed decisions.
- Worked with Indigenous rangers in Wardekker, Djelk and Anindilyakwa Indigenous Protected Areas to promote community awareness of cat impacts, investigate feral cat ecology and trial strategic feral cat control techniques.
- Completed ground and surface water hydrology model for Tindal/Mataranka aquifer and the Roper River, and the Ooloo/Dollostone aquifer and the Daly River to enable assessment and make decisions on water extraction licences within the water control district.
- The West Arnhem Fire Management Agreement achieved a total carbon abatement of 178,800 t/CO<sub>2</sub>-e and more than 200 Aboriginal rangers were employed for in excess of 9500 hours.
- Completed Australian Feral Camel Management Project started in 2009, with 28 aerial culls, removing c. 100,000 camels, 12,000 horses and 700 donkeys.
- Undertook broad scale aerial survey of buffalo distribution and density in Arnhem Land at the request of the Northern Land Council.



## CHIEF EXECUTIVE OVERVIEW



- Supported volunteer bushfire brigades in managing a significant number of wildfire events throughout the Northern Territory and to develop regional fire mitigation plans based on local landholder risk assessment processes.
- Delivered the Gamba Grass Herbicide Assistance Program in the Top End with record uptake by landholders.
- Drafted consistent Northern Territory standards for erosion and sediment control planning and management by the construction, civil and building industry.
- Completed storm surge maps for eight Gulf communities: Banyala; Alyangula; Yirrkala; Umbakumba; Milyakburra; Numbulwar; King Ash Bay and Bing Bong.

I would like to acknowledge the work of my Corporate Services Division which not only supports the Department of Land Resource Management but also provides corporate support to three other agencies and a Government Business Division (GBD) through service level agreements.

The key achievements for Corporate Services included:

- Implemented a performance evaluation system and developed Performance Evaluation System Agreements (PESAs) for the majority of staff across the agency.
- Introduced a staff recognition and reward scheme.
- Delivered anti-bullying training across the department to support a work place culture of respect and safety.
- Significant number of middle managers attended sector wide leadership programs.
- Delivered the department's approved programs within budget.

Further department achievements are outlined in Section 1 - Department Overview, and Section 4 - Performance Reporting.

I look forward to my department continuing its excellent work to meet the Northern Territory Government's priorities in delivering lasting benefits to stakeholders and all Territorians.

### **Rod Applegate**

Chief Executive

Department of Land Resource Management

## SECTION 1: OUR DEPARTMENT



## OUR DEPARTMENT

### INTRODUCTION

The Department of Land Resource Management provides natural resource management extension services and advice to landholders across the Northern Territory. Services include scientific assessment of vegetation, fauna, land and water assets, and the allocation, management and monitoring of these resources to enable their sustainable and responsible use.

The department's Corporate Services Division provides corporate support services to the:

- Department of Sport, Recreation and Racing
- Department of Arts and Museums
- Parks and Wildlife Commission of the Northern Territory.

Service Level Agreements were formalised during 2013-14 for the delivery of corporate services of an advisory and transactional nature. Corporate services delivered by the department:

- financial and budget management and reporting
- human resource (HR) services, including advice and support for workforce operations and organisational workforce development, work health and safety, HR reporting, employee assistance programs, and capability and learning programs
- information and business systems, responsible for the department's information and communications technology, information management and business systems
- corporate governance services, including facilitating annual strategic risk assessment, managing internal and external audit, and risk management
- marketing, media and communications, including web maintenance activities.

## SECTION 1: OUR DEPARTMENT



## OUR VISION

The Northern Territory's land and water resources are used appropriately for economic development and the well-being of all Territorians.

## OUR PURPOSE

Provide advice and support for the sustainable development of the Northern Territory's land and water resources, and conservation of its unique native flora and fauna.

## OUR VALUES

Values identify what is important in terms of appropriate behaviours in the workplace and how we should interact with others in our everyday work.

The department aligns itself with the Northern Territory Public Sector (NTPS) values that underpin how we work to deliver services to Territorians and promote collaboration and professionalism. These values also guide us in achieving our best performance and set common expectations across the sector for all public servants.

The values include:

- Commitment to Service
- Ethical Practice
- Respect
- Accountability
- Impartiality
- Diversity.





## OUR STRUCTURE

### OUR STRUCTURE

#### Rod Applegate – Chief Executive

- Executive Support
- Secretariat
- Policy
- Infrastructure

#### Alaric Fisher - Flora and Fauna

- Executive Management
- Wildlife Use
- Herbarium
- Species Conservation
- Marine Ecosystems
- Terrestrial Ecosystems
- Biocultural Knowledge

#### James Pratt - Rangelands

- Rangeland Monitoring
- Weed Management
- Pastoral Lease Administration
- Pastoral Land Board
- Land Assessment
- Land Development Coordination

#### Steve Popple - Water Resources

- Water Resources
- Drilling Services
- Policy and Planning
- Water Assessment
- Spatial Data and Maps
- Water Monitoring
- Aquatic Health

#### Darryl Day – Water Directorate

- Water Policy
- Water Plan

#### Mark Ashley - Bushfires NT

- Integrated Planning and Mitigation
- Bushfire Management and Suppression
- Vernon Region
- Savanna Region
- Alice Springs/Barkly Region
- Training

#### Susan Kirkman - Corporate Services

- Corporate Governance
- Human Resource Services
- Financial Services
- Information, Communications and Technology
- Information Management
- Communications and Media

## EXECUTIVE MANAGEMENT GROUP

### Rod Applegate

#### Chief Executive

Rod was appointed to the position of Chief Executive, Department of Land Resource Management, on 4 September 2012. This appointment was an acknowledgement of his experience and wealth of knowledge in the area of natural resources in the Northern Territory, gained over the past 30 years.

Prior to this appointment, Rod was the Deputy Chief Executive of the Department of the Chief Minister where he was responsible for a whole of government focus and contribution to overall government strategy and direction, through effective resource management, agency performance, and innovative approaches to workforce and organisational management.

He has also worked at the Executive Director and Deputy Chief Executive levels in the lands and planning area of government where he was responsible for the delivery of lands, transport, and building operational and regulatory services.

Rod graduated from the University of Queensland with a Bachelor of Agricultural Science (Hons); has a Graduate Certificate in Business Administration (Executive) from Mt Eliza Business School; is a member of the Australian Institute of Company Directors, and is a graduate of ANZSOG's Executive Fellows Program.

### Alaric Fisher

#### Executive Director Flora and Fauna

Alaric has worked as a conservation biologist in the Northern Territory for the past 24 years, covering a broad range of fields including wildlife inventory, biodiversity monitoring, conservation planning and environmental impact assessment. Alaric has worked within the Flora and Fauna group for most of this time, and has been its Executive Director since 2011.

### James Pratt

#### Executive Director, Rangelands

James has wide ranging experience in the Northern Territory Public Service over the past decade. James has worked in agencies responsible for environment and natural resources, planning, the arts and museums, sport and recreation, and Police, Fire and Emergency Services. He has worked in an executive capacity for corporate and operational service delivery since 2006. James has a Bachelor of Communications, Graduate Certificate in Public Sector Management and will soon complete an Executive Masters in Public Administration.

### Steve Popple

#### Executive Director, Water Resources

Steve has extensive experience in the Northern Territory Public Sector with a diverse background in town planning, natural resource and project management. Prior to joining the department in January 2014, Steve held several senior leadership positions within the Department of Lands, Planning and the Environment.

### Darryl Day

#### Executive Director, Water Directorate

Darryl has worked for the Northern Territory Government and Power and Water Corporation for more than 30 years, with executive roles responsible for urban water supplies, utility services for remote communities and renewable energy. Darryl holds a Bachelor of Civil Engineering and has extensive experience in water policy nationally and internationally.

### Mark Ashley

#### Executive Director, Bushfires NT

Mark has broad professional experience having managed rangelands, weeds, feral animal and community based natural resource programs across Northern Australia for more than 20 years. His public sector experience is complemented by corporate experience as a commercial general manager responsible for a diverse portfolio of environmental, health and community development programs across Australia and internationally.

## SECTION 1: OUR DEPARTMENT

**Sarah Fairhead****Regional Director South**

Sarah has had a decade of experience in public policy and project management roles in the Northern Territory and South Australian public services. Prior to joining the department in January 2014, she held senior roles in the Departments of Housing and the Chief Minister. She has a Bachelor of Arts (First Class Honours) and five years postgraduate research experience at the University of Adelaide.

**Tahnee Thompson****Manager Katherine Region**

Tahnee has been employed in a diverse range of Natural Resource Management roles with the Northern Territory Government since 2008, based from various locations around the Territory. She has extensive experience in remote area service delivery to a broad range of stakeholders. Tahnee holds a Bachelor of Environmental Science.

**Susan Kirkman****Executive Director Corporate Services**

Susan has a broad range of experience in senior corporate roles within the public sector including the Department of Natural Resources, Environment, the Arts and Sport, Department of Education and Power and Water Corporation. Prior to joining the public sector in 1999 Susan had extensive experience in the private sector in key finance roles both locally and overseas including the banking, media, hospitality and public accounting sectors. Born and raised in the Territory Susan has completed a Bachelor of Business and is a Certified Practising Accountant. She is also a graduate member of the Australian Institute of Company Directors and a certified member of the Governance Institute of Australia.

**Sandra Butcher****Director Human Resources**

Sandra has wide corporate experience, particularly in managing change. She has worked in a number of Northern Territory Public Sector agencies including the Department of Health and Community Services, the Northern Territory Employment and Training Authority, the Department of Corporate and Information Services, and the Department of Infrastructure, Planning and Environment. Sandra holds a Masters in International Management, Graduate Diploma in Public Sector Executive Management, Graduate Certificate in Public Sector Management, Bachelor of Public Administration and is a graduate member of the Australian Institute of Company Directors.

**Joanna Frankenfeld****Chief Financial Officer**

Joanna has gained a wealth of experience through various senior finance positions in the UK and Australia, both in commercial firms and with the Northern Territory Government over the past 20 years. Joanna is a Fellow of both the Association of Chartered Certified Accountants and Institute of Public Accountants and a graduate member of the Australian Institute of Company Directors. As Chief Financial Officer since 2011, she is responsible for providing high level policy and technical advice on financial and budget issues facing the department.

**Trish Grimshaw****Director Corporate Communications and Media**

Before joining the department in April 2014, Trish held senior communications roles within the Northern Territory Public Sector, including the Departments of Housing, Local Government, Community Services, Chief Minister, Education, Primary Industry and Fisheries, and Mines and Energy. She has extensive experience in strategic communication management, marketing and public relations, crisis communications and media management. Trish holds a Bachelor of Arts majoring in anthropology, and is a member of the Public Relations Institute of Australia.

**Myrene Lyle****Executive Officer to the Chief Executive**

Myrene has over a decade of work experience in the Northern Territory Public Sector, providing high level executive support to a range of positions across government. As Executive Officer to the Chief Executive since 2012, she is responsible for providing high level support and advice to assist in the delivery of strategic objectives and priorities of the department. Prior to joining the public sector in 2001 Myrene developed extensive administrative experience in the local private sector in a successful family owned transport business, and also overseas in the banking and insurance industries. Myrene successfully completed the Professional Management Program through the University of Adelaide in 2012.

## STRATEGIC GOALS, ACHIEVEMENTS IN 2013-14 AND FUTURE PRIORITIES FOR 2014-15

The department has a Strategic Plan 2013-17 that supports the NT Government's priorities as identified in its Framing the Future Strategic Plan. The department's divisions deliver on our strategic goals as outlined below:

### Goal 1: The capacity and capability of the Northern Territory's natural resource assets are assessed, and outcomes of use and management monitored.

Strategies	Achievements 2013-14	Future Priorities 2014-15
Increase the knowledge and understanding of ground and surface water systems, land resources and native flora and fauna	<ul style="list-style-type: none"> <li>Completed Western Davenport Water Allocation Plan hydro geological mapping</li> <li>Significantly improved understanding of distribution and status of marine mammals in Northern Territory waters</li> <li>Maintained authoritative databases documenting c. 1.75M locality records for Northern Territory flora and fauna</li> <li>Published the Land Resources of the Victoria River District to enable natural resource managers to make more informed decisions on land use</li> <li>Undertook land resource mapping on Eva Downs and Anthony Lagoon Pastoral Leases</li> <li>Completed Stage 1 of regional land type mapping across the Southern NT pastoral estate at 1:1,000,000 scale.</li> </ul>	<ul style="list-style-type: none"> <li>Finalise Stage 2 regional land type mapping across the southern NT pastoral estate at 1:250,000 scale</li> <li>Finalise land resource mapping on Eva Downs and Anthony Lagoon Pastoral Leases at 1:1,000 000 scale</li> <li>Complete review of water assessment and monitoring program to most effectively and efficiently meet assessment, planning and regulatory strategic priorities</li> <li>Maintain NT Fauna and Flora Atlases as comprehensive accounts of the Territory's biodiversity, and promote the role of the Darwin and Alice Springs Herbaria as the authoritative reference collections for NT plants</li> <li>Undertake targeted biodiversity assessment for emerging NT Government priority development projects as required.</li> </ul>
Implement robust monitoring systems to track the health of the Territory's biodiversity	<ul style="list-style-type: none"> <li>Collaborative biodiversity monitoring programs established with Indigenous Protected Areas and Indigenous rangers in Top End, and with Indigenous rangers and communities for arid zone waterholes</li> <li>Completed annual systematic monitoring of crocodile populations in major Top End rivers and magpie goose populations and nesting effort across Top End</li> <li>Established long-term biodiversity monitoring sites in West MacDonnell Ranges National Park and completed five-year monitoring cycle for long-term sites in Kakadu National Park.</li> </ul>	<ul style="list-style-type: none"> <li>Complete assessment of biodiversity values in Tiwi Islands development area and provide input to environmental clearances as required</li> <li>Continue systematic monitoring programs for crocodile and goose populations, and biodiversity monitoring within priority conservation reserves.</li> </ul>



## SECTION 1: OUR DEPARTMENT

**Goal 1: The capacity and capability of the Northern Territory's natural resource assets are assessed, and outcomes of use and management monitored.**

Strategies	Achievements 2013-14	Future Priorities 2014-15
Address the decline in small mammals	<ul style="list-style-type: none"> <li>Constructed cat-free enclosures in Kakadu National Park to assess the role of cats in mammal decline and potential for native species recovery</li> <li>Implemented a substantial research program investigating feral cats, fire and disease factors in mammal decline as part of the National Environmental Research Program North Australia Hub</li> <li>Worked with Indigenous rangers in Wardeken, Djelk and Anindilyakwa Indigenous Protected Areas to promote community awareness of cat impacts, investigate feral cat ecology and trial strategic feral cat control techniques.</li> </ul>	<ul style="list-style-type: none"> <li>Finalise current National Environmental Research Program projects relating to mammal decline, feral cats and biodiversity monitoring</li> <li>Encourage continued Australian Government investment into research on small mammal decline and feral cat management, including cat baiting trials and department participation in a new National Environmental Science Program Hub</li> <li>Begin five-yearly review of Northern Territory threatened species list, as required under the <i>Territory Parks and Wildlife Conservation Act</i>.</li> </ul>
Work with Aboriginal elders and custodians to conserve biocultural knowledge of the Territory's flora and fauna, and promote its application in natural resource management	<ul style="list-style-type: none"> <li>Published and launched the book <i>Ngan'gi Plants and Animals</i></li> <li>Continued to engage with Djelk and Wardeken Indigenous Protected Areas in "two toolbox" approach to biodiversity assessment, monitoring and management.</li> </ul>	<ul style="list-style-type: none"> <li>Continue documentation of Aboriginal biocultural knowledge, for the following language groups: <ul style="list-style-type: none"> <li>Emmi and Batjamalh</li> <li>Marri Ammu and Marri Tjevin</li> <li>Alawa, Marra and Warndarrang</li> <li>Garrawa</li> </ul> </li> <li>Explore opportunities for external funding and partnerships to increase recording and transmission of biocultural knowledge.</li> </ul>
Monitor and report on the health of Darwin Harbour and inland waterways as part of their continued or expanded use	<ul style="list-style-type: none"> <li>Completed and published Darwin Harbour Report Card and Darwin Harbour Water Quality Improvement Plan</li> <li>Continued best-practice monitoring of dolphin populations in greater Darwin Harbour.</li> </ul>	<ul style="list-style-type: none"> <li>Continued annual monitoring on and reporting of Darwin Harbour</li> <li>Implement four INPEX offset programs: <ul style="list-style-type: none"> <li>Conservation Status of Coastal Dolphins in the Northern Territory</li> <li>Mapping Marine and Estuarine Benthic Habitats in Darwin and Bynoe Harbours</li> <li>Darwin Harbour Integrated Monitoring and Research Program</li> <li>Develop Roper River Aquatic Health Monitoring Program and review Daly River Aquatic Monitoring Program.</li> </ul> </li> </ul>

## SECTION 1: OUR DEPARTMENT

### Goal 1: The capacity and capability of the Northern Territory's natural resource assets are assessed, and outcomes of use and management monitored.

Strategies	Achievements 2013-14	Future Priorities 2014-15
Monitor condition of the Territory's rangelands	<ul style="list-style-type: none"> <li>Conducted on-ground rangeland monitoring program on 27 pastoral properties with 329 monitoring sites assessed</li> <li>Commenced the satellite based rangeland monitoring program to deliver a draft report of preliminary land cover products for priority areas</li> <li>Completed the 2013 Land Condition Report of the Pastoral Estate for the Pastoral Land Board.</li> </ul>	<ul style="list-style-type: none"> <li>Progress the on-ground rangeland monitoring program across the pastoral estate and further develop the remote sensing component of monitoring to enhance the Pastoral Land Board's reporting of the condition of the pastoral estate</li> <li>Deliver the annual land condition report to the Pastoral Land Board of regional scale and property (where appropriate).</li> </ul>

### Goal 2: Enable economic growth through the allocation of natural resource assets for best and sustainable use.

Strategies	Achievements 2013-14	Future Priorities 2014-15
Develop a Northern Territory strategy to address the use, allocation and management of water	<ul style="list-style-type: none"> <li>Established the Northern Territory Catchments Advisory Committee to advise the Minister on key water and catchment issues relating to the development of the Northern Territory and growing the Territory's economy</li> <li>Held the inaugural NT Water Forum in Katherine in conjunction with the NT Farmers Association to improve understanding of water management in the Northern Territory</li> <li>Established a Water Directorate to develop an over-arching water policy for the Northern Territory.</li> </ul>	<ul style="list-style-type: none"> <li>Develop an overarching Northern Territory Water Policy</li> <li>Implement fees and charges for administrative functions under the <i>Water Act</i></li> <li>Host a water forum in Katherine as part of seasonal water allocations</li> <li>Use a range of media to explain the extent and management Northern Territory water resources.</li> </ul>
Manage competing demands for water and land resources for sustainable development	<ul style="list-style-type: none"> <li>Completed ground and surface water hydrology model for Tindal/Mataranka and Ooloo/Dollostone aquifers to enable assessment and issue of water extraction licence applications within the water control district.</li> </ul>	<ul style="list-style-type: none"> <li>Review science that underpins environmental water provisions for the Daly River Region</li> <li>Complete water allocation plans for key water control districts – Ooloo Aquifer, Mataranka Tindal, Alice Springs, and Great Artesian Basin</li> <li>Complete five year revision of Katherine Tindal Water Allocation Plan</li> <li>Implement <i>Water Act</i> Licensing and Permit System for new licensing and compliance management</li> <li>Partner with Charles Darwin University to undertake scientific research into refining environment flow requirements for major Top End Rivers and the potential impacts of harvesting wet season flows for off stream storage.</li> </ul>

## SECTION 1: OUR DEPARTMENT

## Goal 2: Enable economic growth through the allocation of natural resource assets for best and sustainable use.

Strategies	Achievements 2013-14	Future Priorities 2014-15
Determine potential for agricultural development through the collection and assessment of land, soil, vegetation and water information	<ul style="list-style-type: none"> <li>Began investigative resource analysis for soils, vegetation, water, and flora and fauna on the Tiwi Islands, to assess suitability for a proposed 10,000 hectare precinct for agricultural and horticultural development</li> <li>Secured additional funding to expand an integrated land and water suitability assessment team to assess potential for new agricultural precincts</li> <li>Worked with the Department of Primary Industry and Fisheries to realise the potential of Ord Stage 3</li> <li>Began a review of the suitability of pastoral estate land to determine the potential highest land use of each pastoral lease.</li> </ul>	<ul style="list-style-type: none"> <li>Complete field assessment of land and water suitability and biodiversity resources for the Tiwi Islands agricultural development area</li> <li>Complete land suitability assessment report for Tiwi Islands agricultural development area</li> <li>Start Ali Curung and Larrimah land suitability assessment</li> <li>Start water resource assessment in Mataranka and Larrimah areas and complete planning for water resource assessment in the Ali Curung area</li> <li>Complete land and water suitability report for potential agricultural precincts in priority regions</li> <li>Work with North Australian Development Office to ensure key strategic opportunities for NT land and water development are recognised by the Australian Government</li> <li>Provide data and undertake additional field assessment as required to facilitate development of Ord Stage 3 within the Territory.</li> </ul>
Identify and promote economic opportunities through the sustainable use of wildlife	<ul style="list-style-type: none"> <li>Supported the NT crocodile industry by implementing the Saltwater Crocodile Management Plan, including issuing permits for the harvest of up to 60,000 eggs and 500 adult crocodiles from the wild; systematic crocodile population monitoring, compliance audits for egg harvests, and satisfying Australian Government and Convention on International Trade in Endangered Species reporting requirements</li> <li>Provided advice to the Timor Leste Government on future development of a crocodile management plan for Timor Leste.</li> </ul>	<ul style="list-style-type: none"> <li>Revise Saltwater Crocodile Management Plan (2015-2019) in consultation with all stakeholders, including promoting Australian Government support for crocodile safari hunting</li> <li>Introduce enterprise permits or licences for crocodile farms</li> <li>Streamline regulatory processes for moving crocodiles and crocodile products between Territory and Queensland.</li> </ul>

## SECTION 1: OUR DEPARTMENT

## Goal 2: Enable economic growth through the allocation of natural resource assets for best and sustainable use.

Strategies	Achievements 2013-14	Future Priorities 2014-15
Support the pastoral estate through contemporary legislation to drive economic growth	<ul style="list-style-type: none"> <li>Finalised amendments to the <i>Pastoral Land Act</i> Section 7 Non-pastoral use provision to allow greater diversification opportunities on the pastoral estate</li> <li>Commenced the communication activities for informing pastoralists, industry, financiers and producers on changes to non-pastoral use and diversification opportunities on pastoral leases.</li> </ul>	<ul style="list-style-type: none"> <li>Further promote opportunities for non-pastoral development on pastoral leases for both pastoralists and potential investors</li> <li>Complete review of pastoral estate land suitability to determine the potential highest land use of each pastoral lease</li> <li>Finalise options for consideration of a possible new methodology to determine pastoral lease rents through the Pastoral Lease Rents.</li> </ul>

## Goal 3: Threats to natural resources and regional communities are managed through shared responsibilities and partnerships.

Strategies	Achievements 2013-14	Future Priorities 2014-15
Provide extension services to assist landholders in the sustainable use of natural resources	<ul style="list-style-type: none"> <li>Embedded a biodiversity scientist to support Djelk and Warddeken Indigenous protected area managers and Indigenous rangers Implemented the Larrakia Marine Ranger Training Program for Darwin Harbour</li> <li>Supported central Australian landholders in managing feral camel and horse populations</li> <li>Responded to c. 1500 biodiversity identification and information requests</li> <li>Coordinated fire management planning across 22 volunteer groups in the Northern Territory</li> <li>Provided new weed extension services to landholders into the Barkly region</li> <li>Provided quality advice to landowners on the location and potential for new bores</li> <li>The West Arnhem Fire Management Agreement achieved a total carbon abatement of 178,800 t/CO<sub>2</sub>-e and more than 200 Aboriginal rangers were employed for more than 9500 hours.</li> </ul>	<ul style="list-style-type: none"> <li>Build capacity of rangeland and weed scientists to provide extension services to landholders</li> <li>Engage with stakeholder groups to gain a better understanding of water allocation</li> <li>Raise awareness of services the department can provide to landholders by an increased presence at agricultural field days and events.</li> </ul>



## SECTION 1: OUR DEPARTMENT



### Goal 3: Threats to natural resources and regional communities are managed through shared responsibilities and partnerships.

Strategies	Achievements 2013-14	Future Priorities 2014-15
Manage the impacts of feral animals and weeds on productive and natural systems	<ul style="list-style-type: none"> <li>Completed Australian Feral Camel Management Project started in 2009, with 28 aerial culls, removing c. 100,000 camels, 12,000 horses and 700 donkeys</li> <li>Undertook broad scale aerial survey of buffalo distribution and density in Arnhem Land</li> <li>Conducted a substantial research program to investigate management of feral predators, particularly feral cats</li> <li>Delivered the Bellyache Bush and Chinee Apple herbicide assistance program to a range of landholders, including pastoral lessees, in the Katherine region</li> <li>Released Parkinsonia weed bio-control agents on pastoral properties in the Barkly region and commenced monitoring of population establishment</li> <li>Declared five weeds under the <i>Weed Management Act</i>: Thatch grass, Parrots feather, Leaf cactus, Fountain grass and Brazilian pepper</li> <li>Commenced preparations to declare neem as a weed under the <i>Weed Management Act</i>.</li> </ul>	<ul style="list-style-type: none"> <li>Develop a feral camel management plan to ensure ongoing control at the low densities achieved through the Australian Feral Camel Management Project</li> <li>Start developing a feral animal management strategy for the Northern Territory</li> <li>Complete assessment of feral buffalo density and distribution in Arnhem Land and work with stakeholders to develop a regional management strategy</li> <li>Develop a program for ongoing protection, rehabilitation and monitoring of key arid zone waterholes, including targeted feral animal suppression</li> <li>Continue research into and trial implementation of feral predator suppression techniques, particularly for feral cats</li> <li>Engage landholders in rearing, releasing and monitoring Parkinsonia biocontrol agents</li> <li>Continue to address bellyache bush infestations in the Territory's Savanna region</li> <li>Increase survey activity along the Northern Territory/Queensland border to prevent incursions of rubber vine in the Territory</li> <li>Declare neem as a weed under the <i>Weed Management Act</i>, develop a weed management plan and implement a program to assist landholders control isolated infestations and plants where neem is yet to establish, eradicate mature trees.</li> </ul>

## SECTION 1: OUR DEPARTMENT

### Goal 3: Threats to natural resources and regional communities are managed through shared responsibilities and partnerships.

Strategies	Achievements 2013-14	Future Priorities 2014-15
Facilitate greater industry capacity and action to mitigate impacts at development sites	<ul style="list-style-type: none"> <li>• Drafted consistent Northern Territory standards for erosion and sediment control planning and management by construction, civil and building industry</li> <li>• Provided agency advice to more than 900 development proposals.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement strategic management options in conjunction with the Department of Mines and Energy, NT Environment Protection Authority and industry to protect the endemic and threatened fauna and flora of the Howard Sand Plains</li> <li>• Promote appropriate erosion sediment control guidelines for the development and construction industry.</li> </ul>
Build community capacity to mitigate the increased risk of bushfire in the rural urban interface caused by the proliferation of grassy weeds	<ul style="list-style-type: none"> <li>• Supported volunteer bushfire brigades in managing 148 wildfire events throughout the Northern Territory</li> <li>• Assisted 20 volunteer bushfire brigades to develop regional fire mitigation plans based on local risk assessment processes.</li> <li>• Trained 564 landowners and community members in wildfire management</li> <li>• Drafted policies and procedures to deliver Strategic Fire Break Program</li> <li>• Assisted Alice Springs and Katherine Regional Weed Reference Groups to finalise their Regional Weed Management Plans.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement strategic firebreak program to improve mitigation programs throughout the NT</li> <li>• Manage high risk fire season through improved resource planning and allocation in conjunction with volunteer bushfire brigades</li> <li>• Complete Review of <i>Bushfires Act</i>, Bushfires NT organisational structures, roles and responsibilities, community partnership arrangements, and volunteer bushfires support mechanisms</li> <li>• Acknowledge and promote volunteers' contributions through formal mechanisms and positive media.</li> </ul>
Progress a strategic approach to manage the increased risk of bushfire in the rural urban interface caused by the proliferation of grassy weeds	<ul style="list-style-type: none"> <li>• Delivered the Gamba Grass Herbicide Assistance Program in the Top End with record uptake by landholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to deliver the Gamba Grass Herbicide Assistance Program to landholders, including monitoring the on ground effectiveness of the program</li> <li>• Develop and implement program to reduce Gamba Grass infestation in the Vernon bushfire region</li> <li>• Improve land management planning capacity within Bushfires NT Network.</li> </ul>

## SECTION 1: OUR DEPARTMENT

**Goal 3: Threats to natural resources and regional communities are managed through shared responsibilities and partnerships.**

Strategies	Achievements 2013-14	Future Priorities 2014-15
Promote partnerships between Government agencies to develop threat management plans	<ul style="list-style-type: none"> <li>• Continued to address fire and weed threats on Crown Land, in partnership with Department of Lands, Planning and Environment and the NT Weed Advisory Committee</li> <li>• The department's monitoring stations provided real time data to support flood forecasting by the Bureau of Meteorology</li> <li>• Worked with 20 partner agencies to help deliver the Australian Feral Camel Management Program across three jurisdictions in Central Australia. Within the Territory, worked with the Central Land Council, NT Cattlemen's Association, Parks and Wildlife Commission, Department of Primary Industry and Fisheries and many land managers to undertake feral camel and horse management that removed c. 100,000 camels and achieved target low densities in control areas</li> <li>• Worked with Djelk and Warddeken Indigenous Protection Areas, Indigenous Land Corporation, Parks Australia North, Tiwi and Anindilyakwa Land Council, Australian Wildlife Conservancy, Charles Darwin University and Murdoch University to develop research and management programs for addressing native mammal decline and feral cat impacts.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a weed seed spread prevention strategy with commitment from government agencies and landholders (including managers of road and rail corridors and the mining industry)</li> <li>• Develop greater collaboration with institutions such as Charles Darwin University and Bureau of Meteorology in improving services to the community</li> <li>• Work with Bureau of Meteorology to promote new fire and weather warning systems for land holders</li> <li>• Contribute to the development of the Balanced Environment Goal of the NT Government's 'Framing the Future' Strategic Plan</li> <li>• Work with Australian Government Department of Environment to promote adaptive management research for feral cat control, including trials of cat baits.</li> </ul>
Provision of flood advice in consultation with other agencies for major 'at risk' communities	<ul style="list-style-type: none"> <li>• Completed storm surge maps for eight gulf communities</li> <li>• Provided technical input and review of flood impact studies - Rapid Creek Flood Damage Study, Rapid Creek Mitigation Study, Kilgariff Mitigation Study</li> <li>• Completed relocation of Alice Springs hydrological flood monitoring centre to co-locate with Energy Management Services NT base.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide flood mapping and storm surge mapping in priority areas as required by Northern Territory Floodplain Management Committee and Department of Lands Planning and Environment.</li> </ul>

## SECTION 1: OUR DEPARTMENT

### Goal 4: An organisation with the capacity and capability to deliver effective services.

Strategies	Achievements 2013-14	Future Priorities 2014-15
Inspire and support a workplace culture that is collaborative, respectful and accountable	<ul style="list-style-type: none"> <li>Implemented a performance evaluation system and developed Personnel Evaluation System Agreements (PESAs) for the majority of staff across the agency</li> <li>All staff involved in divisional business planning processes</li> <li>Introduced a staff recognition and reward scheme</li> <li>Delivered anti-bullying training</li> <li>Presented a Chief Executive's roadshow to promote Strategic Plan to all staff</li> <li>Provided cross cultural training sessions for all staff</li> <li>Developed and delivered internal audit program</li> <li>Staff involved with divisional risk management including planning, assessment and monitoring.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure all PESAs are completed and reviewed in a timely fashion during 2014-15</li> <li>Conduct a 'voice of the people' survey to gauge and monitor organisational capacity and capability</li> <li>Improve accountability by developing 2014-15 business plans for all divisions by August</li> <li>Participate in the NTPS State of the Service survey</li> <li>Review the department's Governance Framework and identify accountability gaps</li> <li>Deliver an internal audit program.</li> </ul>
Build and enhance our strategic leadership across the agency	<ul style="list-style-type: none"> <li>Staff made aware and informed of responsibilities and accountabilities through the PESAs and business plans</li> <li>Divisions progressed workforce planning initiatives</li> <li>SAO2 attended the Executive Leadership Program</li> <li>Nine employees (SAO1 – AO7) completed the Future Leaders Program</li> <li>Two employees completed the Public Sector Management Program and five completed the Discovery Program</li> <li>Developed and delivered training on having difficult conversations</li> <li>20 staff attended a 'Building Resilient Teams' workshop</li> <li>Introduced a revised induction program for new staff.</li> </ul>	<ul style="list-style-type: none"> <li>Develop a department workforce planning strategy</li> <li>Build middle management capability and capacity across the agency to ensure that practices are performed and managed by skilled managers</li> <li>Continue to build risk management capacity across the department</li> <li>Develop and deliver and 'Accounting for Non-Accountants' Program to improve financial management understanding and capacity.</li> </ul>

## SECTION 1: OUR DEPARTMENT

### Goal 4: An organisation with the capacity and capability to deliver effective services.

Strategies	Achievements 2013-14	Future Priorities 2014-15
Deliver an effective shared corporate service	<ul style="list-style-type: none"> <li>• Developed, implemented and evaluated Service Level Agreements</li> <li>• Produced five sets of estimates briefs and supported four ministers at estimates hearings</li> <li>• Supported the creation of Museums and Art Galleries NT as a separate statutory body</li> <li>• Provided communications and marketing support for other agency initiatives and campaigns (including Sport Vouchers, Learn to Swim Vouchers, Dinosaurs Alive, CrocWise, and the National Indigenous and Torres Strait Islander Awards)</li> <li>• Developed Corporate Services Policy Framework</li> <li>• Multi-agency policies developed for Working With Children, Induction, Media, Social Media, and Bullying</li> <li>• Multi-agency internal audits conducted for physical file management, Tier 2 and major procurement, database management and information security, compliance with budget management delegations, compliance with infrastructure program delegations, and GST compliance</li> <li>• Facilitated strategic risk management sessions for four agencies</li> <li>• Conducted client feedback survey to gauge satisfaction with the shared service arrangement</li> <li>• Completely overhauled the Department of Sport, Recreation and Racing internet and upgraded web software for the other seven websites</li> <li>• Produced full sets of compliant financial statements for four agencies, the Government Business Division, and Nitmuluk and Cobourg (Garig Gunak Barlu) boards</li> <li>• Produced annual reports for four agencies within legislated timeframes.</li> </ul>	<ul style="list-style-type: none"> <li>• Review Service Level Agreements for three agencies and Government Business Division (GBD)</li> <li>• Develop metrics for meaningful evaluation of the Service Level Agreements and shared service delivery and value</li> <li>• Evaluate and reframe + Corporate Services Division structure, positions and roles to promote and sustain optimal performance</li> <li>• Develop a community engagement strategy and toolkit</li> <li>• Identify opportunities to better use social media (including apps) to promote agency services</li> <li>• Review the Corporate Reporting Framework to ensure currency and relevance of information to support effective business decisions</li> <li>• Develop a corporate services communications strategy to keep all agency staff fully informed.</li> </ul>



## SECTION 1: OUR DEPARTMENT

### Goal 4: An organisation with the capacity and capability to deliver effective services.

Strategies	Achievements 2013-14	Future Priorities 2014-15
Provide a safe working environment and use of safe practices in both office and field operations	<ul style="list-style-type: none"> <li>Completed a work health and safety audit</li> <li>Developed and implemented Remote Operations Procedures Manual for individual divisions</li> <li>Provided cross cultural training sessions for all staff</li> <li>Reviewed Bushfires NT Standard Operating Procedures for staff and volunteers</li> <li>Established divisional WHS committees. WHS Committee members underwent committee training to understand their roles and responsibilities.</li> </ul>	<ul style="list-style-type: none"> <li>Invest in a zero harm safety culture</li> <li>Improve induction and WHS systems for all divisions</li> <li>Implement key recommendations from the Work Health Safety System Audit</li> <li>Continue to build the capacity of divisional WHS committees.</li> </ul>
Continue to improve business processes and continue to streamline key internal systems	<ul style="list-style-type: none"> <li>Started process mapping for critical business processes in divisions</li> <li>Introduced electronic transaction processes for Human Resources</li> <li>Developed and implemented monthly Corporate Reporting Framework to ensure regular, relevant reporting to four agency executive groups</li> <li>Catalogued BAS environment and started review</li> <li>Developed an online fieldwork and communications plan for trial by Flora and Fauna Division</li> <li>Significantly improved the coordination and streamlining of departmental comments on development proposals through the creation of a Comments Information System spatial database.</li> <li>Improved efficiencies through automation of the <i>Bushfires Act</i> Section 47 processes using a purpose built spatial database</li> <li>Reviewed the Pastoral Lease Rents database with an audit report recommending integrity and efficiency improvements to the system.</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement an ICT Strategy for the department</li> <li>Implanted an E-learning System</li> <li>Implement a human resources Case Management System</li> <li>Continue to focus on streamlining transactional procedures to improve business systems</li> <li>Develop a corporate services division information and knowledge management strategy to ensure critical information and captured and accessible</li> <li>Implement a job tracking system to improve the management and efficient delivery of corporate services</li> <li>Increase the ability of agencies to self-manage websites</li> <li>Complete a post implementation review of the Personnel Evaluation System Agreements</li> <li>Undertake website review and align with whole-of-government initiatives</li> <li>Implement a new Pastoral Lease Administration and Rents Administrative Management System</li> <li>Review the process for issuing drillers' licences</li> <li>Complete a data management framework for all fauna and flora data including 'corporatisation' of all databases, data standards, and web-based tools for data input and discovery.</li> </ul>

## SECTION 1: OUR DEPARTMENT

### Goal 4: An organisation with the capacity and capability to deliver effective services.

Strategies	Achievements 2013-14	Future Priorities 2014-15
Develop an integrated NT NRM information system that is accessible to internal and external clients	<ul style="list-style-type: none"> <li>Upgraded NR Maps with 95 percent completed</li> <li>Developed marine spatial database</li> <li>Holtze and Vegetation Site Database in operation</li> <li>Maintained authoritative databases documenting c. 1.75M locality records for Northern Territory flora and fauna, externally available through NR Maps, NT InfoNet and Atlas of Living Australia</li> <li>Completed development of the department's spatial knowledge database for decision making on Section 47 Firebreak Inspections</li> <li>Progressed development of the department's spatial knowledge database for decision making on bore and water licensing and weed management activities.</li> </ul>	<ul style="list-style-type: none"> <li>Develop Information Management Strategy for the department</li> <li>Complete upgrades to NT Maps and integration with other NT Government systems</li> <li>Finalise the department's spatial knowledge database for decision making on bore and water licensing and weed management activities</li> <li>Implement a new rangeland monitoring spatial data management system.</li> </ul>
Ensure legislation and policy is contemporary and adequate to deal with the challenges of delivering sustainable development	<ul style="list-style-type: none"> <li>Maintained formal listing of Northern Territory threatened species and completed threatened species prioritisation for the region</li> <li>Began review of the Northern Territory <i>Bushfires Act</i></li> <li>Finalised amendments to the <i>Pastoral Land Act</i> Section 7 Non-pastoral use provision to allow greater diversification opportunities on the pastoral estate</li> <li>Began preparing for declaration of Neem as a weed in the Northern Territory, which included extensive mapping in the Douglas Daly region</li> <li>Completed community consultation and statutory review of the Gamba Grass, Mimosa and Bellyache Bush Weed Management Plans</li> <li>Declared five weed species - Thatch grass, Parrots feather, Leaf cactus, Fountain grass and Brazilian pepper - in accordance with the <i>Weeds Management Act 2001</i></li> <li>Completed national water initiative triennial review.</li> </ul>	<ul style="list-style-type: none"> <li>Finalise <i>Bushfire Act</i> review</li> <li>Declare Neem as a weed and implement a weed management plan for the species</li> <li>Complete review of the <i>Weeds Management Act 2001</i></li> <li>Complete review of the Athel Pine and Cabomba Weed Management Plans</li> <li>Reduce timeframes for approvals under the <i>Water Act</i></li> <li>Review of <i>Water Act</i></li> <li>Develop a Northern Territory pest animal strategy.</li> </ul>

## SECTION 2: OUR PEOPLE



## OVERVIEW

Employees are the lifeblood of each agency. Their commitment and satisfaction is integral in achieving their department's operational outcomes in order to effectively deliver services and programs to the Territory community.

The department's Human Resource (HR) Services Unit is dedicated to delivering best practice in HR management for each and every employee. The Unit works alongside senior managers to support and encourage a positive workplace culture through the delivery of a consistent advisory service and through the development of programs, policies and frameworks to comply with legislative requirements for employment.

HR Services supports the department in building its employee capacity and capability by facilitating a number of learning and development programs. This includes an active early careers program aimed at 'growing our own', to meet emerging business needs through the provision of entry level programs such as apprenticeships, graduates and traineeships.

The HR Services Unit also has a responsibility to provide a people management framework to support the department's operations, ensuring it has the right number of employees with the appropriate skill sets and a workplace culture to position it to meet its service delivery obligations now and in the future. During 2013-14, the department began utilising the Workforce Planning Framework tool which was developed by the Office of the Commissioner for Public Employment (OCPE), 'Making Workforce Planning Work in the NT Public Sector'.

## SECTION 2: OUR PEOPLE

## EMPLOYEES BY CLASSIFICATION STREAM

Classification	Staff at 30 June 2013	Staff at 30 June 2014
Executive	9	10
Senior Administrative	14	17
Administrative	78	73
Grad/Trainee/Apprentice	1	3
Professional	82	91
Technical	86	85
<b>Total</b>	<b>271</b>	<b>279</b>

Source: Personnel Information Payroll System

## KEY POINTS

- 279 people were employed by the department and throughout the Territory including in the major centres of Alice Springs, Tenant Creek, Katherine and Darwin; and at remote locations including Batchelor and Maningrida
- More than 63 percent of staff were employed in the technical and professional streams, 32 percent in the Administrative stream and the remaining 4.7 percent in the Executive and Trainee streams
- Two employees were employed on a casual basis while 45 were fixed period (temporary) and 232 were ongoing (permanent)
- Key initiatives implemented included the introduction of an online performance management system, the procurement of a learning management system to be rolled out throughout 2014-15 and a revised contemporary bullying policy and procedure to support legislative changes
- Expenditure on learning and development totalled \$360,602 and averaged \$1,292 per employee
- Two face-to-face induction programs were conducted for new employees throughout 2013-14 in Darwin, Katherine and Alice Springs
- Agency corporate training initiatives attracted 532 staff to sessions held in Darwin, Palmerston, Katherine and Alice Springs
- A cross cultural training program began, with over 71 percent of the agency's employees receiving training in cross cultural awareness or in-depth cultural training. The program will continue to be rolled out to remaining staff throughout 2014-15
- 43 employees and their family members accessed the agency's Employee Assistance Program.



## RECRUITMENT AND RETENTION

### RECRUITMENT

During 2013-14, 48 employees were recruited to the department. The table below provides details of recruitment undertaken during the year.

Employment Status	Commencements 2012-13	Commencements 2013-14
Ongoing (Permanent)	37	28
Fixed Period (Temporary)	47	20
Fixed Period (Casual)	1	
Total	85	48

Source: Personnel Information Payroll System

Note: Includes new employees starting with the Northern Territory Public Sector (NTPS) and employees transferring into the Department from other NTPS agencies

### RETENTION

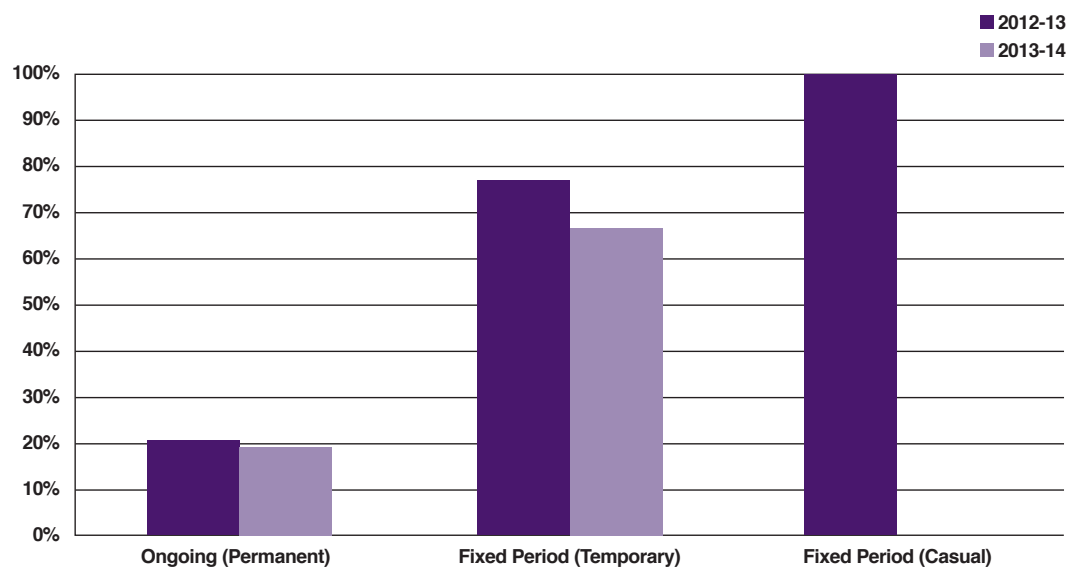
The employee separation rate for 2013-14 decreased by 2.3 percent from 2012-13. The table below provides details of the employee separations.

Employment Status	Separations 2012-13	Separations 2013-14
Ongoing (Permanent)	48	45
Fixed Period (Temporary)	30	30
Fixed Period (Casual)	1	
Total	79	75

Source: Personnel Information Payroll System

Note: Includes employee and employer initiated separation and employees who transfer to other NTPS Agencies.

### SEPARATIONS



SECTION 2: OUR PEOPLE

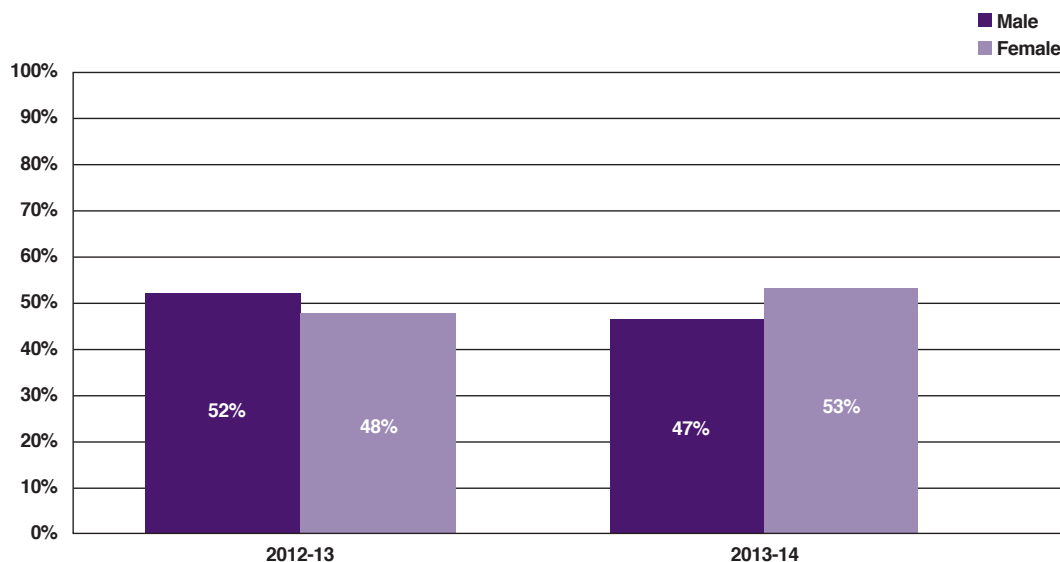
## DIVERSITY

The department celebrates its diverse, unique workforce and is committed to recognising and supporting its employees. It promotes its Diversity Policy, which acknowledges the contribution that all employees bring to a workplace. It strives to maintain an environment that is free from bullying, harassment and discriminatory practices by continuing to encourage employees to participate in employee selection training, anti-discrimination, harassment and cross cultural training, as well as providing relevant policy and procedure documentation on the staff Intranet.

The department has undertaken several measures to support a culturally inclusive workplace, most notably through its cultural awareness training which raises issues relating to equity and diversity to ensure employees are treated equally and their differences valued and respected.

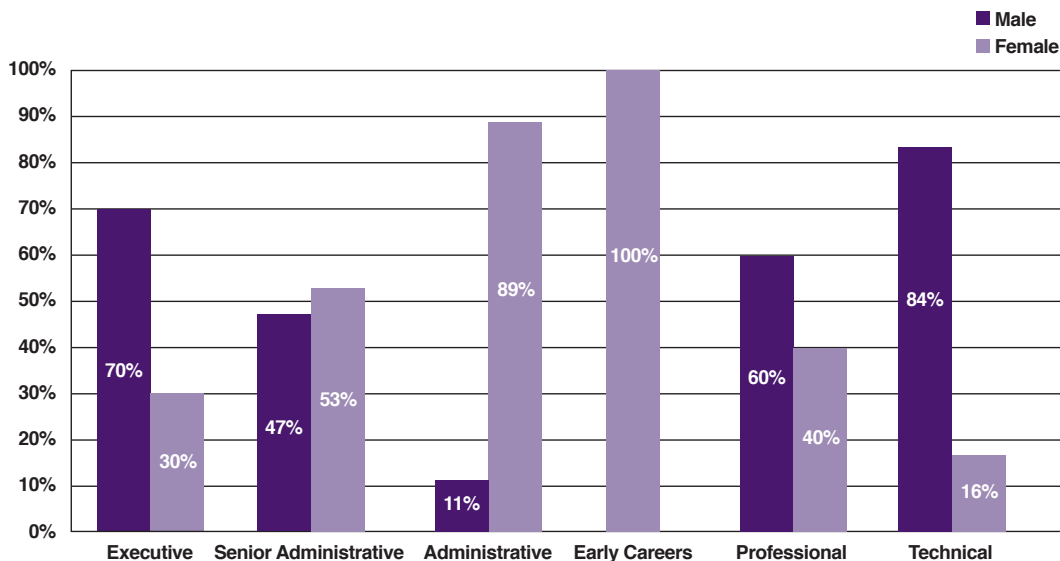
In 2013-14, 17 employees identified themselves as Indigenous, with no change to the figure since 2012-13. The overall Indigenous percentage dropped from 6.3 percent in 2012-13 to 6.1 percent in 2013-14.

## GENDER COMPARISON



Source: Personnel Information Payroll System

## GENDER COMPARISON BY CLASSIFICATION STREAM



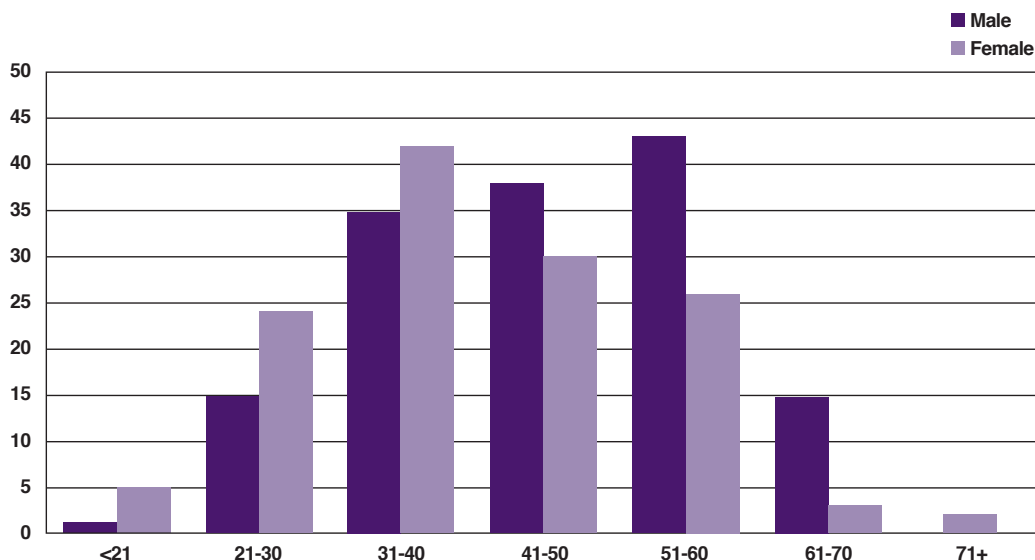
## SECTION 2: OUR PEOPLE

## WOMEN IN LEADERSHIP

The department continues to actively support the development of women in leadership roles across the agency. To achieve this, seven women took part in the Discovery Women as Leaders Program, which is designed to assist women to develop greater confidence, learn leadership skills and build valuable networks.

As well, 50 percent of the department's Executive Management Group members are female.

## EMPLOYEES BY AGE AND GENDER



## PERFORMANCE MANAGEMENT

Managing employee performance and development is an obligation set out under the *Public Sector Employment and Management Act* and Employment Instruction Number 4 to provide accountability for all Northern Territory Public Sector employees. The department upheld the performance and conduct principle through the application of the employment instruction.

An electronic Personnel Evaluation System (PESA) was implemented in 2013-14 as a tool to assist in managing employee performance. The PESA process and system encourages high levels of performance through regular discussions and continuous development. It also monitors the progress of line managers and employees in achieving strategic goals and outcomes identified by the department. Individual goals are set from the business plan which provides individuals a clear sight to the agency Strategic Plan. In 2013-14, 70 percent of eligible employees participated in the electronic PESA process.

Performance management workshops 'Dealing with tough stuff' were delivered throughout 2013-14 to support the new PESA process. The workshops were designed to enhance the skills and confidence of managers in conducting performance discussions with employees and were focused on skill development around having tough conversations. The workshops were held in Darwin and Alice Springs with 54 staff benefiting from participation in the program.

## GRIEVANCES AND COMPLAINTS

The HR Services Unit is responsible for functions including:

- grievance reviews
- discipline matters
- inability process
- management of equity and diversity issues/complaints.

## GRIEVANCES

The grievance policy and procedures are available for staff on the department's intranet. HR consultants work closely with managers to ensure processes are followed correctly.

The agency received four internal complaints during 2013-14. Of those, three were internal grievances and were dealt with in-house. One was a Section 59 Grievance which was referred to OCPE.

## PERFORMANCE AND INABILITY

The HR Services Unit provides advice to managers on a case by case basis. No inability cases were dealt with during 2013-14.

## DISCIPLINE

The Discipline Policy and supporting procedures are available for staff on the department's intranet site. HR consultants work closely with managers to ensure processes are followed correctly. One Section 49 disciplinary action was undertaken and finalised in 2013-14.

## KEY INITIATIVES

### LEARNING MANAGEMENT SYSTEM

The department is highly committed to its training and development and this was evident in the greater range of development opportunities made available to employees throughout the year.

In order to ensure that quality training can continue to be offered to employees at a reasonable cost, the department investigated options for a Learning Management System that will act as the central repository for employee learning records and accommodate the delivery of some development activities through eLearning.

The Learning Management System is expected to be introduced in 2014.

### COMBAT BULLYING INITIATIVE (PROGRAM AND POLICIES / PROCEDURES)

With the introduction of the new provisions to the *Fair Work Act* (2009), the department undertook a review of the anti-bullying policies and procedures and implemented a supporting Combat Bullying Program for executive, senior and middle managers.

The program was delivered in two stages in Darwin, Katherine and Alice Springs. The first workshop focused on:

- uncovering bullying myths versus realities
- reducing confusion about performance management discussions versus bullying behaviour
- providing clarity around why and how poor behaviour and performance must be addressed and the role they play.

The second workshop, to be held in July 2014, will:

- provide simple and practical frameworks for dealing with complaints in an effective, timely and professional manner
- build resilience in participants so they can deal with behavioural or performance-based feedback to step up performance
- stimulate ongoing conversations among the team to create an open working environment and continue momentum for change.

### HR ONLINE FORMS

In a move to embrace technology, the department developed an online forms system to adapt HR paper-based forms to an electronic format to transition from the current paper-based environment. A number of online forms were trialled during 2013-14, and garnered positive feedback throughout the department. Given the success of the trial, HR Services has been working to adapt all paper-based forms to an electronic format which is scheduled to occur early in 2014-15.

## SECTION 2: OUR PEOPLE



## LEARNING AND PROFESSIONAL DEVELOPMENT

The Department of Land Resource Management has a highly professional workforce with a wealth of scientific knowledge, experience and commitment. The department invests in its employees through learning and professional development in order to grow and support its organisational capability and evolving needs.

The HR Services Unit facilitates corporate training for all department staff and also supports individual work units to seek focused operational training to adequately equip employees to carry out their duties.

The department spent a total of \$360,302 – equating to \$1,292 per person - on employee learning and professional development in 2013-14. This expenditure has increased by 22 percent from 2012-13, primarily because of the implementation of cross cultural workshops in accordance with the OCPD Employment Cross Cultural Training Framework and the start of a new Combat Bullying Program for managers.

The department provides information on its intranet for employees on how to access Study Assistance and the Professional Development Allowance. Employees were also encouraged to attend conferences, seminars and workshops on a range of topics relevant to their profession.

### CHALLENGES FOR PROFESSIONAL DEVELOPMENT IN 2013-14

Providing opportunities for learning and development across the Northern Territory continues to provide a challenge for the HR Services Unit. In addition to travel costs, extended time away from the workplace while attending training can make professional development even more arduous for remote employees.

The HR Services Unit, through a learning management system, is exploring ways to better capture learning needs for all agency employees and create cost effective training options, in particular for our remote employees.

### STUDY ASSISTANCE

Four employees accessed study assistance during 2013-14 to undertake studies ranging from certificates to masters level programs. The department supports employees gaining relevant professional and technical skills through higher educational studies. The financial assistance equates to an average rate of \$1,291 per employee.

Areas of study supported in 2013-14 included:

- Bachelor of Commerce
- CPA Program
- Graduate Certificate in Internal Auditing.



## CORPORATE TRAINING

Ongoing learning, development and education opportunities were offered to all employees and the department established ongoing support processes to promote a range of learning and development activities covering areas including:

- Corporate Induction
- Code of Conduct
- Cross Cultural Workshops
- Merit Selection Training
- Developing personal resilience
- Freedom of Information Awareness
- Combat Bullying Program
- Performance Management Conversations
- Clear Writing and Better Ministerial Writing Workshops
- Job Evaluation System (JES) Training.

### Corporate Induction

The Corporate Induction program's purpose is to provide an overview of the department's corporate functions, performance agreement process, entitlements and conditions of service. It also provides an awareness of appropriate workplace behaviour as well as an introduction of key contacts such as payroll and records management. In addition, employees are provided with information on their accountability and responsibilities under the *Public Sector Employment and Management Act* and the *Work Health and Safety Act (2011)*.

At induction, new employees receive a 'Welcome Pack' containing information relating to conditions of service, key contacts and a checklist for supervisors to ensure appropriate site specific workplace inductions are conducted.

The HR Services Unit held two corporate induction workshops involving 24 employees from throughout the Territory in 2013-14.

### Code of Conduct

A Code of Conduct workshop held in conjunction with the corporate induction is designed to enhance employees' knowledge of ethical business practices and to provide practical strategies for dealing with situations that arise at work. The workshop draws on the NTPS Principles and Code of Conduct, as set out in Regulations under the *Public Sector Employment and Management Act*. The Code of Conduct document sets out the conduct expected of all Northern Territory Public Sector employees and the values they are obliged to uphold.

Two Code of Conduct workshops were held during 2013-14 for 24 employees throughout the Territory.

### Cross Cultural Training

During 2013-14, the department implemented a Cross Cultural Training Policy and a supporting program to develop employees':

- awareness of one's own cultural world view
- attitude towards cultural differences
- knowledge of different cultural practices and worldviews
- cross cultural skills.

Eleven workshops were held during 2013-14 with more than 71 percent of department employees having completed the program by the end of the year. The program will continue to be offered to remaining staff throughout 2014-15.

### Merit Selection Training

The agency upheld the merit selection principle by applying Employment Instructions One – Filling Vacancies, Two – Probation and Three – Natural Justice.

Merit selection training was offered during 2013-14 and facilitated by the OCPE's Grievances and Appeals Unit. This was reviewed to update information due to changes to the *Public Sector Employment and Management Act*.

Sessions were held in the Darwin, Katherine and Alice Springs regions. The department's Executive Management Group supported six employees to attend and feedback received strongly supported the training. It is expected that OCPE will offer further sessions in 2014-15.

### Clear Writing and Better Ministerial Workshops

The department offered clear writing and better ministerial preparation workshops to employees in support of the interest expressed by employees to improve government writing skills.

The clear writing workshop covered basic techniques to develop a message and give it a better chance of getting through to the audience - and achieving the desired outcome. Participants learnt how to say more, using fewer words, with practical exercises to reinforce their learning.

The ministerial writing workshop incorporated the clear writing basics with a focus on all kinds of ministerial documents including draft letters in reply. The workshop also considered the perspectives of a minister's office and ministerial liaison/secretariat.

Four workshops were offered to employees during 2013-14 with 41 employees attending. Due to the positive feedback and increased interest, additional workshops have been scheduled for 2014-15.

### Job Evaluation System (JES) Training

Job evaluation is an assessment of the work value of a particular job relative to other jobs. The system is based on the assessment of three major factors and eight sub factors that are considered to be common to all jobs. One JES evaluator training program was held in 2013-14 with five participants attending. The program was aimed at providing participants with the skills to participate in job evaluation for the NTPS.

## CAPABILITY BUILDING

As part of the department's commitment to supporting and developing employees, a range of capability building programs were offered to employees across the agency.

### Developing Personal Resilience

In the interest of wellbeing, the department encouraged employees to attend the Developing Personal Resilience Program throughout 2013-14. The program aims to raise awareness of the need for personal resilience and for individuals to learn practical skills to develop strategies to manage resilience.

### Public Sector Management Program

The Public Sector Management Program, a joint venture between the Australian, State and Territory governments, equips middle to senior managers to meet challenges by providing them with the knowledge and ability to become effective public sector leaders. In 2013-14, the agency sponsored two employees to attend the Flinders University program. They are due to complete the program in 2014-15.

### Discovery – Women as Leaders Program

In 2013-14, seven women participated in the Discovery Program. The program is a unique personal and professional development opportunity for women and designed to help them develop greater confidence (including confidence in valuing their own backgrounds and cultures), learn leadership skills and build valuable support and business networks.

### Future Leaders Program

In 2013-14, three employees participated in the Future Leaders Program, which invests in the capability of talented people to deliver strategic needs for the future. In anticipating the needs for tomorrow, it is clear that leaders need to strategically plan for succession in order to enhance capability and create a vibrant and innovative public sector. The course content has been designed to take into account the identified learning gaps from 360° assessments in 2009, 2011 and 2012, and the Northern Territory Public Sector Capability and Leadership Framework.

### Executive Leadership Program

In 2013-14, one employee began participating in the Executive Leadership Program. The program is designed to develop executive level abilities to contribute positively in delivering the economic, social and governance responsibilities for all Territorians. It forms one part of an integrated strategy to address the issue of supplying future leaders and presents as a unique opportunity for NTPS executives to increase their strategic awareness, build strong executive networks and develop a whole of government perspective.

### Kigaruk (Mens) Indigenous Development Program

In 2013-14, one employee began participating in the Kigaruk Indigenous Leadership Development Program. The program is specifically designed to provide an opportunity for participants to gain the knowledge and skills necessary to increase their effectiveness in their current position and to improve their career progression.

The objective of the program is to redress the lack of representation of Indigenous staff in senior management and executive officer positions in the NTPS as well as to retain and support current Indigenous employees. The programs also present a retention strategy for existing employees by promoting and supporting better career paths, recognition, opportunities for career development and a sense of personal achievement.

## GROWING OUR OWN

### School Based Apprenticeship Program

The School Based Apprenticeship Program allows agencies to grow their own young skilled workforce with a range of employment opportunities after successful completion of the program.

In 2013-14, the agency supported one school based apprentice who is undertaking a business course and expected to complete studies in 2015.

### Apprenticeship Program

The Apprenticeship Program is a one or three year program depending on the type of apprenticeship being undertaken. The Australian Apprenticeships initiative offers Territorians an opportunity to gain a nationally recognised trade-level qualification through structured training combined with practical work experience. Once completed, the qualification can lead to continued employment or further training or education.

In 2013-14, the agency supported three apprentices undertaking study in the areas of conservation and land management and business. The apprentices are expected to complete their studies in 2014-15 and 2016-17 respectively. One employee is currently under contract after completing the qualification during 2013-14.

### Graduate Development Program

The Graduate Development Program offers a two-year placement and is available to recent graduates of tertiary courses. The on-the-job program combines general work tasks and a range of project work. Graduates are exposed to the department's corporate environment to broaden their knowledge and experience and become equipped to be future leaders and managers.

The department engaged one graduate who is expected to complete the program in 2015-16.



## STAFF RECOGNITION AND ACHIEVEMENTS

### RECOGNITION AND REWARD SCHEME

A Recognition and Reward Scheme was introduced in late April. Its purpose is to recognise and reward staff, either as individuals or as part of a team, for outstanding contributions that support the department's values, strategic goals and objectives.

In 2013-14, one award was presented to Mary Hardy, Manager Secretariat and Ministerial Liaison. Mary did an outstanding job coordinating the department's Estimates briefs this year in addition to her role as Manager of Secretariat. The process ran smoothly, the Briefs were of an extremely high standard and all information was delivered on time.

### NGAN'GI PLANTS AND ANIMALS BOOK

The Ngan'gi Plants and Animals book was launched at the Merrepen Arts Festival at Daly River on the May Day long weekend. The department's bio cultural knowledge scientist Glenn Wightman and the Ngan'gi elders have been working together to develop this valuable collection of Territory plants and animals since 1990. The book contains more than 560 plants and animals, 250 photographs and 300 illustrations of plants, animals, people and country, Dreamtime stories about plants and animals and associated artworks, plus hunting signs, seasonal indicators and a guide to Ngan'gi language.

### NORTHERN ENVIRONMENTAL RESEARCH PROGRAM

Alys Stevens, scientist with the Flora and Fauna Division, has been working jointly with Indigenous rangers and Traditional Owners from the Warddeken and Djelk Indigenous Protected Areas in Arnhem Land for the past three years. Alys and her colleagues are studying wildlife species and feral animals as part of a major initiative to find the cause of significant decline in small mammals in the Northern Territory. Alys has been integrating conventional western scientific methods with the knowledge and skills of Traditional Owners and rangers in order to develop practical ways to monitor the health of wildlife populations and manage threats such as that of feral cats. These methods include modern remote camera traps combined with traditional tracking and hunting methods. This work will assist in developing management solutions for protecting small mammal species across the Northern Territory, and also build the capacity of Indigenous land managers to integrate flora and fauna monitoring and management into their land management plans.

### ERADICATION OF BANANA FRECKLE

A number of department staff volunteered their time to assist the Department of Primary Industry and Fisheries in eradicating the serious plant disease, Banana Freckle, in the Darwin Region. This has been an on-going effort and is progressing well.

## 2013 CHIEF MINISTER'S AWARDS FOR EXCELLENCE IN THE PUBLIC SECTOR

The 2013 Chief Minister's Awards for Excellence in the Public Sector were held in November and the department's Land Assessment Unit was recognised under the 'Valuing Our Natural Environment' category. The unit's efforts in the Victoria River District to protect and preserve the Territory's natural resources were acknowledged as an outstanding achievement. This is the largest project of its kind undertaken in Australia, and has comprehensively mapped and described the landscapes, soils, vegetation and pastures of some 75,000 square kilometres across 23 pastoral leases and Aboriginal Land Trusts. The project was started in the 1990s after a request from the Victoria River District Conservation Association (VRDCA) and, although it has been a long and arduous task, this work has provided, and will continue to provide, significant support to one of the Territory's key pastoral regions.

Dave Miller won the Chief Minister's medal for his long and distinguished service in drilling in the Northern Territory.

The Flora and Fauna Division's Feral Camel Management Team was also a finalist in the 'Valuing Our Natural Environment' category of the Chief Minister's Awards.

## 23<sup>RD</sup> TERRITORY NATURAL RESOURCE MANAGEMENT AWARDS

The 23rd Territory Natural Resource Management Awards were held in November to celebrate the efforts of Territorians of every age who look after the Territory's land, soil, water, plants and animals. Peter Clifton from Rangelands Division won the 'Landcare Facilitator or Coordinator' category for his outstanding work in land management.

Colin Stanton was highly commended in both the 'Individual Landcarer' and 'Special Achievement in NRM' award categories for his long and dedicated career in soil conservation in Central Australia.

The Feral Camel Management Team from the Flora and Fauna Division was also nominated for the Territory Natural Resource Management Awards in 2013.

## 2013 CHIEF MINISTER'S MEDAL FOR EMERGENCY SERVICES

A special ceremony at Parliament House in May recognised the services provided by the Top End's hardworking volunteers. It was a great outcome for our Bushfire Brigade volunteers who featured prominently during the awards and, in the words of one audience member, "almost took a clean sweep". Louie King won the prestigious Chief Minister's Medal for Emergency Services – fantastic recognition for his outstanding contribution to bushfire management for over 40 years. Other Bushfires volunteers who received nominations and certificates of merit included Bill Grant, Ray Nicholls, Jan Murphy, Bob Wright, and Di Tynan. The award and certificates were well received and a great way to acknowledge their hard work publicly.

Bushfires NT won the SA/NT Award for Organisational Excellence (large organisation category). This award recognises the support Bushfires NT provides to volunteers and the strong fire management outcomes this achieves.

## POST GRADUATE QUALIFICATIONS

James Pratt, Executive Director Rangelands, graduated from the Australian and New Zealand (NZ) School for Government with his Executive Master in Public Administration.

Tony Griffiths, Director of Marine Ecosystems in the Flora and Fauna Division, graduated from Charles Darwin University with a PhD. Tony's research showed fire was a contributing factor in the decline of threatened native species such as the northern quoll and northern brown bandicoot.

Rachelle McMillan completed the Institute of Chartered Accountants Australia exams and Nadia Mahmood completed the CPA Australia program. The professional accounting qualifications are internationally recognised and indicate a finance, accounting and business professional who has demonstrated ethical, professional and technical expertise.



## PUBLIC SECTOR MANAGEMENT PROGRAM

Tania Moloney and Angus Duguid graduated from the Public Sector Management Program.

## WORK HEALTH AND SAFETY

The department is committed to providing and maintaining safe and healthy workplaces. Following the department's establishment, considerable work has been undertaken to ensure compliance with the *Work Health and Safety (National Uniform Legislation) Act 2011* and the *Workers Rehabilitation and Compensation Act*.

Activities undertaken to implement the Work Health and Safety (WHS) legislation have included:

- regular WHS news stories published on the intranet
- regular committee and workplace meetings.

The department's policies recognise the importance of WHS and provide a flexible framework for the day-to-day management of work WHS matters, with a focus on continuous improvement and strong governance.

The Executive Management Group acts as the department's WHS approving body and is supported by a WHS committee in each division. Each division committee is chaired by its respective Executive Management Group member who reports to the Executive Management Group quarterly.

## HEALTH AND WELLBEING INITIATIVES

The following health and wellbeing initiatives were continued during 2013-14:

- DLRM Flu Vaccination Program
- Employees Assistance Program.

## HAZARD AND INCIDENT REPORTING

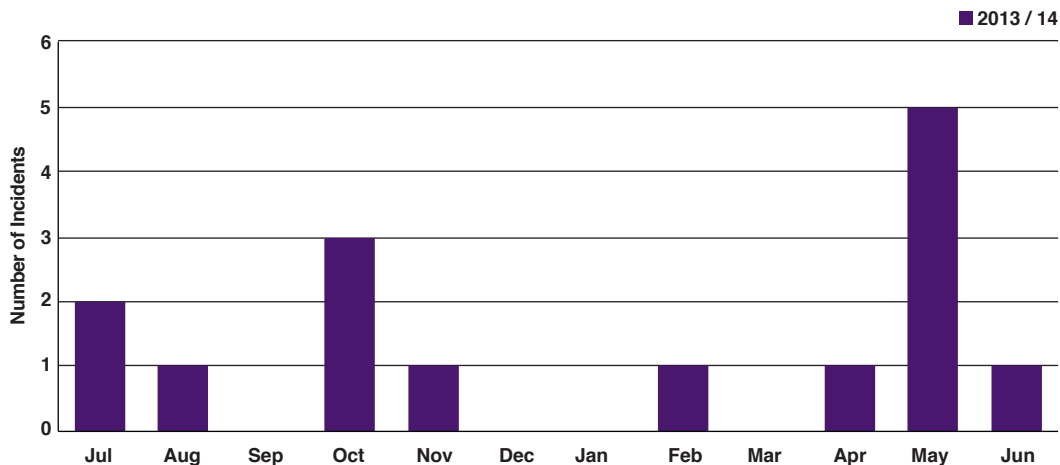
During 2013-14, 15 hazards and incidents reports were submitted from across all department divisions.

Top causes of injury included:

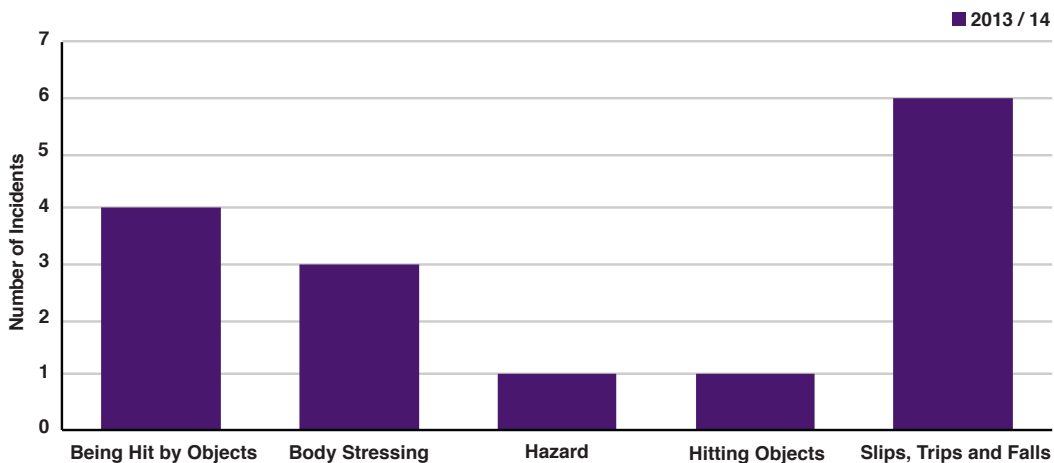
- slips, trips and falls
- being hit by objects
- body stressing.

SECTION 2: OUR PEOPLE

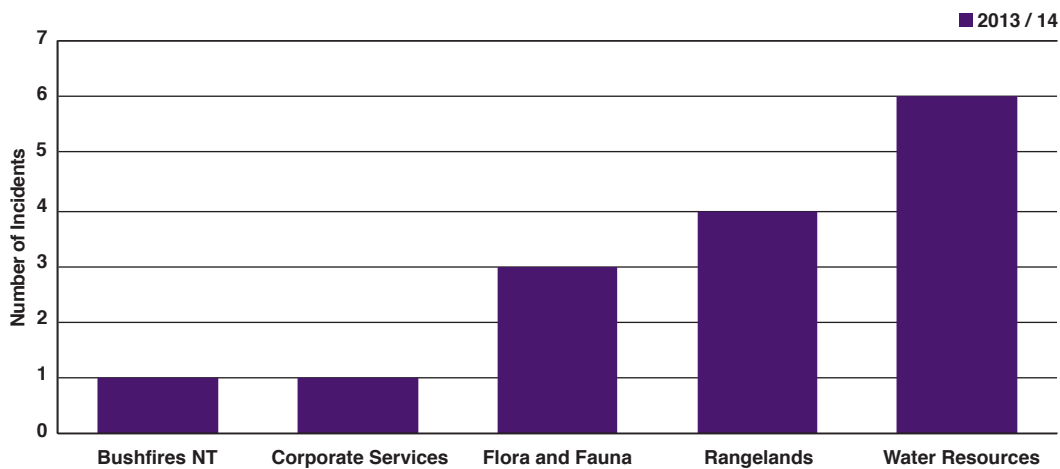
Number of Incidents By Month



Number of Incidents By Mechanism



Number of Incidents By Division



## **SECTION 3: OUR CORPORATE GOVERNANCE**

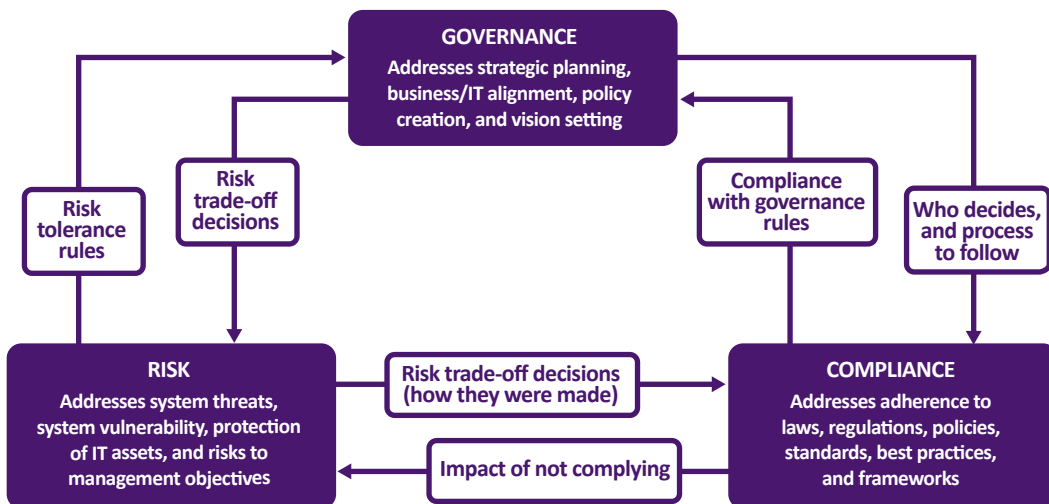


# OUR CORPORATE GOVERNANCE

## GOVERNANCE FRAMEWORK

Corporate governance describes the processes by which an organisation is directed, controlled and held to account for its actions. The department uses the following model to depict its accountability framework. It clearly demonstrates the links between the three key parts of a good governance system - governance, risk and compliance.

The department’s governance framework is underpinned by nine principles of governance. These are based on the Australian Stock Exchange principles of corporate governance which have been reworked by the Western Australian Government’s Office of Public Sector Standards Commissioner (OPSSC) for a public sector environment.



## Principles

1. Government and public sector relationship: the department's relationship with the government is clear
2. Management and Oversight: the department's management responsibilities and accountabilities, including its oversight mechanisms, are clearly defined
3. Organisational Structure: the department's structure serves its operations
4. Operations: the department plans its operations to achieve its goals
5. Ethics and Integrity: ethics and integrity are embedded in the department's values and operations
6. People: the department's leadership in people management contributes to individual and organisational developments
7. Finance: the department safeguards financial integrity and accountability
8. Communication: the department communicates with all parties in an accessible, open and responsive way
9. Risk Management: the department identifies and manages its risks.

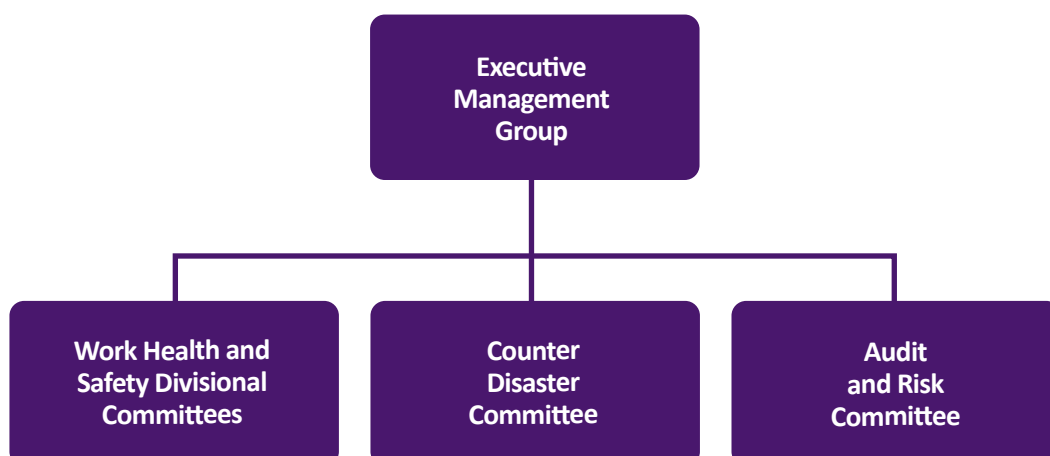
## ACCOUNTABILITY AND STANDARDS

The Chief Executive is supported by the Executive Management Group (EMG) through a clearly defined administrative structure. As needs change and restructures occur, the organisational chart, which clearly articulates the accountability pathway, is updated and published on the intranet.

Each corporate delegation and other internal control mechanism is updated when this structure is changed to ensure relevance and currency.

## EXECUTIVE COMMITTEES

EMG provides governance and leadership to a number of committees that support our key objectives and purpose. This relationship is identified in the figure below.





## SECTION 3: OUR CORPORATE GOVERNANCE



### Executive Management Group

The Executive Management Group (EMG) is the department's principal planning and decision making body on corporate governance matters. The Chief Executive is primarily responsible for providing strategic leadership and systems development for the department.

The EMG includes representatives from all output groups of the department. Other department officers attend EMG meetings as required to provide presentations.

The EMG met 22 times during 2013-14.

Membership:

- Rod Applegate, Chief Executive
- Susan Kirkman, Executive Director, Corporate Services
- James Pratt, Executive Director, Rangelands
- Steve Popple, Executive Director, Water Resources
- Alaric Fisher, Executive Director, Flora and Fauna
- Darryl Day, Executive Director, Water Directorate
- Mark Ashley, Executive Director, Bushfires NT
- Sarah Fairhead, Regional Director, South
- Tahnee Thompson, Manager, Katherine Region
- Joanna Frankenfeld, Chief Financial Officer
- Sandra Butcher, Director, Human Resources
- Trish Grimshaw, Director, Communications and Media
- Myrene Lyle, Executive Officer to the Chief Executive.

### Work Health and Safety Committees

Each division has a Work Health and Safety (WHS) Committee.

#### Rangelands

The Rangelands Division WHS Committee:

- acts as a consultative forum that provides advice on safety matters
- keeps itself informed about standards of health and safety
- recommends maintenance and monitoring of programs, measures and procedures relating to the health and safety of workers

## SECTION 3: OUR CORPORATE GOVERNANCE

- conducts regular workplace inspections, including when a workplace relocation/redesign occurs, is requested or an incident occurs
- considers, and makes recommendations about, proposed workplace changes that may affect the health and safety of the workers
- reviews hazard and incident report trends and make recommendations as required.

## Membership:

- James Pratt – Chair and Executive Representative
- Tania Moloney – Employer Nominated Representative
- Tahnee Thompson – Employee Nominated Representative, Katherine
- Jock Duncan – Employee Nominated Representative, Alice Springs
- Jason Hill – Employee Nominated Representative.

## Achievements 2013-14:

- Committee Terms of Reference developed and approved
- WHS noticeboards or similar established and regularly updated
- Official records created and maintained
- Reminders to staff of the importance of notifying of, and completing, incident/near miss forms
- Cyclone Communication Plan implemented
- Workplace hazard inspections conducted:
  - Third Floor, Goyder, Palmerston – 17/4/14
  - Giles Street, Katherine (office) – 12/11/13
  - Crawford Street, Katherine (workshop) – 21/6/14
  - Tom Hare Building, Alice Springs (office) – 6/12/13
  - Tom Hare Building, Alice Springs (workshop) – 24/1/14
  - AZRI Building, Alice Springs (workshop) – 24/2/14
  - Leichardt Street, Tennant Creek (office) – 10/2/14
  - Leichardt Street, Tennant Creek (workshop) – 10/2/14.

## Priorities in 2014-15:

- Review policy on quad bike/SSV use and safety concerns
- Develop a procedure for ‘communications in the field/call’ to ensure consistency throughout the division/department and that WHS requirements are met for employees working remotely.

**Water Resources**

## The Water Resources Division WHS Committee:

- acts as a consultative forum that provides advice on safety matters
- keeps itself informed about standards of health and safety
- recommends maintenance and monitoring of programs, measures and procedures relating to the health and safety of workers
- conducts regular workplace inspections, including when a workplace relocation/redesign occurs, is requested or an incident occurs
- considers, and makes recommendations about, changes to be made at the workplace that may affect the health and safety of the workers
- reviews hazard and incident report trends, and make recommendations as required.

## SECTION 3: OUR CORPORATE GOVERNANCE

## Membership:

- Steve Popple – Chair and Executive Representative
- Cherie Jackson – Employer Nominated Representative
- Pru Ducey – Employee Nominated Representative, Katherine
- Duncan Rance – Employee Nominated Representative
- Robin Lawrence – Employee Nominated unit Representative
- Matt Majid – Employee Nominated Representative
- Ralf Koberstein – Employee Nominated Representative
- Noel Gibbons – Employee Nominated Representative, Alice Springs
- Jerome Paiva – Employee Nominated Representative.

## Achievements 2013-14:

- Remote Area Operations Procedure Manual implemented
- Cyclone Communication Plan implemented
- Terms of reference developed and approved
- Workplace hazard inspections conducted in representative locations
- Official records created and maintained
- Reminders to staff of importance of notifying of, and completing, incident/near miss forms.

## Priorities in 2014-15:

- Review Risk Register for Water Resource's Operations
- Review Remote Area Operations Procedure Manual
- Crocodile awareness training for field staff.

**Bushfires NT**

## The Bushfires NT Division WHS Committee:

- coordinates all WHS and Risk Management Frameworks across Bushfires NT and Volunteer Bushfire Brigades
- monitors and manages all WHS incidents
- reviews and manages all Standard Operating Procedures, Fireground Practices, and general occupational policies
- manages feedback links to staff and volunteers in relation to any WHS matter.

## Membership:

- Mark Ashley – Chair and Executive Representative
- Andrew Turner – Employer Nominated Representative
- Steele Davies / Adam Redpath – Employee Nominated Representatives, Katherine
- Troy Munckton / Quinton Kessner – Employee Nominated Representatives, Alice Springs
- Christine McDonough / Ken Baulch – Employee Nominated Representatives
- Lee Humphris / Miranda Seib – Employee Nominated Representatives, Batchelor.

## Achievements 2013-14:

- WHS framework reviewed, updated and endorsed
- Review of all Standard Operating Procedures started
- WHS Committee procedures and processes developed and implemented

## SECTION 3: OUR CORPORATE GOVERNANCE

- Official records created and maintained
- Improved links and feedback mechanisms from WHS Committee to staff implemented
- Workplace Hazard Assessments commenced.

Priorities 2014-15:

- Complete review of the Standard Operating Procedures
- Complete review of the Workplace Hazard Assessments.

### Flora and Fauna

The Flora and Fauna Division WHS Committee:

- acts as a consultative forum that provides advice on safety matters
- keeps itself informed about standards of health and safety as required under Division 4 of the WHS Act
- recommends implementation, maintenance and monitoring of programs, measures and procedures relating to the health and safety of workers
- conducts regular workplace inspections, including when a workplace relocation / redesign occurs, is requested or an incident occurs
- considers, and makes recommendations about, changes to be made at the workplace that may affect the health and safety of the workers
- reviews hazard and incident report trends, and make recommendations as required.

Membership:

- Alaric Fisher – Chair and Executive Representative
- Glenn Edwards – Deputy Chair, Employer Nominated Representative, Alice Springs
- Michael Braby – Employee Nominated Representative
- Deb Bisa – Employee Nominated Representative
- Keith Saalfeld - Employee Nominated Representative
- Neil Smit - Employee Nominated Representative
- Jeff Cole - Employee Nominated Representative, Alice Springs.

Achievements 2013-14:

- Terms of Reference developed and approved
- WHS noticeboards established and regularly updated in each work area
- Workplace hazard inspections completed in all work areas
- WHS Risk Register and staff Training Register developed
- Reviewed or developed Standard Operating Procedures for:
  - Remote area operations and communication plans
  - Diving
  - Boating
- Updated and implemented Cyclone Procedures
- Held five WHS Committee Meetings, with minutes and WHS documents stored in TRIM and available to all staff via SharePoint.

Priorities in 2014-15:

- Implement on-line system for remote operations hazard and communication plans and call-in register
- Review and update Risk Register and introduce system tests and audits.

## SECTION 3: OUR CORPORATE GOVERNANCE

**Corporate Services**

The Corporate Services Division WHS Committee:

- acts as a consultative forum that provides advice on safety matters
- keeps itself informed about standards of health and safety
- recommends maintenance and monitoring of programs, measures and procedures relating to the health and safety of workers
- conducts regular workplace inspections, including when a workplace relocation/redesign occurs, is requested or when an incident occurs
- considers, and makes recommendations about, changes to be made at the workplace that may affect the health and safety of the workers
- reviews hazard and incident report trends, and make recommendations as required.

Membership:

- Susan Kirkman – Chair and Executive Representative
- Myrene Lyle – Employee Nominated Representative
- Rebecca Litten – Employee Nominated Representative
- Cate White – Employee Nominated Representative
- Andrew Wilkinson – Employee Nominated Representative
- Debbie Cheslett – Employee Nominated Representative, Alice Springs.

Achievements 2013-14:

- WHS noticeboards or similar established and regularly updated
- Terms of Reference reviewed and approved
- WHS Activity Planner populated and implemented
- Risk Register reviewed and accepted 14/03/2014; risks measured and actions identified - to be displayed in the visitor books
- Official records created and maintained
- Workplace hazard inspections:
  - Tom Hare Building, Alice Springs – 17/04/2013; 20/06/2014
  - AZRI Building, Alice Springs – 17/04/2013; 26/06/2014
  - Goyder Centre, Darwin – Level 1 and Ground Floor – 02/09/2013; 11/02/2014
  - Giles Street, Katherine – N/A.

Priorities in 2014-15:

- Review and update Risk Register and introduce system tests and audits
- Continue to provide WHS information staff in particular new starters.

**Counter Disaster Committee**

The Counter Disaster Committee:

- leads department activities prior to an event, and conducts appropriate reviews and evaluations post event
- ensures that the department meets its legislative responsibilities and obligations as a representative on the Counter Disaster Committee
- ensures that the department has an emergency management plan in place
- assists in coordinating the department's cyclone plans, and monitoring cyclone preparedness and preparations.



## SECTION 3: OUR CORPORATE GOVERNANCE

## Membership:

- James Pratt - Executive Director Rangelands (Chair)
- Rod Applegate - Chief Executive
- Luis Da Rocha- Director Land Development Coordination
- Denise Mackintosh - Senior HR consultant.

## Achievements 2013-14:

- Updated the department's 2013-14 Cyclone Preparedness Plan
- Disseminated departmental Cyclone awareness for tropical lows in January and February 2014
- Responded to the Power Water Corporation's Situation Black in March 2014, ensuring the department's business continuity plans were enacted
- Attended and contributed to the Territory Emergency Management Committee meetings.

## Priorities 2014-15:

- Ensure the department's procedures and policies are in line with the relevant legislative requirements and NT Government arrangements in response to hazards and incidents.
- Review the department's business continuity plan.

**Audit and Risk Management Committee**

## The Audit and Risk Management Committee

- monitors the department's strategic, corporate and operational risk management function and activities and the adequacy of the internal controls established to manage the identified risks
- reviews financial statements and other public accountability documents (such as annual reports) prior to their approval by the Chief Executive
- monitors the internal audit function (including development and implementation of the annual internal audit program, review and monitoring of terms of references, audit outcomes, managements' responses and implementation of the audit recommendations)
- monitors the external audit program (including audit outcomes, the department's responses and implementation of the audit recommendations); and commenting on the state of organisational governance within the scope of the Committee's Terms of Reference in the areas of the department's risk management framework, the internal controls framework and external accountability.

## Membership:

- Steve Poppel - Executive Director Water Resources (Chair)
- Kathleen Richardson - Rangeland Monitoring
- Kenneth Baulch - Bushfires NT
- Keith Saalfeld - Senior Scientist Wildlife Use
- Cathy Fong - Manager Governance.

## Achievements 2013-14:

- Completed a review of all functional areas' internal audits and identified priorities for action.

## Priorities 2014-15:

- Identify gaps in the departmental operational risk management controls and recommend actions to be implemented.



## GOVERNING LEGISLATION

The department is responsible for administering 11 pieces of legislation, including six acts and six pieces of subordinate legislation, on behalf of the Minister for Land Resource Management.

This legislation provides an overriding direction for many functions that the department performs and is the foundation to a number of Output Groups. The department has a process of review aimed at ensuring its legislation remains contemporary and relevant to its functions and incorporates best practice in the areas it administers.

Legislation administered:

1. *Bushfires Act*
  - i. Bushfires Regulations
  - ii. Bushfires (Volunteer Bushfire Brigades) Regulations
2. *Lake Eyre Basin Intergovernmental Agreement Act*
3. *Pastoral Land Act 1992* (except provisions about Aboriginal community living areas)
  - iii. Pastoral Land Regulations
4. *Soil Conservation and Land Utilisation Act*
5. *Water Act*
  - iv. Water Regulations
6. *Weeds Management Act 2001*
  - v. Weeds Management Regulations 2006
7. *Planning Act*
  - vi. land clearing approvals on unzoned land

## LEGISLATIVE CHANGES 2013-14

### *Pastoral Land Act*

- Changes introduced to the *Pastoral Land Act* in January this year now enable pastoralists to diversify land use and develop new income streams without having to change the tenure of a pastoral lease. Non-pastoral use permits can now be issued for up to 30 years and will be registered to the lease, not issued to the lessee, allowing them to be transferable upon the sale of a pastoral lease. Non-pastoral operations can now focus on activities such as tourism, horticulture, extensive agricultural developments, aquaculture and forestry that co-exist with the pastoral enterprise.

## SECTION 3: OUR CORPORATE GOVERNANCE

***Bushfires Act***

- Review of the *Bushfires Act* was conducted in 2013-14 with public submissions closing on Friday 23 May 2014. Modernising the legislation allows the Act to recognise collaborations and mechanisms of providing a bushfire management service to more than 90 percent of the Northern Territory.

***Weeds Management Act***

- Declared five weed species in accordance with the *Weeds Management Act 2001*, these being Thatch grass, Parrots feather, Leaf cactus, Fountain grass and Brazilian pepper
- Began preparations for declaration of Neem as a weed in the Northern Territory, which included extensive mapping in the Douglas Daly Region.

**FUTURE LEGISLATIVE PRIORITIES*****Water Act***

- The review of the *Water Act* will ensure that Northern Territory legislation is consistent with the contemporary approach to water management
- Developing an overarching NT Water Policy will provide a contemporary framework for water management in the Territory. It will be cognisant of best practice water management supporting the national focus on northern development. The policy will promote sustainable water resource management and underpin the identification, assessment, development, allocation and management of all water resources in the Territory. It will also cover water and wastewater services and protection of water quality.

***Weeds Management Act***

- Declare Neem as a weed and implement a management plan for the species
- Complete the review of the *Weeds Management Act 2001*
- Complete the review of the Athel Pine and Cabomba Weed Management Plans.

**STATUTORY AUTHORITIES AND BODIES**

As at 30 June 2014, the department had responsibility for the following statutory authorities and bodies:

**Northern Territory Catchments Advisory Committee**

The committee provides strategic advice to the Minister on water policy issues.

Members as at 30 June 2014 were:

Mr Kit Jolley	Mr Tom Harris
Mr Colin Beard	Ms Kate Peake
Ms Mona Liddy	Professor Michael Douglas
Ms Maria Kraatz	

**Bushfires Council of the Northern Territory**

The council recommends measures to the Minister for effective fire management on all Territory lands except those under authority of Northern Territory Fire and Rescue Service.

Members at 30 June 2014 were:

Mr Paul Blore (Chair)	Mr Djawa Yunupingu
Mr Shaun Ansell	Mr Robert Bright

## SECTION 3: OUR CORPORATE GOVERNANCE

Mr Todd Smith	Mr Chris Whatley
Mr Bruce Sawyer	Mr Stephen Rothwell
Mr Garry Cook	Mr Len Rule
Mrs Dianne Tynan	Ms Elizabeth Bird
Mr Ian Bradford	Ms Alice Beilby
Mr Norman Hooker	Ms Trish Rigby-Christopherson
Mr Walter Braitling	

**Bushfires Committees - Regional**

The Northern Territory is divided into six fire control regions that reflect varying land use, population density, climate, soils and vegetation type.

Each region is represented by a bushfires regional committee with members selected on the basis of local knowledge, experience or skills in bushfire management. Its main statutory function is to prevent and control of wildfires in its fire control regions. Committees meet two to four times a year or as required, are statutory bodies in their own right and are highly autonomous in establishing operational and administrative policies.

The regional committees advise the Bushfires Council on measures to prevent and control bushfires within their gazetted areas of responsibility, and prevent and control bushfires in their Fire Control Region. The bushfire committees include:

**Alice Springs Regional**

Members at 30 June 2014 were:

Mr Walter Braitling (Chair)	Mr Angus McKay
Ms Elizabeth Bird	Mr William Hayes
Mr Benjamin Heaslip	Mr Ashley Severin

**Arafura Regional**

Members at 30 June 2014 were:

Mr Leonard Rule (Chair)	Mr Brian Muir
Mr Daniel Thomson	Mr Gordon Coward

**Arnhem Regional**

Members at 30 June 2014 were:

Mr Djawa Yunupingu (Chair)	Mr Gibson Farmer
Mrs Jessie Alderson	Mr Clarry Rogers
Mr Otto Champion	

**Barkly Regional**

Members at 30 June 2014 were:

Mr Norman Hooker (Chair)	Mr Kenneth Ford
Mr Michael Johnson	Mr Christopher Towne
Mr Stephen Peatling	

## SECTION 3: OUR CORPORATE GOVERNANCE

**Savannah Regional**

Members at 30 June 2014 were:

Mr Christopher Whatley (Chair)	Mr Stuart McKechnie
Mr Gary Riggs	Mr Bradley Walker
Ms Alice Beilby	Mr James Zlotzkowsky

**Vernon Regional**

Members at 30 June 2014 were:

Mr Robert Bright (Chair)	Mr Ian Stewart
Mr Raymond Nichols	Mr Colin Deveraux
Mr David McLachlan	

**Drillers Qualification Advisory Committee**

The Drillers Qualification Advisory Committee was formed under the *Water Act 1992* and is an advisory group with expertise in the water well drilling industry. The committee advises the Controller of Water Resources on the granting, renewal and variation of drilling licences under Section 49 the Act.

Members at 30 June 2014 were:

Mr David George (Chair)	Mr Lance Martin
Mr Mark Ballard	Ms Mary Walshe
Mr Cyrus Edwards	Mr Henry Van Tilburg
Mr Chris MacHunter	Mr Leon Merington

**Northern Territory Weed Advisory Committee**

Part 4 of the *Weed Management Act* enables the committee to develop draft weed management plans, advises the Minister on the progress of weed management in the region and advises the Minister on other matters as required.

Members at 30 June 2014 were:

Mr Thomas Stockwell (Chair)	Mr Neil MacDonald
Mr Steven Spencer	Ms Robyn Maurer
Ms Jane Dellow	Mr Tony Searle
Dr Margaret Friedel	Mr Robert Bright
Mr Brian Hill	Mr Robert Law
Ms Sharon Jones	Mr Samuel Rando
Ms Sarah Kerin	

**Pastoral Land Board**

The board administers the *Pastoral Land Act* as outlined in Section 29 of Functions of the Board.

Members at 30 June 2014 were:

Mr Richard Galton (Chair)	Mr Thomas Stockwell
Ms Colleen Costello	Mr Campbell Miller
Mr Steven Craig	



## SECTION 3: OUR CORPORATE GOVERNANCE



## STRATEGY AND PLANNING

### STRATEGIC PLAN 2013-17

The Strategic Plan guides the department's activities and priorities. It outlines strategic goals, states the priorities for the coming year and also reflects government's priorities and the ways in which the department can contribute to overarching those goals.

The Strategic Plan's goals, priorities and actions are reflected in divisional plans and incorporated into business unit plans, and then into individual PESA plans for staff.

While Division Business Plans are reported against quarterly, the department's annual report assesses the performance against the strategic goals, linked to the budget position.

#### Corporate Reporting Cycle:

<b>January</b> <ul style="list-style-type: none"> <li>Budget development commences</li> <li>NT Government Framing the Future reporting</li> </ul>	<b>February</b> <ul style="list-style-type: none"> <li>PESA reviewed for all staff</li> <li>Legislative Assembly Sittings</li> </ul>	<b>March</b> <ul style="list-style-type: none"> <li>Estimates Reporting process begins</li> <li>FTE Reporting to Treasury</li> </ul>	<b>April</b> <ul style="list-style-type: none"> <li>Budgets finalised</li> <li>Annual Agency Procurement Management Plan developed</li> <li>NT Government Framing the Future reporting</li> </ul>
<b>May</b> <ul style="list-style-type: none"> <li>Estimates Reporting Preparation</li> <li>Legislative Assembly Sittings - Budget</li> </ul>	<b>June</b> <ul style="list-style-type: none"> <li>Agency Strategic Planning</li> <li>Legislative Assembly Sittings – Estimates</li> <li>Annual Agency Internal Audit Program developed</li> <li>FTE Reporting to Treasury</li> <li>NT Government Developing the North reporting</li> </ul>	<b>July</b> <ul style="list-style-type: none"> <li>Risk register reporting</li> <li>Agency Strategic Risk Assessment</li> <li>Agency Procurement Management Plan lodged</li> <li>End of year financial reporting</li> <li>State of the Service to OCPE</li> <li>NT Government Framing the Future reporting</li> </ul>	<b>August</b> <ul style="list-style-type: none"> <li>Annual Report process begins</li> <li>Legislative Assembly Sittings</li> </ul>
<b>September</b> <ul style="list-style-type: none"> <li>PESA developed for all staff</li> <li>Business Plans</li> <li>FTE Reporting to Treasury</li> </ul>	<b>October</b> <ul style="list-style-type: none"> <li>Annual Report tabled</li> <li>Legislative Assembly Sittings</li> <li>NT Government Framing the Future reporting</li> </ul>	<b>November</b> <ul style="list-style-type: none"> <li>Legislative Assembly Sittings</li> </ul>	<b>December</b> <ul style="list-style-type: none"> <li>Budget planning begins</li> <li>FTE Reporting to Treasury</li> <li>NT Government Developing the North reporting</li> </ul>

## SECTION 3: OUR CORPORATE GOVERNANCE

## RISK MANAGEMENT

The ability to remain responsive to risk is a key focus of the department.

In August 2013, the Executive Management Group undertook a review of the strategic business risks that may prevent delivery of department strategic priorities and goals.

The annual Strategic Risk Assessment was based on the department's Risk Management Framework. This framework guided the assessment of identified risks within the current operating and internal control environment, with risk treatments identified for all new and emerging risks. Agreed actions to treat risks were detailed in the department's Strategic Risk Register. The audit of controls in place for managing risks was considered when developing the department's Internal Audit Plan.

Throughout the year, the Executive Management Group reviewed the department's strategic risks and considered any new and emerging risks. The Audit and Risk Management Committee reviewed the Strategic Risk Register every quarter to monitor the progress of identified risk treatments.

Divisions within the department also accessed the Risk Management Framework to guide their management of risks specific to their operations. Progress of identified risk treatments were reviewed quarterly by the Audit and Risk Management Committee.

Detailed Work Health and Safety Risk Registers have also been established for each division and are managed by Divisional Work Health and Safety Committees. Refer to pages 44-48.

## CONTROLS AND COMPLIANCE

### INTERNAL CONTROLS

The department has a number of internal control mechanisms in place that are designed to mitigate risks in the workplace.

Corporate delegations	<p>The Chief Executive delegates certain powers to other employees under the <i>Financial Management Act</i>, <i>Public Sector Employment and Management Act</i>, <i>Contracts Act</i> and <i>Procurement Act</i>. The Chief Executive approved the following delegations in 2013-14.</p> <ul style="list-style-type: none"> <li>• Financial delegations</li> <li>• Human resources delegations</li> <li>• Procurement and contracts delegations.</li> </ul>
Conflict of Interest	<p>Whether real or perceived, conflicts of interest erode confidence in the integrity of the department. Executive Directors and Branch Managers are responsible for ensuring staff declare any conflicts, which are reported to the department's Risk Management and Audit and Risk Management Committee.</p> <ul style="list-style-type: none"> <li>• One conflict of interest was declared by a departmental officer during the year.</li> </ul>
Whistle-blowers	<p>Staff are regularly reminded that they can report wrongdoing in accordance with the <i>Public Interest Disclosures Act</i>. The Executive Director, Corporate Services, is the department's 'Protected Disclosure Officer'.</p> <ul style="list-style-type: none"> <li>• No public interest disclosures regarding the department's officers were lodged during the year.</li> </ul>
Code of Conduct	<p>Through internal training initiatives such as the induction program, staff are regularly reminded of their responsibility to act in accordance with the Code of Conduct. The department may begin disciplinary proceedings against any employee who acts in contravention of the Code of Conduct.</p>
Freedom of Information and Privacy	<p>In accordance with the <i>Information Act</i>, the department has a range of policies and procedures in place to enable individuals to access records and information held by the department.</p>

## RECORDS AND INFORMATION

### Information requests

The *Northern Territory Information Act 2002* came into operation on 1 July 2003. It combines freedom of information (FOI), privacy and records management legislation.

In compliance with Section 11 of the *Information Act* the department makes its information available in several ways.

Information is updated regularly and published on the department's website. It describes the structure and functions of the department and how these affect the public, provides a comprehensive listing of freely available information and advises how to access other information that is not published on the website.

Part 3 of the *Information Act* formally sets out the process for accessing government information and accessing and correcting personal information held by the department. Details about how to apply for access to information, with links to relevant legislation and related agencies, can be found on the department's website. Further assistance can be provided by contacting:

FOI Contact Officer  
PO BOX 496  
PALMERSTON NT 0830  
T: 08 8999 3479  
W: [www.lrm.nt.gov.au/lrm/foi](http://www.lrm.nt.gov.au/lrm/foi)

During the reporting year, the department received 15 applications for access to government or personal information under the *Information Act*.

The table below provides statistical data about formal access applications received by the department:

<b>Information Act Requests</b>	<b>2012-13</b>	<b>2013-14</b>
Applications carried over from previous year	1	1
Applications to access personal information	0	8
Applications to access government information	2	5
Applications to access personal and government information	0	1
Applications to correct personal information	0	0
Applications transferred	0	1
Requests withdrawn	0	1
Internal reviews	0	1
Responses completed within 30 day period	2	15
Responses completed exceeding 30 day period	0	0
Applications on hand as at 30 June	1	14

### Records Management

During 2013-14, the department continued to improve record management practices, procedures and policies to ensure compliance with Part 9 of the *Information Act*. Part 9 of the *Information Act* and the Records Management Standards require that the agency develop and implement plans and processes to ensure full and accurate records are created, captured, discoverable, secure and, where appropriate, disposed of.

During the year, the Records Training Program continued to provide whole-of-agency guidance, support and training on information management best practices and use of the whole-of-government record keeping system, TRIM, with a particular focus on electronic records capture.

### Ombudsman Enquiries

The department received one inquiry from the Ombudsman during the reporting year.

## MONITORING THROUGH AUDITS AND REVIEWS

### INTERNAL AUDITS

The following risk based internal audits were conducted under the department's 2013-14 Internal Audit Plan. Management's implementation of audit recommendations is monitored by the department's Audit and Risk Management Committee.

Audit/Review	Purpose	Outcomes
<b>Compliance Check of Cabinet Information and Security Measures</b>	To assess the department's compliance with required Cabinet information security measures.	No material weaknesses in controls were identified during the compliance check and Cabinet information security measures were found to be generally satisfactory.
<b>Pastoral Lease Database Review</b>	To review the Pastoral Lease Rents database with an audit report recommending integrity and efficiency improvements to the system.	Implementation of a new pastoral lease rents administrative management system.
<b>Physical File Audit</b>	To evaluate the records management practices relating to Records Management Standard 3 – Discovery, which states records must be findable and accessible for as long as they are required.	Procedures and processes to manage the department's Discovery of records were found to be adequate.
<b>Tier 2 and Major Procurements Internal Audits</b>	To review procurement activities for compliance with the <i>Procurement Act</i> , Regulations, Procurement Delegations and adherence to procurement processes and procedures. The three audits focused on either Tier 2 (\$15,000 to \$50,000) or major procurements (over \$50,000).	The audits found existing controls were satisfactory. Recommendations for improving Tier 2 Procurement compliance were made and are being monitored.
<b>Database Management and Information Security</b>	To assess the department's current and active production environment database management and information security practices against the NT Government IT Database Security Information Management Frameworks, policies and procures.	Opportunities exist to significantly improve security governance and operational controls of the databases examined. Security controls were found to be ad hoc and informal and in most cases not supported by formally defined policies, procedures or standards. Actions in response to audit findings will be addressed in the department's Strategic Information Communication and Technology Plan being developed in 2014-15.
<b>Compliance with Budget Management Delegations</b>	To determine if the department's budget management activities and practices comply with the Treasurer's Directions and the department's Financial Delegations.	No significant issues or risks were identified.
<b>Compliance with Infrastructure Program Delegations</b>	To assess the department's infrastructure management practices, specifically minor new works and repairs and maintenance activities against the Treasurer's Directions, Financial Delegations and the <i>Financial Management Act</i> .	The department broadly complies with the Financial Delegations.
<b>Internal Audit of GST Compliance</b>	To determine if the department's GST practices comply with relevant legislation, Treasurer's Directions and NT Government GST policies and procedures.	No material issues or risks were identified. The department's level of GST compliance was assessed as satisfactory.
<b>Agency Safety Management Practices</b>	To evaluate the adequacy and effectiveness of the department's safety management systems as required under the national standard (AS/NZS 4801:2001).	The safety management system was found to be organised and users generally understood its purpose, but a lack of compliance with elements of the national standard was found. A task group has been established to work through the audit findings.

## SECTION 3: OUR CORPORATE GOVERNANCE

## EXTERNAL AUDITS

## Northern Territory Auditor-General Audits

The Office of the Northern Territory Auditor-General did not select the department for any audits in 2013-14.

## INSURABLE RISK

Under the Treasurer's Directions (M2.1), agencies are required to detail the mitigation strategies and processes they have in place to reduce the likelihood or severity of their insurable risks.

Insurable risks are risks that are generally related to workers compensation, assets and inventories, public liability and indemnities. They exclude financial risks and legal costs in action.

The table below outlines the department's identified insurable risks and the strategies implemented to reduce those risks.

Insurable Risk Category	Mitigation Strategies
Public Liability	Formal risk assessments completed Repairs and maintenance program to reduce risks associated with physical assets On-going review of practices and procedures to ensure public safety Appropriate signage Education campaigns for staff and public Independent reviews Building audits e.g. security, maintenance, compliance Appropriate security and testing eg: fire systems, alarms, patrols, staff.
Workers Compensation	Formal risk assessments completed Occupational Health and Safety framework developed and implemented Workplace safety policies and standard operating procedures Work site assessments Job specific training and support Utilisation of Employee Assistance Program Early intervention program Critical incident debriefings Work-life balance strategies.
Assets and Inventories	Formal risk assessments completed On-going review of policies and practices to guide standard operating procedures to protect assets and inventories Asset registers were maintained for fixed, leased and portable and attractive items Annual asset stocktakes for portable and attractive items and telecommunications completed.
Vehicles (eg: motor vehicles, quad bikes and boats)	Regular service and maintenance checks Driver training (4 wheel drives, quad bikes, boat handling) Safety equipment and accessories (particularly for off-road vehicles, crocodile capture boats etc).
Indemnities	Formal risk assessments completed each year and with each new agreement executed.

The department's commercial insurance premium arrangements are detailed as follows:

Commercial Insurance Premium	Total Number/Total Value of claims	
	2012-13	2013-14
Department – various (e.g. marine insurance to transport drilling rig by barge, overseas travel insurance, small value one-off travel insurance)	\$1 216 No claims	\$88 No claims





## CORPORATE SOCIAL RESPONSIBILITY

### COMMUNICATIONS AND COMMUNITY ENGAGEMENT

The department undertook a range of community engagement activities during 2013-14. These included:

- providing the public with information about the department's key activities and responsibilities by participating in NT Show Circuit in Darwin, Katherine, Tennant Creek, Alice Springs and Fred's Pass. Focus areas included amendments to the *Pastoral Land Act*, feral animal management, Bushfires NT and spatial data and mapping.
- continuing to implement the Gamba Grass Assistance Program by providing members of the public with weed management planning advice, free herbicide and spray equipment loans. A review of the Weed Management Plan for *Andropogon gayanus* (Gamba Grass) was completed with only minor changes recommended, including an expansion of the Class A eradication zone and a reduction of the Class B management zone.
- inviting the public to comment on discussion and summary papers as part of the Review of the *Bushfires Act*. The review, the first for the 30-year-old Act, is ongoing and focuses mainly on the structural alignment of Bushfires NT within the NT Government and how to best support and develop Volunteer Bushfire Brigades which underpin wildfire management delivery in many parts of the Territory.
- hosting the first ever Atlas Moth Recovery Network Forum in Darwin to bring together people interested in conserving this species and implementing plans and activities to boost its future survival prospects. More than 100 people attended the two-day forum which included a field trip to Casuarina Coastal Reserve where efforts are underway to populate this area with the Atlas Moth.
- sponsoring the Territory Natural Resource Management Awards and NT Landcare Awards in November 2013.
- sponsoring the March 2014 Northern Territory Cattleman's Association Annual General Meeting and Industry Conference in Darwin. A departmental information booth was set up at the event to engage with association members and industry professionals. Staff maintained a presence at the booth to provide information on integrated ground and satellite based monitoring, weed management, land assessment and development and rangelands monitoring. Changes introduced to the *Pastoral Land Act* in January this year, enabling pastoralists to diversify land use and develop new income streams without having to change the tenure of a pastoral lease, was also a key focus of the display.

## SECTION 3: OUR CORPORATE GOVERNANCE

- organising the inaugural NT Water Forum in Katherine that was held jointly by the Northern Territory Catchments Advisory Committee (NTCAC) and Northern Territory Farmers Association (NTFA) in May 2014. About 100 stakeholders attended the forum that included presentations from representatives of the National Water Commission, Western Australian Department of Regional Development, Queensland Department of Natural Resources Management, Northern Territory Department of Land Resource Management and Charles Darwin University.

## SUSTAINABILITY AND THE ENVIRONMENT

This section summarises the steps the department has taken to meet its corporate social responsibility to the environment and the community.

### Energy Reductions

Initiatives included:

- Automatic switching of multi-function devices to energy saving modes after a specified period of time
- replacing air travel with online teleconferencing, use of virtual meeting rooms in all regional centres and using Microsoft Lync for video conferencing where possible in an effort to reduce carbon emissions.

### Reducing Paper Waste and Consumption

Initiatives included:

- defaulting all printers to double-sided printing
- encouraging staff to use online viewing and distribution through SharePoint
- encouraging online newspaper subscriptions.

### Recycling

Initiatives included:

- Locating three different types of recycling bins on each floor for secure documents, paper and cardboard, and co-mingled recycling
- Printer toners and cartridges are also recycled
- Donation of unwanted assets that are still in good condition to local schools or not-for-profit organisations where possible.

## SECTION 3: OUR CORPORATE GOVERNANCE



### SUPPORTING THE COMMUNITY

The department supported a number of charitable and social events throughout the year. These provide an important opportunity for staff to gather socially and contribute toward local community events and fundraising appeals.

#### November

During November 2013, the Executive Management Group and staff participated in the annual national and overseas event, Movember, which raises vital funds and awareness for men's health, specifically prostate cancer and male mental health issues. For the month of November, a number of male staff members invited sponsorship for their moustache-growing efforts, and raised a combined total of \$2933.

#### Information Awareness Month

Information Awareness Month is held to increase public awareness of information and its place in all aspects of daily life. The events held during May promoted the value of good information practices and policies.

Alice Springs and the Darwin Records Teams celebrated by awarding clients with Lucky TRIM Bullseye Certificates and goody bags and sharing a large cake in Alice Springs and ice cream cones in Darwin. The Darwin Information Business Systems team also celebrated with an in-house breakfast.

#### National Safety Month

The department participated in National Safety Month held in October as part of its commitment to improve workplace safety. The theme was 'Safety is a frame of mind. Get the picture'. Presentations conducted for staff during the month focussed on improving health and safety to reduce the incidence of death, injury and disease.

## SECTION 3: OUR CORPORATE GOVERNANCE

## GRANTS PROGRAMS

The Department of Land Resource Management administers the Central Australia Waterwise Rebate Scheme and also provides one-off special purpose grants. All grants, regardless of their type, are distributed under an agreement which includes the purpose of the grant and the reporting process for confirming that the funded objective has been achieved.

A full list of the grants administered by the department are shown below:

Recipient	Purpose	Amount
Flinders University	Contribution as an industry partner to Australian Research Council Linkage Grant for project on the ecology and management of the threatened Slaters Skink in central Australia. The funding supports a Flinders University PhD student based in Alice Springs.	\$10,000
Volunteer Bushfire Brigades	Two grant categories: grants to support the operations of 22 volunteer bushfire brigades, and replacement of volunteer's brigade fire fighting vehicles.	\$1,152,896
Various -Bushfire grants for equipment subsidies and protective clothing	Fire-fighting Equipment Subsidy is provided for landholders to purchase firefighting equipment and radios at 50 percent of the purchase price (exclusive of GST) with maximum value \$1200 per applicant. Funding for Personal Protective Clothing and Equipment is provided to volunteer fire fighters on completion of basic training.	\$62,567
Various -WaterWise subsidies	To promote water efficient devices within Alice Springs. Consists of rebates for plumbing work and subsidies for installing water efficient devices.	\$118,680
Department of Science, Information Technology, Innovation and Arts	A collaborative research project between the Northern Territory Government and the Queensland Department of Science, Information Technology, Innovation and Arts (DSITIA) to provide an integrated system that will inform both governments and land managers the conditions of Northern Territory Rangelands.	\$140,490
Charles Darwin University	Contribution to the North Australian Marine Research Alliance, (NAMRA) a joint research agreement between the Australian Institute of Marine Science, Charles Darwin University, Australian National University and Northern Territory Government and specifically linked to Indigenous traineeships. NAMRA has directed funding to two projects supporting trainee Larrakia marine rangers and aquaculture development on Goulburn Island.	\$70,000
Larrakia Nation Aboriginal Corporation	Contribution to the Larrakia Nation who along with the Department of Lands, Planning and Environment through the North Australian Marine Alliance (NAMRA) support funding for Indigenous traineeships on Darwin Harbour.	\$170,000
Charles Darwin University	Contribution as an industry partner to Australian Research Council Linkage Grant for the project, 'Buzzing Above: A new perspective on fieldwork'.	\$10,000
<b>Externally funded</b>		
Northern Land Council	The West Arnhem Fire Management Agreement between the NT Government and Conoco Phillips - Darwin Liquefied Natural Gas provides funding to the Adjurmarlarl, Jawoyn, Djelk, Mimal and Warddeken ranger groups to conduct fire planning, mitigation and suppression activities on country in western Arnhem Land.	\$1,353,719
Charles Darwin University		
Warddeken Land Management limited		
<b>Total</b>		<b>\$3,088,352</b>

**SECTION 4: PERFORMANCE REPORTING**





## BUDGET HIGHLIGHTS

The department's services and output deliverables, as a Northern Territory Government Public Sector organisation, are framed each year within the Budget Papers. The 2013-14 budget as published in Budget Paper 3 (BP3) in May 2013 set out the government's priorities.

The agency's budget highlights for the reporting period were:

- \$1.148 million to support the volunteer Bushfire Brigades
- \$0.8 million for monitoring and research in Darwin Harbour
- \$0.755 million to maintain herbarium collections within the Northern Territory
- \$0.65 million for management of feral camels to bring the total budget over four years to \$3.3 million
- \$0.5 million for water allocation plan implementation, regulation, and compliance monitoring across the Territory
- \$0.48 million for additional weed extension officers in Katherine and the Barkly
- An additional \$0.4 million for Rangeland Monitoring activities to bring the total budget to \$1.35 million
- \$0.17 million for gamba grass management programs across the Territory
- \$0.1 million to support the Pastoral Land Board.





## STRATEGIC BUDGET ISSUES FOR 2013-14

The department's 2013-14 strategic issues as outlined in Budget Paper 3 were:

- Identifying opportunities for agricultural expansion through the strategic assessment and identification of land with suitable soils and sufficient water
- Monitoring key rivers to ensure early warning and notification of flood risk to communities and government assets, and ensuring new developments on floodplains mitigate flood risk
- Facilitating new land resource development through water allocation planning that is informed by best practice modelling and monitoring and community consultation
- Ensuring contemporary natural resource management legislation is applied to the allocation and use of the Territory's land, water, fauna and flora resources
- Developing an appropriate, sustainable and transparent process for rental of the Territory's estate for pastoral purposes
- Assisting the Pastoral Land Board to meet its statutory obligations under the *Pastoral Land Act*
- Providing developers and users of the Territory's natural resources with consistent scientific advice that promotes economic development without compromising the overall health of resources
- Building community resilience to bushfire through increasing community involvement in fire awareness and mitigation programs, and shared responsibility and improved compliance with fire prevention and mitigation legislation by landholders
- Progressing a strategic approach to managing increased risk of bushfire and bushfire intensity in the rural urban interface as a result of closer subdivision and weed infestation
- Delivering policy, strategy and management advice relating to conservation of the Territory's unique wildlife and ecosystems to ensure ongoing sustainable development of the Territory
- Working with Indigenous elders and communities to preserve and utilise Indigenous biocultural knowledge to ensure conservation of the Territory's flora and fauna
- Implementing robust monitoring systems to track the health of the Territory's terrestrial and marine biodiversity and inform adaptive management
- Increasing understanding of the Territory's biodiversity assets and assisting landholders and the community to protect threatened species
- Promoting economic opportunities through the sustainable use of wildlife and supporting environmental service enterprises such as savanna burning.

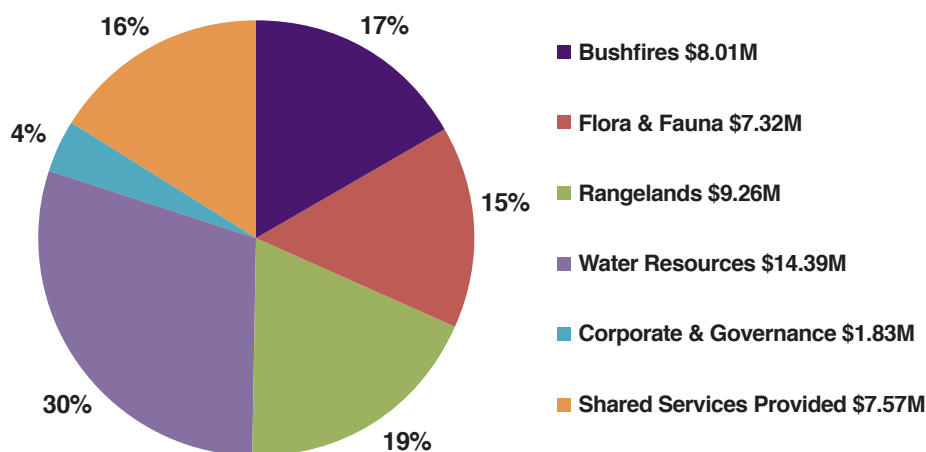
## FINANCIAL SNAPSHOT

### INCOME

In 2013-14, the department received income of \$48.4 million against a budget of \$48.5 million for:

- Northern Territory Parliamentary appropriation of \$33 million, being the main source of income
- Goods and services income predominately relating to revenue received for service level arrangements in place with three other departments and a GBD for the provision of corporate services of \$4.8 million
- Other goods and services revenue consisting of works performed by the department for external parties worth \$2.8 million
- Grants and subsidies received from the Australian Government and other external parties totalling \$3.1 million
- Notional revenue for corporate services provided by the Department of Corporate Information Services recognised at \$4.3 million.

### Income by Output Group



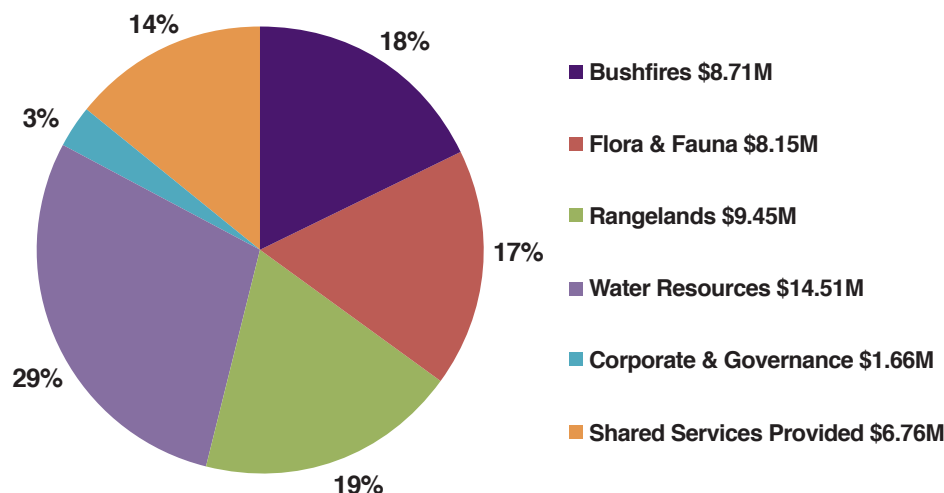
### EXPENDITURE

During 2013-14 the department's expenditure totalled \$49.3 million, against a budget of \$50 million for:

- Employee expenses that represented 51 per cent of the total expenditure or \$25.2 million
- Goods and Services expenditure of \$14.5 million
- Repairs and maintenance of assets of \$1.4 million including \$0.5 million spent on the Mary River Saltwater Intrusion Program
- Grants and subsidies payments totalling \$3.1 million including \$1.2 million to support Bushfire Brigades and \$1.4 million for the West Arnhem Fire Management Agreement
- Non-cash expenses totalling \$5.1 million including depreciation charged on the department's asset portfolio and the matching notional expenses charged by the Department of Corporate Information Services.

## SECTION 4: PERFORMANCE REPORTING

## Expenditure by Output Group



## OUTPUTS AND PERFORMANCE

Under the Northern Territory's Financial Management Framework, each government agency is funded by output groups as stated in the annual Budget Papers.

A description, key deliverables and achievements for each of the department's five output groups are detailed below.

Additional achievements and priorities are reported against the department's Strategic Plan in Section 1 of this report.

## OUTPUT: FLORA AND FAUNA

Scientific assessment and monitoring of the Territory's native flora and fauna, and delivery of policy advice and support relating to species conservation, management and sustainable use.

Key Deliverables	2012-13 Actual	2013-14 Budget	2013-14 Actual	2014-15 Budget
Number of spatial biodiversity records for the Territory	1.68M	1.86M	1.76M	1.86M
Number of biodiversity information requests met	2250	2300	2400	2400
Number of active inventory, monitoring and applied research programs	35	35	35	35
Number of management programs in place for sustainable wildlife use	6	7	6	7

## Achievements in 2013-14

- Implemented a substantial research program investigating feral cats, fire and disease factors in mammal decline as part of the National Environmental Research Program North Australia Hub. The work included construction of two cat-free enclosures in Kakadu National Park to assess the role of cats in mammal decline and the potential for native species recovery
- Curated and updated authoritative databases documenting c. 1.75M locality records for all Northern Territory flora and fauna species
- Continued the best-practice monitoring program for dolphin populations in greater Darwin Harbour, in collaboration with INPEX, and significantly improved understanding of distribution and status of marine mammals in Northern Territory waters
- Established long-term biodiversity monitoring sites in West MacDonnell Ranges National Park and completed five-year monitoring cycle for long-term sites in Kakadu National Park

## SECTION 4: PERFORMANCE REPORTING

- Completed annual systematic monitoring of crocodile populations in major Top End Rivers and for magpie goose populations and nesting effort across the western Top End
- Provided expert advice in relation to more than 500 development assessments, and assisted with more than 1500 enquiries for plant and animal identification and information.

### Priorities in 2014-15

- Complete assessment of biodiversity values in the Tiwi Islands agricultural development area and contribute to completion of the land suitability assessment report
- Maintain the Darwin and Alice Springs Herbaria, and the NT Fauna and Flora Atlases as authoritative accounts of the Territory's biodiversity, and improve integration with corporate Natural Resource Management information systems
- Revise the Saltwater Crocodile Management Plan (2015-2019) in consultation with all stakeholders, including promoting Australian Government support for introducing crocodile safari hunting, and introducing enterprise permits or licences for crocodile farms
- Start developing a feral animal management strategy for the Territory, and a Feral Camel Management Plan to ensure ongoing control at the low densities achieved through the Australian Feral Camel Management Project
- Complete assessment of feral buffalo density and distribution in Arnhem Land and work with stakeholders to develop a regional management strategy
- Start a five-yearly review of the Northern Territory threatened species lists, as required under the *Territory Parks and Wildlife Conservation Act*.

### OUTPUT: RANGELANDS

Scientific assessment and monitoring of the Territory's land and delivery of extension services, policy advice, and regulation of use and threats to the land resource.

Key Deliverables	2012-13 Actual	2013-14 Budget	2013-14 Actual	2014-15 Budget
Percentage of pastoral estate monitored during the year <sup>1</sup>	11%	12%	11%	14%
Land clearing applications assessed <sup>2</sup>	13	11	8	10
Area of land receiving weed extension services (000km <sup>2</sup> ) <sup>3</sup>	184	260	337	380
Land development proposals assessed <sup>4</sup>	249	270	948	800
Soil profile sites described and tested for land suitability assessment and mapping <sup>5</sup>	N/A	40	19	90

Explanatory notes:

1. Pastoral monitoring inspections are undertaken during the dry season between April and September, seasonal conditions permitting. No inspections are undertaken during wet season due to access issues in the north and extreme heat in the southern regions of NT. In 2013-14 with an extended wet season in the north, and recruitment of new staff starting impacting on fieldwork, the number of properties assessed in the 2013-14 reporting period did not reach the targets set.
2. These are land clearing applications received for unzoned freehold land under the *Planning Act* and land clearing applications for the pastoral estate under the *Pastoral Land Act*. The number of applications assessed is determined by the quantity of applications submitted by proponents and is therefore difficult to accurately predict.
3. Although an area slightly less than forecast received weed extensions visits, many properties received repeat visits over the year if follow-up monitoring was required, and these subsequent visits are not included in the cumulative total.
4. Land development proposals assessed include development applications under the *Planning Act*; mining extraction licences under the *Minerals Titles Act*; and notices of intent under the *NT Environmental Assessment Act*. The number of development proposals assessed is determined by the quantity of development proposals received and is therefore difficult to accurately predict. The 2013-14 figure includes proposals assessed that were assessed although "no comment" was provided by the department to the governing body of the development assessment.
5. The land suitability field season occurs during the dry season and commenced in May 2014. Access to the northern part of Bathurst Island for land suitability field work had been initially restricted due to areas being inaccessible by four wheel drive vehicle, resulting in a delay in completing soil profile sites as forecast.

## SECTION 4: PERFORMANCE REPORTING



### Achievements in 2013-14

- Published Land Resources of the Victoria River District to enable natural resource managers to make more informed decisions on land use
- Began investigative resource analysis for soils and vegetation on the Tiwi Islands, in order to assess suitability for a proposed 10,000 hectare precinct for agricultural and horticultural development
- Undertook land resource mapping on Eva Downs and Anthony Lagoon pastoral leases
- Completed Stage 1 of regional land type mapping across the southern NT pastoral estate at 1:1,000,000 scale
- Conducted an on-ground rangeland monitoring program on 27 pastoral properties with 329 monitoring sites assessed
- Commenced the satellite based rangeland monitoring program to deliver a draft report of preliminary land cover products for priority areas
- Finalise amendments to the *Pastoral Land Act* Section 7 Non-pastoral use provision to allow greater diversification opportunities on the pastoral estate
- Drafted consistent Northern Territory standards for erosion and sediment control planning and management by the construction, civil and building industry
- Provided agency advice to more than 900 development proposals
- Provided new weed extension services to landholders into the Barkly and Katherine region through an increase of employee resources
- Delivered the Bellyache Bush and Chinese Apple herbicide assistance program to a range of landholders, including pastoral lessees, in the Katherine region
- Released Parkinsonia weed bio-control agents on pastoral properties in the Barkly region and commenced monitoring population establishment
- Declared five weeds under the *Weed Management Act*: Thatch grass, Parrots feather, Leaf cactus, Fountain grass and Brazilian pepper
- Delivered the Gamba Grass Herbicide Assistance Program in the Top End with record uptake by landholders.

### Priorities in 2014-15

- Finalise Stage 2 regional land type mapping across the southern NT pastoral estate at 1:250,000 scale
- Finalise land resource mapping on Eva Downs and Anthony Lagoon pastoral leases at 1:1,000,000 scale
- Complete field assessment of soil, water and biodiversity resources for Tiwi Islands agricultural development area and produce a land and water suitability assessment report

## SECTION 4: PERFORMANCE REPORTING

- Begin land suitability assessment fieldwork at Larrimah and Ali Curung and produce a land and water suitability assessment report
- Provide data and undertake additional field assessment as required to facilitate the development of Ord Stage 3 within the Northern Territory
- Engage landholders in rearing, releasing and monitoring *Parkinsonia* biocontrol agents
- Continue to mitigate infestations of Bellyache Bush in Northern Territory Savanna region
- Increase survey activity along the Northern Territory/Queensland border to prevent incursions of rubber vine in the Territory
- Declare neem as a weed under the *Weed Management Act*, develop a weed management plan and implement a program to assist landholders control isolated infestations and plants where neem is yet to establish. eradicate mature trees Promote appropriate erosion sediment control guidelines for the development and construction industry
- Commence the review of the *Weeds Management Act 2001*
- Continue to deliver the Gamba Grass Herbicide Assistance Program to landholders, including monitoring the on ground effectiveness of the program
- Develop a weed seed spread prevention strategy with commitment from government agencies and landholders (including managers of road and rail corridors and mining industry)
- Complete the review of the Athel Pine and Cabomba Weed Management Plans.

### OUTPUT: WATER RESOURCES

Scientific assessment and monitoring of the Northern Territory's water resources, allocation of this resource for sustainable use and delivery of flood forecasting services.

Key Deliverables	2012-13 Actual	2013-14 Budget	2013-14 Actual	2014-15 Budget
Proportion of the Territory assessed for ground water availability	7%	8.5%	7%	7.2%
Proportion of the Territory assessed for surface water availability	5.9%	5.9%	5.9%	6%
River, coastal regions and communities covered by flood risk mapping	15	25	25	26
Proportion of licensed groundwater use covered by current water allocation plans <sup>1</sup>	60%	86%	48%	80%
Annual report cards on aquatic health of Darwin published	Yes	Yes	Yes	Yes

Explanatory notes:

1. Reflects delays in declaring five water plans in 2013-14.

### Achievements in 2013-14

- Completed Western Davenport Water Allocation Plan hydro geological mapping
- Completed and published Darwin Harbour Report Card and Darwin Harbour Water Quality Improvement Plan
- Established the Northern Territory Catchments Advisory Committee to advise the Minister on key water and catchment issues relating to the development of the Northern Territory and growing the Territory's economy
- Secured additional funding to expand the integrated land and water assessment team to assess potential for new agricultural precincts.

### Priorities in 2014-15

- Develop aquatic health monitoring program for Roper River and review Daly River aquatic monitoring program



## SECTION 4: PERFORMANCE REPORTING

- Develop an overarching Northern Territory Water Policy
- Complete water allocation plans for key water control districts - Ooloo Aquifer, Mataranka Tindal, Alice Springs and Great Artesian Basin
- Complete five-year revision of Katherine Tindal Water Allocation Plan
- Complete field assessment of soil, water and biodiversity resources for Tiwi Islands agricultural development area
- Begin water resource assessment in Mataranka and Larrimah areas and complete planning for water resource assessment in Ali Curung area.

**OUTPUT: BUSHFIRES**

Supporting landholders in the management and mitigation of wildfire and assisting volunteer brigades in fire mitigation and suppression outside the Territory's urban centres.

Key Deliverables	2012-13 Actual	2013-14 Budget	2013-14 Actual	2014-15 Budget
Number of property inspections conducted annually for firebreak compliance	5494	5000	5212	5500
Percentage of strategic firebreaks completed across the Territory annually	90%	100%	100%	90%
Number of trained volunteer brigade member firefighters	505	490	481	540
Area of the Territory affected by wildfires	15%	12%	5.7%	15%

**Achievements in 2013-14**

- The West Arnhem Fire Management Agreement achieved a total carbon abatement of 178,800 t/CO<sub>2</sub>-e and more than 200 Aboriginal rangers were employed for in excess of 9500 hours
- Supported volunteer bushfire brigades in managing 148 wildfire events throughout the Territory
- Trained 564 landowners and community members in wild fire management
- Drafted policies and procedures to deliver Strategic Fire Break Program
- Improved efficiencies through automation of the *Bushfires Act* Section 47 processes.

**Priorities in 2014-15**

- Implement Strategic Fire Break Program to improve mitigation programs throughout the Territory
- Manage high risk fire season through improved resource planning and allocation in conjunction with volunteer bushfire brigades
- Complete review of *Bushfires Act*, Bushfires NT organisational structures, roles and responsibilities, community partnership arrangements, and Volunteer Bushfires support mechanisms
- Improve land management planning capacity within Bushfires NT Network.

**OUTPUT GROUP: CORPORATE AND GOVERNANCE**

This output group was created in 2013-14 to reflect the range of functions undertaken to serve core corporate, executive and governance needs, including financial services, human resource management, information and communication technology, governance and risk services and communications and media.

## SECTION 4: PERFORMANCE REPORTING

**CORPORATE AND EXECUTIVE**

Provide executive leadership and management to the Department of Land Resource Management.

Key Deliverables	2012-13 Actual	2013-14 Budget	2013-14 Actual	2014-15 Budget
Ministerial satisfaction with strategic policy advice <sup>1</sup>	n/a	n/a	≥4	≥4

Explanatory notes:

1. Rating of 1 = extremely dissatisfied through to 5 = extremely satisfied.

**SHARED SERVICES PROVIDED**

Provide shared corporate and governance services to four agencies and a government business division. Undertake a wide range of functions to serve the agencies' core corporate needs, including financial services, human resource management, information and communication technology, governance and risk services, and communications and media.

Key Deliverables	2012-13 Actual	2013-14 Budget	2013-14 Actual	2014-15 Budget
Client satisfaction with services <sup>1</sup>	n/a	n/a	4.2	≥4

Explanatory notes:

1. Rating of 1 = extremely dissatisfied through to 5 = extremely satisfied.

**Achievements in 2013-14**

- Implemented a performance evaluation system and developed PESA agreements for most department staff
- Introduced a staff recognition and reward scheme
- Developed, implemented and evaluated Service Level Agreements
- Supported the creation of Museums and Art Galleries NT as a separate statutory body
- Introduced electronic transaction processes for Human Resources.

**Priorities in 2014-15**

- Continue to develop a high performing team that provides quality professional corporate services under shared services arrangements
- Develop a department Information Management Strategy
- Develop a department Workforce Planning Strategy
- Conduct a 'voice of the people' survey to gauge and monitor organisational capacity and capability
- Review the department's Governance Framework and identify accountability gaps
- Review the Corporate Reporting Framework to ensure currency and relevance of information to support effective business decisions.

## SECTION 5: FINANCIAL STATEMENTS

# FINANCIAL STATEMENTS

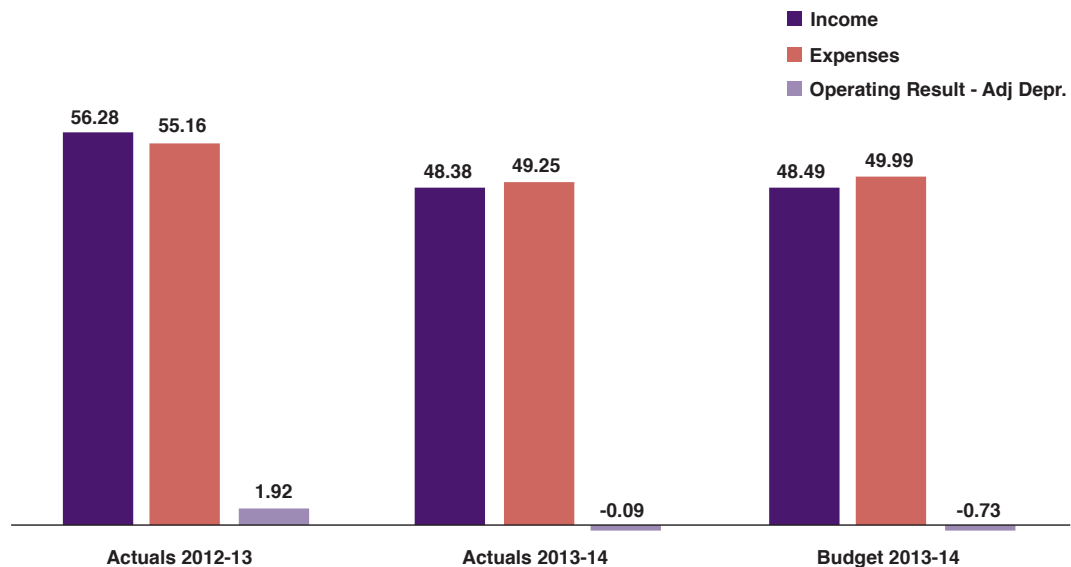
## THE DEPARTMENT FINANCIAL STATEMENT OVERVIEW

This section of the report provides an analysis of the financial outcome of the Department of Land Resource Management for the year ended 30 June 2014.

The department includes the following outputs:

- Bushfires
- Fauna and Flora
- Rangelands
- Water Resources
- Corporate and Governance
- Shared Services Provided.

### Operating Results (\$M)



## FINANCIAL PERFORMANCE

In 2013-14, the department made a net loss of \$0.9 million or a loss of \$0.1 million prior to the charging of non-cash depreciation. This compares to a budgeted loss before depreciation of \$0.7 million.

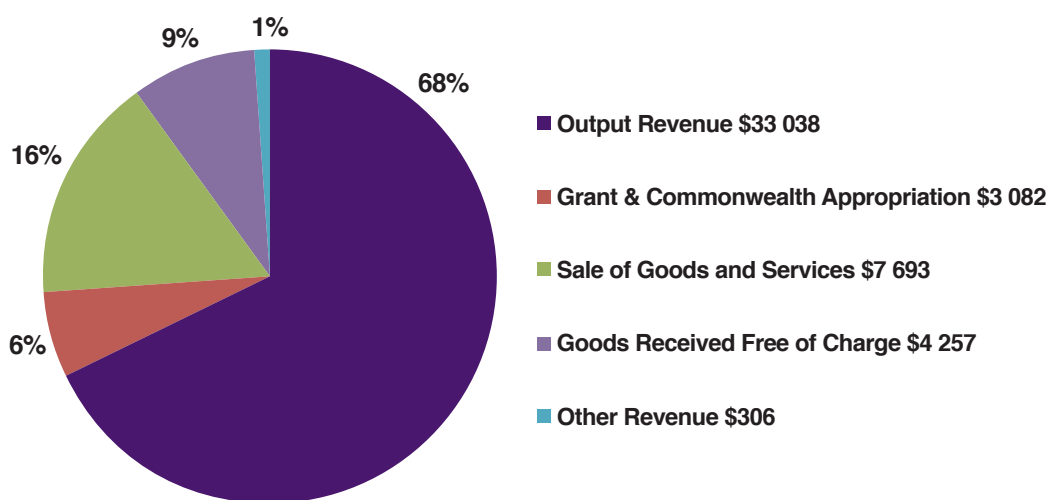
Major factors contributing to the budget savings of \$0.6 million include:

- \$0.4 million under-spend due to externally funded project delays. The unutilised funding will be spent in 2014-15
- \$0.2 million underspend in the grants program predominately due to the cessation of the Waterwise program in Alice Springs.

## INCOME

The department received income of \$48.4 million in 2013-14, a decrease of \$0.1 million compared to budget and a decrease of \$0.8 million compared to 2012-13.

### 2013-14 Income by Source \$000's



The department is funded primarily through NT Parliamentary Output appropriation. Revenue is also derived from sales of goods and services, current grants and Commonwealth appropriation and other miscellaneous income including notional revenue for corporate services provided by the Department of Corporate and Information Services.

### Output Revenue

In 2013-14 output revenue of \$33 million was received in accordance to budget. Output revenue decreased from 2012-13 by \$2.5 million predominantly due to savings measures introduced in 2013-14 of \$2 million and \$0.8 million of funding for marketing and legal services that was transferred to other agencies.

### Grants and Commonwealth Appropriation

The department attracts six percent of its revenue from external sources. In 2013-14, \$3.1 million was received, including \$0.5 million from the Australian Government. This external revenue was consistent with the approved budget of \$3 million and was \$6.2 million less than 2012-13. This decrease over the prior year was due to a change in the Commonwealth operating model for funding the 'Caring for our Country' program of \$4.1 million and the finalisation of other projects.

Some of the key externally funded projects in 2013-14 include:

- National Framework Compliance and Enforcement
- West Arnhem Fire Management
- Management of Feral Camels
- Long Term Ecological Research Network Project
- Bellyache Bush Daly Biodiversity Fund.

## SECTION 5: FINANCIAL STATEMENTS

### Sale of Goods and Services

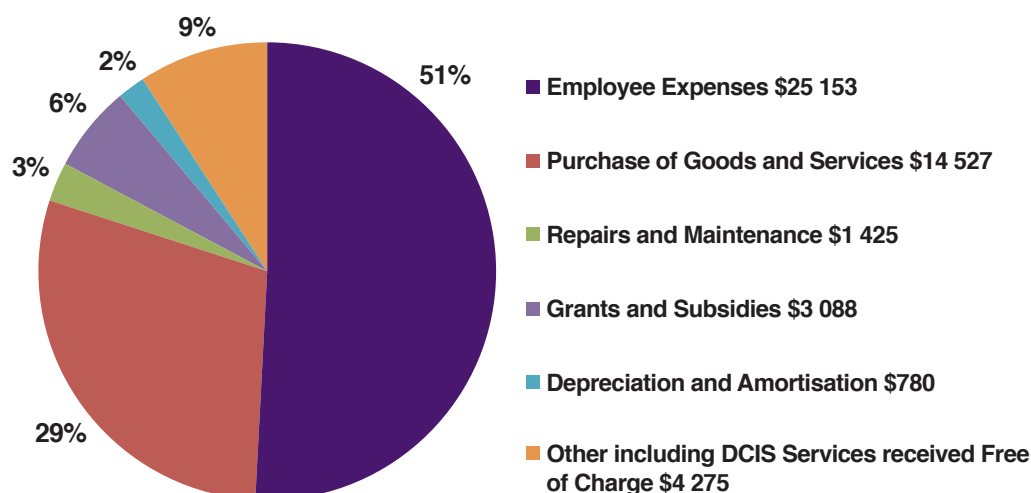
In 2013-14, income from the sale of goods and services totalled \$7.7 million in accordance with budget and \$1.1 million higher than 2012-13. The most significant income stream is for the provision of corporate services to three other agencies and a Government Business Division totalling \$4.8 million, and the provision of various water services valued at \$1.8 million.

### Goods and Services Received Free of Charge

In 2013-14, notional goods and services received free of charge from Department of Corporate Information Services totalled \$4.3 million, \$0.4 million less than budget and \$0.3 million less than 2012-13. There is a corresponding expense so a nil net effect to the department's operating result.

### EXPENSES

The department incurred \$49.3 million in expenses during 2013-14 in the delivery of its programs and services. This was \$0.7 million less than budget and \$5.8 million less than 2012-13.



Payments to employees and purchase of goods and services account for 80.6 percent of the department's outlays. Payments of grants and subsidies and repairs and maintenance are the other major departmental expenses, with depreciation and corporate charges levied by Department of Corporate and Information Services representing non-cash transactions.

### Employee Expenses

Staffing costs represent 51.1 percent or \$25.2 million of total expenditure (2012-13 \$25.5 million).

An underspend of \$0.7 million compared to budget is due to recruitment constraints across the department to realise savings required to offset operational expenditure, and externally funded project delays.

### Goods and Services Expenses

Actual spend on the purchase of goods and services in 2013-14 was \$14.5 million, \$0.6 more than budget and \$0.5 million less than 2012-13. The overspend to budget was primarily a result of an additional feral animal eradication event in Central Australia.

### Grants and Subsidies

In 2013-14 the department distributed \$3.1 million in grants and subsidies against a \$3.3 million budget. Payments were predominately made to the Northern Land Council for the West Arnhem Fire Management Agreement for \$1.4 million, and support for rural Bushfire Brigades of \$1.2 million. Savings against budget of \$0.2 million were due to the winding back of the Waterwise Program in preparation for its cessation in 2014-15.

The grant payments decreased compared to 2012-13 by \$5 million mainly as a result of the change in the Commonwealth operating model for funding the 'Caring for our Country' program.



## SECTION 5: FINANCIAL STATEMENTS

### Repairs and Maintenance

Actual repairs and maintenance expenditure was \$1.4 million which was in line with budget.

### Depreciation

Depreciation is the allocation of an asset's cost over its useful life. In 2013-14 depreciation came in on budget and consistent with 2012-13 at \$0.8 million. Depreciation costs represent 1.6 percent of total expenditure.

### Goods and Services Received Free of Charge

In 2013-14, notional goods and services received free of charge from Department of Corporate and Information Services totalled \$4.3 million, \$0.4 million less than budget and \$0.3 million less than 2012-13.

### Balance Sheet

The Balance Sheet provides a summary of the department's balances at the end of the financial year for assets, liabilities and equity.

### Assets

The department's assets at 30 June 2014 totalled \$16.8 million.

The balance of assets consists of :

- Cash balances of \$7.2 million, representing cash held in a financial institution and, petty cash and floats
- Receivables of \$0.7 million representing the amount that is owed to the department for goods and services provided and delivered
- Prepaid expenses of \$0.2 million representing expenses that have been paid before the good or service was received or provided
- Property, plant and equipment of \$8.7 million.

### Liabilities

The department's liabilities total \$9.8 million as at 30 June 2014.

The balance of liabilities consists of:

- Deposits held of \$0.5 million to recognise the liability for Natural Heritage Trust Single Holding Account held on behalf of the Australian Government
- Payables of \$3.7 million representing the amount owed to creditors for goods and services purchased and received
- Provisions for employee entitlements of \$4.7 million, such as recreation leave, leave loading and leave fares to reflect the cost in present day dollars of employee entitlements that are to be paid in the future
- Unearned revenue of \$0.9 million representing the amount received for services not yet provided.

## SECTION 5: FINANCIAL STATEMENTS

**Our Equity**

Equity reflects the department's net less the liabilities that we are accountable for. Equity as at 30 June 2014 was \$7 million. The categories of movement in Equity are explained in the Statement of Changes in Equity. The table below illustrates the two year trend for the net assets/equity position.

<b>Balance Sheet Trend Analysis \$'000</b>	<b>Actuals 2012-14</b>	<b>Actuals 2013-14</b>
Assets	16 757	15 693
Liabilities	(9 775)	(8 464)
<b>Net Assets/ Equity</b>	<b>6 982</b>	<b>7 229</b>

**Statement of Changes in Equity**

This Statement expands on the equity movements in the categories of capital, reserves and accumulated funds.

Capital relates to cash or assets that have been transferred directly into or out of the department by Government.

Movements in capital of \$0.6 million relate to:

- \$0.4 million appropriation to purchase capital items
- \$ 0.2 million for the transfer in of completed infrastructure works.

Reserves reflect any changes in asset values that have occurred over time. Department assets are re-evaluated periodically to ensure their values remain current.

There were no movements in the department's reserves for 2013-14.

Accumulated funds move each year by the profit or loss of the department. In 2013-14 the movement in accumulated funds represents the reported operating loss of \$0.9 million.

**Cash Flow Statement**

The Cash Flow Statement provides information on how cash was received and spent during the year.

The department's cash balances were \$7.2 million at 30 June 2014.

The cash flows are summarised as follows:

	<b>2012-13 \$'000</b>	<b>2013-14 \$'000</b>
Cash received	67 994	47 224
Less Cash spent	(65 025)	(45 061)
Net increase in Cash Held	2 969	2 163
Cash at Beginning of Financial Year	2 020	4 989
Cash at End of Financial Year	4 989	7 152

## CERTIFICATE OF THE FINANCIAL STATEMENTS

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

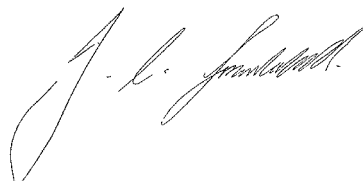
We further state that the information set out in the Comprehensive Operating Statement, Balance Sheet, Statement of Changes in Equity, Cash Flow Statement, and notes to and forming part of the financial statements, presents fairly the financial performance and cash flows for the year ended 30 June 2014 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.



**Rod Applegate**

Chief Executive Officer  
30 September 2014



**Joanna Frankenfeld**

Chief Financial Officer  
30 September 2014

## SECTION 5: FINANCIAL STATEMENTS

**COMPREHENSIVE OPERATING STATEMENT**

For the year ended 30 June 2014

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

INCOME	Note	2014 \$'000	2013 \$'000
Grants and subsidies revenue			
Current		2 529	5 184
Appropriation			
Output		33 038	35 540
Commonwealth		553	4 136
Sales of goods and services		7 693	6 626
Interest revenue		10	14
Goods and services received free of charge <sup>(1)</sup>	4	4 257	4 641
Other income		296	60
<b>TOTAL INCOME</b>	<b>3</b>	<b>48 376</b>	<b>56 201</b>
<b>EXPENSES</b>			
Employee expenses		25 153	25 483
Administrative expenses			
Purchases of goods and services	6	14 527	15 023
Repairs and maintenance		1 425	1 017
Depreciation and amortisation	10,11a,11b	780	795
Other administrative expenses <sup>(1)</sup>		4 262	4 638
Grants and subsidies expenses			
Current		3 088	8 107
Interest expenses		10	14
Loss on disposal of assets	5	3	-
<b>TOTAL EXPENSES</b>	<b>3</b>	<b>49 248</b>	<b>55 077</b>
<b>NET SURPLUS/(DEFICIT)</b>	<b>16</b>	<b>(872)</b>	<b>1 124</b>
<b>Other Comprehensive Income</b>			
Changes in asset revaluation reserve		-	(142 561)
<b>TOTAL OTHER COMPREHENSIVE INCOME</b>		<b>-</b>	<b>(142 561)</b>
<b>COMPREHENSIVE RESULT</b>		<b>(872)</b>	<b>(141 437)</b>

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

## SECTION 5: FINANCIAL STATEMENTS

**BALANCE SHEET**

For the year ended 30 June 2014

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

ASSETS	Note	2014 \$'000	2013 \$'000
<b>Current Assets</b>			
Cash and deposits	7	7 152	4 989
Receivables	8	682	1 696
Inventories	9	21	109
Prepayments		170	116
<b>Total Current Assets</b>		<b>8 025</b>	<b>6 910</b>
<b>Non-Current Assets</b>			
Property, plant and equipment	10	8 705	8 736
Intangible assets	11a	27	47
Heritage & cultural assets	11b	-	-
<b>Total Non-Current Assets</b>		<b>8 732</b>	<b>8 783</b>
<b>TOTAL ASSETS</b>		<b>16 757</b>	<b>15 693</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Deposits held	15	473	457
Payables	13	3 703	2 396
Provisions	14	3 117	3 026
Other liabilities	15	772	948
<b>Total Current Liabilities</b>		<b>8 065</b>	<b>6 827</b>
<b>Non-Current Liabilities</b>			
Provisions	14	1 627	1 637
Other liabilities	15	83	-
<b>Total Non-Current Liabilities</b>		<b>1 710</b>	<b>1 637</b>
<b>TOTAL LIABILITIES</b>		<b>9 775</b>	<b>8 464</b>
<b>NET ASSETS</b>		<b>6 982</b>	<b>7 229</b>
<b>EQUITY</b>			
	16		
Capital		79 311	78 686
Reserves		1 850	1 850
Accumulated funds		(74 179)	(73 307)
<b>TOTAL EQUITY</b>		<b>6 982</b>	<b>7 229</b>

## SECTION 5: FINANCIAL STATEMENTS

## STATEMENT OF CHANGES IN EQUITY

For the year ended 30 June 2014

	Note	Equity at 1 July \$'000	Comprehensive Result \$'000	Transactions with owners in their capacity as owners \$'000	Equity at 30 June \$'000
<b>2013-14</b>					
<b>Accumulated Funds</b>		(73 307)	(872)	-	(74 179)
<b>Reserves</b>					
Asset Revaluation Reserve	16	1 850	-	-	1 850
<b>Capital –Transactions with Owners</b>		335 979	-	-	335 979
<b>Equity Injections</b>					
Capital Appropriation		345	-	450	795
Equity Transfers In - Assets		464	-	175	639
Other equity injections		10 611	-	-	10 611
<b>Equity Withdrawals</b>					
Equity Transfer Out -Assets		(268 713)	-	-	(268 713)
		78 686	-	625	79 311
<b>TOTAL EQUITY AT 30 JUNE</b>		<b>7 229</b>	<b>(872)</b>	<b>625</b>	<b>6 982</b>
<b>2012-13</b>					
<b>Accumulated Funds</b>		(74 431)	1 124	-	(73 307)
<b>Reserves</b>					
Asset Revaluation Reserve	16	144 411	(142 561)	-	1 850
<b>Capital –Transactions with Owners</b>		335 979	-	-	335 979
<b>Equity Injections</b>					
Capital Appropriation		-	-	345	345
Equity Transfers In - Assets		-	-	464	464
Other equity injections		-	-	10 611	10 611
<b>Equity Withdrawals</b>					
Equity Transfer Out -Assets		-	-	(268 713)	(268 713)
		335 979	-	(257 293)	78 686
<b>TOTAL EQUITY AT 30 JUNE</b>		<b>405 959</b>	<b>(141 437)</b>	<b>(257 293)</b>	<b>7 229</b>



## SECTION 5: FINANCIAL STATEMENTS

## CASHFLOW STATEMENTS

For the year ended 30 June 2014

CASH FLOWS FROM OPERATING ACTIVITIES	Note	2014 \$'000 (Outflows) / Inflows	2013 \$'000 (Outflows) / Inflows
<b>Operating Receipts</b>			
Grants and subsidies received			
Current		2 529	5 184
Capital		-	-
Appropriation			
Output		33 038	35 540
Commonwealth		553	4 136
Receipts from sales of goods and services		10 628	12 164
Interest received		10	14
<b>Total Operating Receipts</b>		46 758	57 038
<b>Operating Payments</b>			
Payments to employees		(25 013)	(33 318)
Payments for goods and services		(16 327)	(21 974)
Grants and subsidies paid			
Current		(3 088)	(8 106)
Capital		-	-
Community service obligations		-	-
Interest paid		(10)	(14)
<b>Total Operating Payments</b>		(44 438)	(63 412)
<b>Net Cash From/(Used In) Operating Activities</b>	17	2 320	(6 374)
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>Investing Receipts</b>			
Proceeds from asset sales	5	-	-
<b>Total Investing Receipts</b>		-	-
<b>Investing Payments</b>			
Purchases of assets	10,11	(623)	(186)
<b>Total Investing Payments</b>		(623)	(186)
<b>Net Cash (Used In) Investing Activities</b>		(623)	(186)
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>Financing Receipts</b>			
Deposits received		16	-
Equity injections			
Capital appropriations	16	450	345
Other equity injections		-	10 611
<b>Total Financing Receipts</b>		466	10 956
<b>Financing Payments</b>			
Deposits refunded		-	(441)
Equity withdrawals		-	(986)
<b>Total Financing Payments</b>		-	(1 427)
<b>Net Cash From Financing Activities</b>		466	9 529
Net Increase in cash held		2 163	2 969
Cash at beginning of financial year	7	4 989	2 020
<b>CASH AT END OF FINANCIAL YEAR</b>		<b>7 152</b>	<b>4 989</b>

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

## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2014

1. Objectives and Funding
2. Statement of Significant Accounting Policies
3. Operating Statement by Output Group

### INCOME

4. Goods and Services Received Free of Charge
5. Loss on Disposal of Assets

### EXPENSES

6. Purchases of Goods and Services

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7. Cash and Deposits
8. Receivables
9. Inventories
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## SECTION 5: FINANCIAL STATEMENTS

**1. OBJECTIVES AND FUNDING**

The Department of Land Resource Management's purpose is to provide advice and support for the sustainable development of the Northern Territory's land and water, and conservation of its unique native flora and fauna. The Department of Land Resource Management's goals are as follows:-

1. The capacity and capability of the Northern Territory's natural resource assets are assessed, and outcomes of use and management, monitored.
2. Enable economic growth through the allocation of natural resource assets for best and sustainable use.
3. Threats to natural resources and regional communities are managed through shared responsibilities and partnerships.
4. An organisation with the capacity and capability to deliver effective services.

Additional information in relation to the Department and its principal activities may be found in Section One of the Annual Report.

The Department is predominantly funded by, and dependent on, the receipt of Parliamentary appropriation. The financial statements encompass all funds through which the Department controls resources to carry on its functions and deliver outputs. For reporting purposes, outputs delivered by the Department are summarised into six Output Groups as follows:

- Flora and Fauna
- Rangelands
- Water Resources
- Bushfires
- Corporate and Governance
- Shared Services Provided

Note 3 provides summary financial information in the form of an 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 Land Resource Management to prepare financial statements for the year ended 30 June based on the form

determined by the Treasurer. The Department financial statements are to include:

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

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 Department 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 Department 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 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].***

AASB 13 replaces the guidance on fair value measurement in existing AASB accounting literature with a single standard. It defines the definition of fair value, provides guidance on how to determine fair value and requires disclosures about fair value measurements. With some exceptions, the standard requires entities to classify these measurements into a fair value hierarchy based on the nature of the inputs. Additional disclosures following from the standard are included in the notes to the financial statements.

***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].***

## SECTION 5: FINANCIAL STATEMENTS

AASB 119 amends the definition of short-term employee benefits and the accounting for defined superannuation obligations. The standards do not impact the financial statements.

***AASB CF 2013-1 Amendments to the Australian Conceptual Framework, AASB 2013-9 Amendments to Australian Accounting Standards – Conceptual Framework, Materiality and Financial Instruments***

AASB CF 2013-1 incorporates Chapters 1 and 3 of the IASB's Conceptual Framework for Financial Reporting into the AASB Framework for the Preparation and Presentation of Financial Statements. It also withdraws SAC 2 Objective of General Purpose Financial Reporting. The standards do not impact the financial statements.

***AASB 2012-5 Amendments to Australian Accounting Standards arising from Annual Improvements 2009-2011 Cycle [AASB 1, 101, 116, 132 & 134 and Interpretation 2].***

The standard amends a number of pronouncements as a result of the 2009-2011 annual improvements cycle. In particular, amendments to AASB 101 Presentation of Financial Statements clarify requirements for comparative information, and amendments to AASB 116 Property, Plant and Equipment clarify classification of servicing equipment. The standard does not impact the financial statements.

**(b) Australian 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.

***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 2013-9 Amendments to Australian Accounting Standards – Conceptual Framework, Materiality and Financial Instruments***

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). Effective for annual reporting periods beginning on or after 1 January 2017.

***AASB 1055 Budgetary Reporting***

This standard sets out budgetary reporting requirements for not-for-profit entities within the General Government Sector. Effective for annual reporting periods beginning on or after 1 January 2014.

***AASB 2013-3 Amendments to AASB 136 – Recoverable Amount Disclosures for Non-Financial Assets***

Addresses disclosures about the recoverable amount of impaired assets if that amount is based on fair value less costs of disposal. Effective for annual reporting periods beginning on or after 1 January 2014.

The Standards will not have a financial impact on the financial statements but will require a number of changes in disclosures.

**(c) Department and Territory Items**

The financial statements of the Department of Land Resource Management include income, expenses, assets, liabilities and equity over which the Department has control (Department items). Certain items, while managed by the Department, are controlled and recorded by the Territory rather than the Department (Territory items). Territory items are recognised and recorded by 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 Department's financial statements. However, as the Department is accountable for certain Territory items managed on behalf of Government, these items have been separately disclosed in Note 23 – Schedule of Territory Items.

## SECTION 5: FINANCIAL STATEMENTS

**(d) Comparatives**

Where necessary, comparative information for the 2012-13 financial year has been reclassified to provide consistency with current year disclosures.

**(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 2013-14 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 of making the judgements about the carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of 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(t) and Note 14: 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 20: The present value of material quantifiable contingent liabilities are calculated using a discount rate based on the published 10-year Government bond rate.

- Doubtful Debts – Note 2(o) & Note 8: Receivables; and
- Depreciation and Amortisation – Note 2(k), Note 10: Property, Plant and Equipment and Note 11(a) and 11(b).

**(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 Department 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.

## SECTION 5: FINANCIAL STATEMENTS

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

Revenue in respect of appropriations is recognised in the period in which the Department 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 Department 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 Department; and
- the costs incurred or to be incurred in respect of the transaction can be measured reliably.

**Rendering of Services**

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

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

**Interest Revenue**

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

**Goods and Services Received Free of Charge**

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

**Disposal of Assets**

A gain or loss on disposal of assets is included as a gain or loss on the date control of the asset passes to the buyer, usually when an unconditional contract of sale is signed. The gain or loss on disposal is calculated as the difference between the carrying amount of the asset at the time of disposal and the net proceeds on disposal. Refer also to Note 5.

**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 Department obtains control of the asset or contribution. Contributions are recognised at the fair value received or receivable.

**(j) Repairs and Maintenance Expense**

Funding is received for repairs and maintenance works associated with Department assets as part of output revenue. Costs associated with repairs and maintenance works on Department 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:

	2014	2013
Buildings	50 Years	50 Years
Infrastructure Assets	8-50 Years	8-50 Years
Plant and Equipment	10 Years	10 Years
Leased Plant and Equipment	3-5 Years	3-5 Years
Transport Equipment	10 Years	10 Years
Computer Hardware	3-6 Years	3-6 Years
Heritage and Cultural Assets	100 Years	100 Years
Intangibles – Computer Software	3-6 Years	3-6 Years

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



## SECTION 5: FINANCIAL STATEMENTS

**(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. Cash at bank includes monies held in the Accountable Officer's Trust Account that are ultimately payable to the beneficial owner.

**(n) Inventories**

Inventories include assets held either for sale (general inventories) or for distribution at no or nominal consideration in the ordinary course of business operations.

General inventories are valued at the lower of cost and net realisable value, while those held for distribution are carried at the lower of cost and current replacement cost. Cost of inventories include all costs associated with bringing the inventories to their present location and condition. When inventories are acquired at no or nominal consideration, the cost will be the current replacement cost at date of acquisition.

The cost of inventories are assigned using a mixture of first-in, first out or weighted average cost formula or using specific identification of their individual costs.

Inventory held for distribution are regularly assessed for obsolescence and loss.

**(o) Receivables**

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

The allowance for impairment losses represents the amount of receivables the Department estimates are likely to be uncollectible and are considered doubtful. Analysis of the age of the receivables that are past due as at the reporting date are disclosed in an ageing schedule under credit risk in Note 18 Financial Instruments. Reconciliation of changes in the allowance accounts is also presented.

Accounts receivable are generally settled within 30 days.

**(p) Property, Plant and Equipment****Acquisitions**

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

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

**Complex Assets**

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

**Subsequent Additional Costs**

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

**Construction (Work in Progress)**

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

**(q) Revaluations and Impairment Revaluation of Assets**

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

- land;
- buildings; and
- infrastructure assets.

## SECTION 5: FINANCIAL STATEMENTS

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

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

The unique nature of some of the heritage and cultural assets may preclude reliable measurement. Such assets have not been recognised in the financial statements. Assets recognised in the financial statements are stated at historical cost less depreciation, which is deemed to equate fair value. Where differences exist, these are not material.

#### **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 Department assets are assessed for indicators of impairment on an annual basis. If an indicator of impairment exists, the Department 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 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 Reserve for that class of asset to the extent that an available balance exists in the Asset Revaluation Reserve.

In certain situations, an impairment loss may subsequently be reversed. Where an impairment loss is subsequently reversed, the carrying amount of the asset is increased to the revised estimate of its recoverable amount. A reversal of an impairment loss is recognised in the Comprehensive Operating Statement as income, unless the asset is carried at a revalued amount, in which case the impairment reversal results in an increase in the asset revaluation reserve. Note 16 provides additional information in relation to the asset revaluation reserve.

#### **(r) Leased Assets**

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

#### **Finance Leases**

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

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

#### **Operating Leases**

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

#### **(s) 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 Department. Accounts payable are normally settled within 30 days.

#### **(t) Employee Benefits**

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

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

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

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

## SECTION 5: FINANCIAL STATEMENTS

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

**(u) Superannuation**

Employees' superannuation entitlements are provided through the:

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

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

**(v) Contributions by and Distributions to Government**

The Department may receive contributions from Government where the Government is acting as owner of the Department. Conversely, the Department 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 Department as adjustments to equity.

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

**(w) Commitments**

Disclosures in relation to capital and other commitments, including lease commitments are shown at Note 19.

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

**(x) Financial Instruments**

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

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

**Classification of Financial Instruments**

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

Financial assets are classified into the following categories:

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

Financial liabilities are classified into the following categories:

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

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

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

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

- acquired or incurred principally for the purpose of selling or repurchasing it in the near term with an intention of making a profit; or

## SECTION 5: FINANCIAL STATEMENTS

- part of a portfolio of identified financial instruments that are managed together and for which there is evidence of a recent actual pattern of short-term profit-taking; or
- a derivative that is not a financial guarantee contract or a designated and effective hedging instrument.

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

- such designation eliminates or significantly reduces a measurement or recognition inconsistency that would otherwise arise; or
- the instrument forms part of a group of financial instruments, which is managed and its performance is evaluated on a fair value basis, in accordance with a documented risk management or investment strategy, and information about the grouping is provided internally on that basis; or
- it forms part of a contract containing one or more embedded derivatives, and AASB 139 Financial Instruments: Recognition and Measurement permits the contract to be designated as at FVTPL.

#### ***Loans and Receivables***

For details refer to Note 2(o).

#### ***Financial Liabilities at Amortised Cost***

Amortised cost is calculated using the effective interest method.

Note 18 provides additional information on financial instruments.

#### **(y) Fair Value Measurement**

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

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

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

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

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

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

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

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

Level 3 – inputs are unobservable.

## SECTION 5: FINANCIAL STATEMENTS

## 3. OPERATING STATEMENT BY OUTPUT

	Flora and Fauna		Rangelands		Water Resources		Bushfires		Corporate and Governance		Shared Services Provided		Total	
	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
<b>INCOME</b>														
Grants and subsidies revenue														
Current	742	1 044	180	765	236	1 282	1 371	2 093	-	-	-	-	2 529	5 184
Appropriation														
Output	5 362	6 588	7 962	7 927	10 256	10 709	5 779	5 879	1 674	1 734	2 005	2 703	33 038	35 540
Commonwealth	-	-	-	-	553	4 136	-	-	-	-	-	-	553	4 136
Sales of goods and services	540	144	1	105	1 900	1 212	431	1 102	-	-	4 821	4 063	7 693	6 626
Interest Revenue	-	-	10	14	-	-	-	-	-	-	-	-	10	14
Goods and services received free of charge <sup>(1)</sup>	673	733	881	961	1 379	1 504	430	469	153	167	741	807	4 257	4 641
Other income	-	-	229	1	62	1	-	-	1	-	4	58	296	60
<b>TOTAL INCOME</b>	7 317	8 509	9 263	9 773	14 386	18 844	8 011	9 543	1 828	1 901	7 571	7 631	48 376	56 201
<b>EXPENSES</b>														
Employee expenses	3 876	3 775	5 377	6 371	8 068	6 317	2 387	2 823	974	1 408	4 471	4 789	25 153	25 483
Administrative expenses														
Purchases of goods and services	3 293	3 676	2 450	833	4 213	5 569	2 807	3 387	277	271	1 487	1 287	14 527	15 023
Repairs and maintenance	188	51	556	359	126	255	331	352	224	-	-	-	1 425	1 017
Depreciation and amortisation	38	24	34	32	427	468	187	160	35	51	59	60	780	795
Other administrative expenses <sup>(1)</sup>	673	733	883	961	1 379	1 503	433	469	153	167	741	805	4 262	4 638
Grants and subsidies expenses														
Current	80	80	140	4 522	299	934	2 569	2 571	-	-	-	-	3 088	8 107
Interest Expense	-	-	10	14	-	-	-	-	-	-	-	-	10	14
Loss on disposal of assets	-	-	2	-	1	-	-	-	-	-	-	-	3	-
<b>TOTAL EXPENSES</b>	8 148	8 339	9 452	13 092	14 513	15 046	8 714	9 762	1 663	1 897	6 758	6 941	49 248	55 077
<b>NET SURPLUS/(DEFICIT)</b>	<b>(831)</b>	<b>170</b>	<b>(189)</b>	<b>(3 319)</b>	<b>(127)</b>	<b>3 798</b>	<b>(703)</b>	<b>(219)</b>	<b>165</b>	<b>4</b>	<b>813</b>	<b>690</b>	<b>(872)</b>	<b>1 124</b>

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

## SECTION 5: FINANCIAL STATEMENTS

	2014 \$'000	2013 \$'000
<b>4. GOODS AND SERVICES RECEIVED FREE OF CHARGE</b>		
Corporate and information services	4 257	4 641
<b>Total Goods and Services Received Free of Charge</b>	<b>4 257</b>	<b>4 641</b>

**5. LOSS ON DISPOSAL OF ASSETS**

Net proceeds from the disposal of non-current assets	-	-
Less: Carrying value of non-current assets disposed	(3)	-
(Loss) on the disposal of non-current assets	<b>(3)</b>	-

**6. PURCHASES OF GOODS AND SERVICES**

The net surplus/(deficit) has been arrived at after charging the following expenses:

**Goods and services expenses:**

Consultants <sup>(1)</sup>	338	261
Advertising <sup>(2)</sup>	143	128
Marketing and promotion <sup>(3)</sup>	161	99
Document Production	63	45
Legal expenses <sup>(4)</sup>	22	96
Recruitment <sup>(5)</sup>	65	64
Training and study	351	297
Official duty fares	1 921	1 913
Travelling allowance	403	375

1. Includes marketing, promotion and IT consultants.
2. Does not include recruitment advertising.
3. Excludes advertising for marketing and promotion and marketing and promotion consultants' expenses, which are incorporated in the consultants' category.
4. Includes legal fees, claim and settlement costs.
5. Includes recruitment related advertising costs.

**7. CASH AND DEPOSITS**

Cash on hand	3	4
Cash at bank	7 149	4 985
<b>Total Cash and Deposits</b>	<b>7 152</b>	<b>4 989</b>

**8. RECEIVABLES****Current**

Accounts receivable	229	839
Less: Allowance for impairment losses	(6)	(3)
	223	836
Interest receivables	1	1
GST receivables	382	298
Other receivables	76	561
<b>Total Receivables</b>	<b>682</b>	<b>1 696</b>



## SECTION 5: FINANCIAL STATEMENTS

	2014 \$'000	2013 \$'000
<b>9. INVENTORIES</b>		
<b>General Inventories</b>		
At cost	21	109
<b>Total Inventories</b>	<b>21</b>	<b>109</b>

**10. PROPERTY, PLANT AND EQUIPMENT**

<b>Land</b>		
At Fair Value	2 045	2 045
<b>Buildings</b>		
At Fair Value	8 097	8 009
Less: Accumulated Depreciation	(3 891)	(3 656)
	4,206	4 353
<b>Infrastructure</b>		
At Fair Value	169	169
Less: Accumulated Depreciation	(24)	(20)
	145	149
<b>Plant and Equipment</b>		
At Fair Value	9 820	9 727
Less: Accumulated Depreciation	(8 047)	(8 193)
	1 773	1 534
<b>Leased Plant and Equipment</b>		
At capitalised cost	-	8
Less: Accumulated Depreciation	-	(8)
	-	-
<b>Computer Equipment</b>		
At Fair Value	281	548
Less: Accumulated Depreciation	(230)	(481)
	51	67
<b>Transport Equipment Assets</b>		
At Fair Value	1 459	1 769
Less: Accumulated Depreciation	(974)	(1 181)
	485	588
<b>Total Property, Plant and Equipment</b>	<b>8 705</b>	<b>8 736</b>

**Property, Plant and Equipment Valuations**

The latest revaluation was undertaken by the Australian Valuation Office in June 2011. The revaluation was performed as part of the Northern Territory Government five year rolling revaluation program. Refer to Note 12 Fair Value Measurement of Non-Financial Assets for additional disclosures.

**Impairment of Property, Plant and Equipment**

Department property, plant and equipment assets were assessed for impairment as at 30 June 2014. No impairment adjustments were required as a result of this review.

## SECTION 5: FINANCIAL STATEMENTS

## 11. Property, Plant and Equipment Reconciliations

A reconciliation of the carrying amount of property, plant and equipment at the beginning and end of 2013-14 and 2012-13 is set out below:

2013-14	Land \$'000	Buildings \$'000	Infrastructure \$'000	Plant & Equipment \$'000	Transport Equipment \$'000	Computer Equipment \$'000	Total \$'000
<b>Carrying Amount as at 1 July 2013</b>	<b>2 045</b>	<b>4 353</b>	<b>149</b>	<b>1 534</b>	<b>588</b>	<b>67</b>	<b>8 736</b>
Additions	-	-	-	609	-	14	623
Disposals	-	-	-	(3)	-	-	(3)
Additions/(Disposals) from asset transfers	-	88	-	21	-	-	109
Depreciation and amortisation	-	(235)	(4)	(388)	(103)	(30)	(760)
<b>Carrying Amount as at 30 June 2014</b>	<b>2 045</b>	<b>4 206</b>	<b>145</b>	<b>1 773</b>	<b>485</b>	<b>51</b>	<b>8 705</b>

2012-13	Land \$'000	Buildings \$'000	Infrastructure \$'000	Plant & Equipment \$'000	Transport Equipment \$'000	Computer Equipment \$'000	Total \$'000
<b>Carrying Amount as at 1 July 2012</b>	<b>44 097</b>	<b>293 863</b>	<b>14 484</b>	<b>3 358</b>	<b>1 224</b>	<b>82</b>	<b>357 108</b>
Additions	-	-	-	143	15	28	186
Additions/(Disposals) from asset transfers	(42 052)	(289 283)	(14 331)	(1 562)	(543)	(11)	(347 782)
Depreciation and amortisation	-	(227)	(4)	(405)	(108)	(32)	(776)
<b>Carrying Amount as at 30 June 2013</b>	<b>2 045</b>	<b>4 353</b>	<b>149</b>	<b>1 534</b>	<b>588</b>	<b>67</b>	<b>8 736</b>

	2014 \$'000	2013 \$'000

## 11a. INTANGIBLES

## Carrying Amounts

<b>Intangibles with a finite useful life</b>		
<b>Intangibles – Computer Software</b>		
At Valuation	136	150
Less: Accumulated Amortisation	(109)	(103)
Written down value – 30 June	<b>27</b>	<b>47</b>

## Impairment of Intangibles

Department intangible assets were assessed for impairment as at 30 June 2014. No impairment adjustments were required as a result of this review

Reconciliation of Movements		
<b>Intangibles with a finite useful life</b>		
Carrying Amount at 1 July	47	88
Asset Transfer	-	(22)
Depreciation and Amortisation	(20)	(19)
<b>Carrying Amount as at 30 June</b>	<b>27</b>	<b>47</b>

## SECTION 5: FINANCIAL STATEMENTS

	<b>2014</b>	<b>2013</b>
	<b>\$'000</b>	<b>\$'000</b>

**11b. HERITAGE AND CULTURAL ASSETS****Carrying Amounts**

At Valuation	-	-
Less: Accumulated Amortisation	-	-
<b>Written down value – 30 June</b>	<b>-</b>	<b>-</b>

**Impairment of Heritage and Cultural Assets**

Department heritage and cultural assets were assessed for impairment as at 30 June 2014. No impairment adjustments were required as a result of this review

**Reconciliation of Movements**

<b>Heritage and cultural assets with a finite useful life</b>		
Carrying Amount at 1 July	-	28
Asset Transfer	-	(28)
Depreciation and Amortisation	-	-
<b>Carrying Amount as at 30 June</b>	<b>-</b>	<b>-</b>

<b>Heritage and cultural assets with an infinite useful life</b>		
Carrying Amount at 1 July	-	61 608
Asset Transfer	-	(61 608)
Depreciation and Amortisation	-	-
<b>Carrying Amount as at 30 June</b>	<b>-</b>	<b>-</b>

**12. FAIR VALUE MEASUREMENT OF NON-FINANCIAL ASSETS****(a) Fair Value Hierarchy**

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

<b>2014</b>	<b>Level 1 \$'000</b>	<b>Level 2 \$'000</b>	<b>Level 3 \$'000</b>	<b>Total Fair Value \$'000</b>
<b>Asset Classes</b>				
Land (Note 10)	-	-	2 045	2 045
Buildings (Note 10)	-	-	4 206	4 206
Infrastructure (Note 10)	-	-	145	145
<b>Total</b>	<b>-</b>	<b>-</b>	<b>6 396</b>	<b>6 396</b>

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

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**(b) Valuation Techniques and Inputs**

Valuation techniques used to measure fair value are:

Asset Classes	Level 3 Techniques
Land	Cost
Buildings	Cost
Infrastructure	Cost

The Department's land, buildings and infrastructure are subject to the Department of Treasury's revaluation model, which requires these classes of assets to be revalued at least once every five years.

The Department's land, building and infrastructure are stated at their revalued amounts, being the fair value at the date of revaluation, less any subsequent accumulated depreciation and subsequent accumulated impairment losses, including any additions or modifications. The latest revaluation of these assets was performed by the Australian Valuation Office as at 30 June 2011 which complies with the Department of Treasury's revaluation model.

Level 3 fair values of land, buildings and infrastructure were determined by computing their depreciated replacement costs because an active market does not exist for such assets due to their unique nature and potential inherent restrictions upon use. The depreciated replacement cost was based on a combination of internal records of the historical cost of the assets, adjusted for contemporary pricing and construction approaches, the remaining useful life of the assets, and current condition of the assets. The valuation technique will be reviewed when the assets are revalued in accordance with the Department of Treasury's next revaluation rotation.

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

	Land \$'000	Buildings \$'000	Infrastructure \$'000
Fair value as at 1 July 2013	2 045	4 353	149
Additions	-	-	-
Depreciation and amortisation	-	(235)	(4)
Additions from asset transfers	-	88	-
<b>Fair value as at 30 June 2014</b>	<b>2 045</b>	<b>4 206</b>	<b>145</b>
Unrealised gains/losses recognised in net surplus/ deficit for assets held at the end of the reporting period	-	-	-

**(ii) Sensitivity analysis**

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

## SECTION 5: FINANCIAL STATEMENTS

	2014 \$'000	2013 \$'000
<b>13. PAYABLES</b>		
Accounts payable	2 113	1 166
Accrued expenses	1 590	1 230
<b>Total Payables</b>	<b>3 703</b>	<b>2 396</b>

**14. PROVISIONS**

<b>Current</b>		
Employee benefits		
Recreation leave	2 110	2 052
Leave loading	374	360
Other employee benefits	47	56
<b>Other Current Provisions</b>		
Other provisions (fringe benefits, payroll tax and superannuation)	586	558
	<b>3 117</b>	<b>3 026</b>
<b>Non-Current</b>		
<b>Employee Benefits</b>		
Recreation leave	1 627	1 637
<b>Total Provisions</b>	<b>4 744</b>	<b>4 663</b>
<b>Balance as at 1 July</b>	4 663	11 705
Additional provisions recognised	3 086	416
Reductions arising from payments	(3 005)	(1 050)
Transfer of employee provision (restructure)	-	(6 408)
<b>Balance as at 30 June</b>	<b>4 744</b>	<b>4 663</b>

The Department had 279 employees as at 30 June 2014 (271 employees as at 30 June 2013).

**15. OTHER LIABILITIES**

<b>Current</b>		
Deposits held - natural heritage trust, accountable officers trust account and clearing accounts	473	457
Unearned revenue	772	948
	<b>1 245</b>	<b>1 405</b>
<b>Non-Current</b>		
Unearned Revenue	83	-
<b>Total Other Liabilities</b>	<b>1 328</b>	<b>1 405</b>

## SECTION 5: FINANCIAL STATEMENTS

2014  
\$'000

2013  
\$'000

**16. EQUITY**

Equity represents the residual interest in the net assets of the Department. The Government's ownership interest in Department is held in the Central Holding Authority as described in note 2(c).

**Capital**

<b>Balance as at 1 July</b>	78 686	335 979
Capital Appropriation	450	345
Equity Transfer In –assets	175	464
Equity Injection	-	1 025
Equity Withdrawal	-	(150)
Equity Transfer out – Agency Restructure	-	(258 977)
<b>Balance as at 30 June</b>	<b>79 311</b>	<b>78 686</b>

**Reserves****Asset Revaluation Reserve**

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

<b>Balance as at 1 July</b>	1 850	144 411
Decrement – land asset transfer	-	(58 169)
Decrement - buildings asset transfer	-	(22 784)
Decrement - heritage and cultural assets asset transfer	-	(61 608)
<b>Balance as at 30 June</b>	<b>1 850</b>	<b>1 850</b>

**Accumulated Funds**

<b>Balance as at 1 July</b>	(73 307)	(74 431)
(Deficit)/Surplus for the period	(872)	1 124
<b>Balance as at 30 June</b>	<b>(74 179)</b>	<b>(73 307)</b>



## SECTION 5: FINANCIAL STATEMENTS

	2014	2013
	\$'000	\$'000

**17. NOTES TO THE CASH FLOW STATEMENT****Reconciliation of Cash**

The total of Department Cash and Deposits of \$7.15 million recorded in the Balance Sheet is consistent with that recorded as 'cash' in the Cash Flow Statement.

<b>Reconciliation of Net (Deficit)/Surplus to Net Cash From Operating Activities</b>		
<b>Net (Deficit)/Surplus</b>	(872)	1 124
<b>Non-Cash Items:</b>		
Depreciation and amortisation	780	795
Repairs & maintenance non cash	66	8
Loss on disposal of assets	3	-
<b>Changes in assets and liabilities:</b>		
Decrease in receivables	1 014	98
Decrease/(Increase) in Inventories	88	(86)
(Increase)/Decrease in prepayments	(54)	569
Increase/(Decrease) in payables	1 307	(2 609)
Increase/(Decrease) in other provisions	28	(736)
Increase/(Decrease) in employment benefits	53	(6 305)
(Increase)/Decrease in other liabilities	(93)	768
<b>Net Cash From/(Used In) Operating Activities</b>	<b>2 320</b>	<b>(6 374)</b>

**18. 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 include cash and deposits, receivables, payables and finance leases. The Department has limited exposure to financial risks as discussed below.

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

**(a) Categorisation of Financial Instruments**

<b>Financial Assets</b>		
Cash and deposits	7 152	4 989
Loans and receivables	234	1 397
	7 386	6 386
<b>Liabilities</b>		
Amortised cost	3 532	2 322

**(b) Credit Risk**

The Department has limited credit risk exposure (risk of default). In respect of any dealings with organisations external to Government, the Department 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.

## SECTION 5: FINANCIAL STATEMENTS

Additionally, the nature of the Department's revenue is such that if the debtor was to default on the debt it would cause them to suffer a business impact through the Department's ability to discontinue licences etc. until financial obligations are met. Primarily the Department's credit risk comes from the regulatory work performed on behalf of landholders (i.e. fire breaks under section 47 of the *Bushfires Act*). In these instances if a debt is not settled the Department has the ability, and does, take a lien over the property whereby the debt will be settled on sale of the property.

The carrying amount of financial assets recorded in the financial statements, net of any allowances for losses, represents the Department'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.

	2014 \$'000	2013 \$'000
<b>Internal Receivables</b>		
<b>Ageing of Receivables</b>		
Not Overdue	146	1 089
Overdue for less than 30 Days	-	-
Overdue for 30 to 60 Days	-	-
Overdue for more than 60 Days (includes S47 Firebreaks)	-	-
<b>Total Gross Receivables</b>	<b>146</b>	<b>1 089</b>

<b>Reconciliation of the Allowance for Impairment Losses</b>		
Allowance for Impairment Losses at the Beginning of the Reporting Period	-	-
Transfer due to Agency Restructure	-	-
Increase/(Decrease) in allowance recognised in profit or loss	-	-
<b>Allowance for Impairment Losses at the End of the Reporting Period</b>	<b>-</b>	<b>-</b>

<b>External Receivables</b>		
<b>Ageing of Receivables</b>		
Not Overdue	5	240
Overdue for less than 30 Days	30	7
Overdue for 30 to 60 Days	-	-
Overdue for more than 60 Days (includes S47 Firebreaks)	59	63
<b>Total Gross Receivables</b>	<b>94</b>	<b>310</b>

<b>Reconciliation of the Allowance for Impairment Losses</b>		
Allowance for Impairment Losses at the Beginning of the Reporting Period	3	37
Transfer due to Agency Restructure	-	(31)
Increase/(Decrease) in allowance recognised in profit or loss	3	(3)
<b>Allowance for Impairment Losses at the End of the Reporting Period</b>	<b>6</b>	<b>3</b>

**(c) Liquidity Risk**

Liquidity risk is the risk that the entity will not be able to meet its financial obligations as they fall due.

The Department's liquidity risk includes credit cards which are managed with tight controls and low limits. Credit card use and limits are reviewed regularly.

The following tables detail the undiscounted cash flows payable by the Department by remaining contractual maturity for its financial liabilities. It should be noted that as these are undiscounted and totals may not reconcile to carrying amounts presented in the Balance Sheet.

## SECTION 5: FINANCIAL STATEMENTS

## Maturity analysis for financial assets and liabilities

2014	Variable Interest \$'000	Non Interest Bearing		Carrying Amount \$'000
		1 Year \$'000	2 Year \$'000	
<b>Assets</b>				
Cash and deposits	466	6 686	-	7 152
Receivables	-	234	-	234
<b>Total Financial Assets</b>	<b>466</b>	<b>6 920</b>	<b>-</b>	<b>7 386</b>
<b>Liabilities</b>				
Deposits Held	466	7	-	473
Payables	-	3 059	-	3 059
<b>Total Financial Liabilities:</b>	<b>466</b>	<b>3 066</b>	<b>-</b>	<b>3 532</b>

2013	Variable Interest \$'000	Non Interest Bearing		Carrying Amount \$'000
		1 Year \$'000	2 Year \$'000	
<b>Assets</b>				
Cash and deposits	456	4 533	-	4 989
Receivables	-	1 397	-	1 397
<b>Total Financial Assets</b>	<b>456</b>	<b>5 930</b>	<b>-</b>	<b>6 386</b>
<b>Liabilities</b>				
Deposits Held	456	1	-	457
Payables	-	1 865	-	1 865
<b>Total Financial Liabilities:</b>	<b>456</b>	<b>1 866</b>	<b>-</b>	<b>2 322</b>

**(d) Market Risk**

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

**(i) Interest Rate Risk**

The Department has limited exposure to interest rate risk as all financial assets and financial liabilities, with the exception of the Single Holding Account deposits held, are non-interest bearing. Changes to the variable rates of 100 basis points (1%) at reporting date would have had no effect on the Department's profit or loss and equity as interest earned on the Single Holding Account is accounted for as both as an asset and a liability.

**(ii) Price Risk**

The Department is not exposed to price risk as the Department does not hold units in unit trusts.

**(iii) Currency Risk**

The Department 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 carrying amount of financial assets and financial liabilities recorded in the financial statements approximates to their respective net fair values. Where differences exist, these are not material.

## SECTION 5: FINANCIAL STATEMENTS

## 19. COMMITMENTS

	2014		2013	
	Internal \$'000	External \$'000	Internal \$'000	External \$'000
<b>(i) Other Expenditure Commitments</b>				
Other non-cancellable expenditure commitments not recognised as liabilities are payable as follows:				
Within one year	-	1 121	-	785
Later than one year and not later than five years	-	822	-	1 134
	-	<b>1 943</b>	-	<b>1 919</b>
<b>(ii) Operating Lease Commitments</b>				
The Department leases property under non-cancellable operating leases expiring from 1 to 5 years. Leases generally provide the Department with a right of renewal at which time all lease terms are renegotiated. The Department also leases items of plant and equipment under non-cancellable operating leases. Future operating lease commitments not recognised as liabilities are payable as follows:				
Within one year	-	1 282	-	1 489
Later than one year and not later than five years	-	3 542	-	3 821
	-	<b>4 824</b>	-	<b>5 310</b>
<b>(iii) Finance Lease Commitments</b>				
Within one year	-	-	-	-
<b>Total Finance Lease liabilities</b>	-	-	-	-

## 20. CONTINGENT LIABILITIES AND CONTINGENT ASSETS

**(a) Contingent liabilities**

The Department is currently involved in two claims but due to the uncertainty of any potential liability no value can be attributed to these claims.

**(b) Contingent assets**

The Department had no contingent assets as at 30 June 2014 or 30 June 2013.

## 21. EVENTS SUBSEQUENT TO BALANCE SHEET 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.

## SECTION 5: FINANCIAL STATEMENTS

## 22. WRITE-OFFS, POSTPONEMENT, WAIVERS GIFTS AND EX GRATIA PAYMENTS

	Department / Group		Department / Group		Territory Items		Territory Items	
	2014 \$'000	No. of Trans	2013 \$'000	No. of Trans	2014 \$'000	No. of Trans	2013 \$'000	No. of Trans
<b>Write-offs, Postponements and Waivers Under the Financial Management Act</b>								
Represented by:								
<u>Amounts written off, waived and postponed by Delegates</u>								
Irrecoverable amounts payable to the Territory or an Agency written off	-	-	-	-	-	-	-	-
Losses or deficiencies of money written off	-	-	-	-	-	-	-	-
Public property written off	3	77	-	3	-	-	-	-
<b>Total written off, waived and postponed by Delegates</b>	<b>3</b>	<b>77</b>	<b>-</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<u>Amounts written off, waived and postponed by Treasurer</u>								
Irrecoverable amounts payable to the Territory or an Agency written off	-	-	-	-	-	-	-	-
Waiver or postponement of right to receive or recover money or property	-	-	-	-	-	-	-	-
<b>Total written off, waived and postponed by Treasurer</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Gifts Under the Financial Management Act</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Ex Gratia Payments Under the Financial Management Act</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## SECTION 5: FINANCIAL STATEMENTS

**23. SCHEDULE OF TERRITORY ITEMS**

The following Territory items are managed by the Department on behalf of the Government and are recorded in the Central Holding Authority (refer note 2(c)).

<b>TERRITORY INCOME AND EXPENSES</b>	<b>2014 \$'000</b>	<b>2013 \$'000</b>
<b>Income</b>		
Grants and subsidies revenue		
Capital	-	-
Fees from regulatory services	2	30
Royalties and rents	3 239	3 702
Fines	1	-
<b>Total Income</b>	<b>3 242</b>	<b>3 732</b>
<b>Expenses</b>		
Central Holding Authority income transferred	3 242	3 732
<b>Total Expenses</b>	<b>3 242</b>	<b>3 732</b>
<b>Territory Income less Expenses</b>	<b>-</b>	<b>-</b>
<b>TERRITORY ASSETS AND LIABILITIES</b>	<b>2014 \$'000</b>	<b>2013 \$'000</b>
<b>Assets</b>		
Royalties and rent receivable	661	1 260
<b>Total Assets</b>	<b>661</b>	<b>1 260</b>
<b>Liabilities</b>		
Central Holding Authority income payable	661	1 260
<b>Total Liabilities</b>	<b>661</b>	<b>1 260</b>
<b>Net Assets</b>	<b>-</b>	<b>-</b>



## FEEDBACK

In order to continue to meet the needs of our stakeholders, we welcome your comments on our latest annual report.

Please copy this form, complete it and email [webadmin.dlrm@nt.gov.au](mailto:webadmin.dlrm@nt.gov.au)

1. Does the information in the report meet your requirements as an interested party or stakeholder?

Yes

No

2. Are there areas/issues that you believe have not been addressed in sufficient detail? If yes, please list them here.

3. Please rate the report using the following criteria

Unsatisfactory

Good Excellent

Content

Readability

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

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5. Which of the following best describes your primary role in reading this annual report?

Business interests

Local resident

Contractor/supplier

Member of community group

Member of environmental group

Government stakeholder

Customer

Student

Employee

6. Please include me on your mailing list for future annual reports.

Name

Company/organisation

Position held

Address

Postcode

Phone Fax

Email

Thank you for your feedback.

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